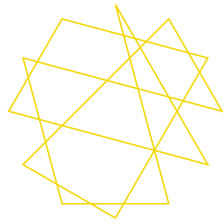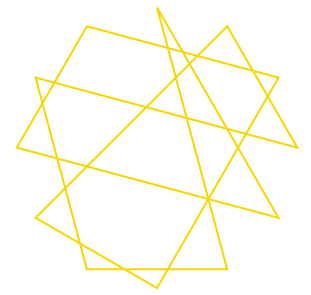eisf

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EISF Research and Guides

European Interagency Security Forum

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EISF aims to have a positive impact on NGO humanitarian security risk management to achieve sustainable access for populations in need

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About the European Interagency Security Forum (EISF)

- EISF is an independent network of security focal points who represent Europe-based humanitarian NGOs operating internationally.

- EISF is committed to improving the safety and security of operations and staff, strengthening humanitarian security risk management to allow greater access to, and impact for, crisis-affected populations.

- As an NGO-led forum, the EISF hub reflects the needs of members and the broader humanitarian security risk management network.

EISF was created to establish a more prominent role for security risk management in international humanitarian operations. It facilitates exchange between member organisations and other bodies such as the UN, institutional donors, academic and research institutions, the private sector and a broad range of international NGOs. This exchange is conducted through networking events, workshops, webinars, ad-hoc information exchange and a research programme.

EISF's objectives are:

- Information shared and networks strengthened to improve humanitarian security risk management

- Stakeholders recognise the importance of good practice for security risk management in the humanitarian space

- Humanitarian security risk management skills and knowledge are improved

EISF Publications

EISF Resource Hub

The EISF Secretariat and the EISF website provide an NGO-focused resource for continuous improvement in good practice for humanitarian security risk management (SRM).

There are many stakeholders that impact on humanitarian SRM and our ability to have safe and sustainable access to populations in need. EISF provides a hub for sharing information and disseminating good practice throughout the sector and across many different stakeholders.

Membership of EISF is open to European based, not-for-profit NGOs, which:
- Manage, and are responsible for, staff and significant humanitarian programme activities in several countries;
- Have a global security focal point who can represent them within EISF.

Visit www.eisf.eu/about-us/becoming-a-member/ to learn more about membership criteria.

Unsure if your organisation fits the criteria for membership? Please get in contact! EISF engages with organisations in many different ways; our members appreciate the input of think tanks, human rights organisations, development-focused NGOs, business and government.

EISF Briefing Papers and Reports

EISF Briefing Papers and Reports investigate some of the key conceptual issues facing NGOs and security risk managers in humanitarian operations. The papers aim to consolidate theory in practice; many contain practical tools through which the evidence researched can be applied. Written by EISF members, the EISF Secretariat and sector experts, EISF research is conducted using participatory action research methods, fostering a collective approach by the humanitarian community for the humanitarian community to reflect on the way security risk management issues are addressed.

As an NGO-led forum, research topics are identified by members and developed by sector experts and the EISF Secretariat using member input through consultations and working groups.

📄 **Briefing papers**

📄 **Briefing papers in French**

📄 **Briefing papers in Spanish**

EISF Guide Series

EISF good practice guides are intended as tools for both managers and practitioners. They provide easy-to-follow checklists and adaptable procedural frameworks through which security managers can draw conclusions, apply their own experience and make decisions regarding security risk management for their own organisations and their specific operating contexts. The contents of the documents are purposefully generic; they should be adapted to an agency's needs and circumstances and may be used as a checklist.

Guides also contain useful editable tools, which can be downloaded from the EISF website. Authored by sector experts with the input of the EISF Secretariat. EISF members and external contributors review and input into the guide content via working groups.

📘 **Guides**

📘 **Guides in French**

📘 **Guides in Spanish**

🛠 **Tools**

If you would like to get involved in EISF research projects, please get in touch with the Research Advisor (eisf-research@eisf.eu).

Contents

● *Also available in French*   ● *Also available in Spanish*

The Security Risk Management Context

In the evolving contexts in which humanitarian action takes place, NGO security risk management must reflect changes in the sector and in operating environments in order to sustain safe access for programmes that are being implemented. The EISF papers detailed in this section link global issues with the humanitarian security risk management debate, providing insight and information for organisations to use for their own planning purposes.

The first paper in this section was undertaken in conjunction with the Humanitarian Futures Programme (HFP) at Kings College, London. Using the factors identified by HFP as key drivers of change in the humanitarian sector, the paper reflects on the future of humanitarian security risk management over the coming decade.

The briefing papers on gender and religion highlight the importance of understanding staff and organisational profiles, reflecting on how our similarities and differences offer both challenges and opportunities for effective security risk management.

Drawing on examples of good practice, the diverse profiles research paper explores ways in which security considerations for staff with diverse profiles can be integrated into an organisation's pre-existing security risk management systems.

Similar to the technology it discusses, the 'collected articles' paper on communications technology and humanitarian security risk management is a continually evolving piece of research. To keep up with these developments, EISF has established the Communications Technology Knowledge Hub, for which new articles are always welcome!

The Future of Humanitarian Security in Fragile Contexts: An Analysis of Transformational Factors Affecting Humanitarian Action in the Coming Decade 📄

The transformation of the humanitarian landscape has already made a significant impact on the operational security of INGOs and other humanitarian actors. Moreover, as contexts defined as 'fragile' increasingly draw the attention of the international community, humanitarian actors will need to give careful consideration to the impact of changes unfolding in fragile contexts on their operations.

EISF and the Humanitarian Futures Programme (HFP) have responded to this need with this report, which serves to inform strategic policy priorities and approaches to security risk management planning and coordination, and addresses three main questions:

- What are the emerging trends, developments and drivers of change that are likely to affect or change security issues and considerations in the humanitarian environment of the future?
- How will the humanitarian sector need to adapt in order to continue to deliver programmes within this changing operational context?
- How prepared are organisations for this future, and what might they need to do differently in order to be prepared?

Suggested citation:

Armstrong, J. (2013) *The Future of Humanitarian Security in Fragile Contexts.* European Interagency Security Forum (EISF)

Find this briefing paper in the *Resources - EISF Publications* section of our website www.eisf.eu

📄 **The Future of Humanitarian Security in Fragile Contexts: An Analysis of Transformational Factors Affecting Humanitarian Action in the Coming Decade**

Gender and Security: Guidelines for Mainstreaming Gender in Security Risk Management 📄 📄 📄

Gender and security is a complex issue, and this research found that there are different levels of comprehension of what it means in humanitarian and development assistance practice. The differences in gendered behaviour, bias, and learning have a direct impact on the security of the individual and the agency team. Specifically, the way in which staff perceive, understand and accept security informs how they can become exposed and how they may react in various situations.

Available in English, French and Spanish, the aims of *Gender and Security: Guidelines for Mainstreaming Gender in Security Risk Management* are twofold: to raise general awareness about gender and how it relates to security risk management, and to provide practical tools for effective integration of gender-specific considerations to the existing security management practices. **Section One** of the paper therefore provides a comprehensive overview of conceptual and theoretical themes relevant to establishing a common understanding of gender considerations in security risk management. **Section Two** comprises practical tools and guidance for implementing gendered security risk management, bringing policy into practice.

Suggested citation:

Persaud, C. (2012) *Gender and Security: Guidelines for Mainstreaming Gender in Security Risk Management.* European Interagency Security Forum (EISF)

▶ **Find this briefing paper in the *Resources - EISF Publications* section of our website www.eisf.eu**

📄 **Gender and Security: Guidelines for Mainstreaming Gender in Security Risk Management**

📄 **Genre et Sécurité: Orientations pour l'intégration du genre à la gestion des risques de sécurité**

📄 **Género y Seguridad: Directrices para la transversalización del género en la gestión de riesgos de seguridad**

Managing the Security of Aid Workers with Diverse Profiles 📄
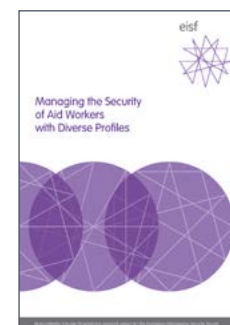
The upcoming research paper, *Managing the Security of Aid Workers with Diverse Profiles*, explores, through a literature review and key informant interviews, the most effective ways for humanitarian and development organisations to develop appropriate and inclusive security risk management systems for staff with diverse profiles. The research paper explores the issues that can arise with ensuring the security of these staff members in high risk contexts where their profiles may make them especially vulnerable, while at the same time respecting their rights to privacy, equality and inclusion. The paper aims to:

- Uncover the challenges that arise for aid organisations when trying to support the security of staff with diverse profiles while endeavouring to meet legal and moral obligations related to equality, diversity and inclusion, particularly in relation to ethnicity, disability and sexual orientation, gender identity and gender expression.

- Highlight examples of good practice where employers have approached security risk management in an inclusive manner, thereby ensuring staff security while at the same time meeting moral and legal obligations.

- Provide guidance to aid organisations on how to overcome identified challenges and ensure the security of staff with diverse profiles.

This research paper will be available in 2018 both in print and on the EISF website www.eisf.eu

📄 **Managing the Security of Aid Workers with Diverse Profiles**

Security Risk Management and Religion: Faith and Secularism in Humanitarian Assistance 📄
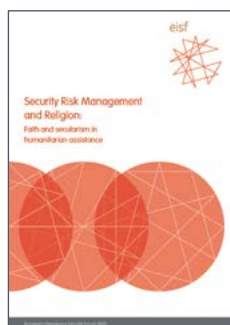
This briefing paper examines the impact that religion has on security risk management for humanitarian agencies, and considers whether a better understanding of religion can improve the security of organisations and individuals in the field.

The paper gives an overview of the role of religion in humanitarian assistance, and its historical antecedents, and also studies how religion and secularism can impact and influence the identity of an organisation and the values, beliefs and practices of staff and partner agencies. The study examines differing opinions, approaches and vulnerabilities between secular and faith-based agencies and assesses how understanding the religious dynamic can assist with the selection of an appropriate security strategy, in particular with regard to the development of an effective acceptance strategy. This document also provides practical tools and guidelines for integrating religion into security risk management.

The study is designed to be of interest to faith-based and secular humanitarian agencies alike. It references ways to increase debate and dialogue within the sector to improve understanding of religion and secularism and its impact on risk management for all agencies.

Suggested citation:

Hodgson, L. et al. (2014) *Security Risk Management and Religion: Faith and Secularism in Humanitarian Assistance*. European Interagency Security Forum (EISF)

Find this briefing paper in the *Resources - EISF Publications* section of our website www.eisf.eu

📄 **Security Risk Management and Religion: Faith and Secularism in Humanitarian Assistance**

Managing Aid Agency Security in an Evolving World: The Larger Challenge 📄

This paper considers security management by international aid agencies against the realities of an evolving wider world. It describes the broad challenge of 'acceptance' that stretches far beyond the management capacity of security personnel, and thus requires a deep internal questioning within each aid organisation.

The past decade has seen impressive growth in investment and advances in operational security management by and for international aid agencies. This article takes a cursory look at these developments, recognising the progress made, whilst highlighting some persistent challenges. It is suggested that the undeniable progress in security risk management needs to be examined against a seemingly deteriorating wider 'security environment' in which aid agencies are operating. The article reflects on some of the apparent drivers of this deterioration, and looks ahead to the next 10-15 years.

Suggested citation:

Van Brabant, K. (2010) *Managing Aid Agency Security in an Evolving World: The Larger Challenge*. European Interagency Security Forum (EISF)

Find this briefing paper in the *Resources - EISF Publications* section of our website www.eisf.eu

📄 **Managing Aid Agency Security in an Evolving World: The Larger Challenge**

Communications Technology and Humanitarian Delivery: Challenges and Opportunities for Security Risk Management 📄
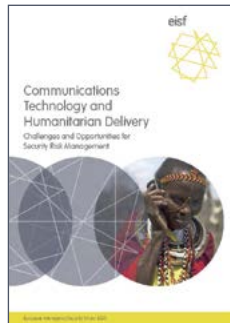
"The editors and contributors of this volume are to be congratulated on a practical text that pushes forwards our knowledge and understanding of the virtual space that now surrounds humanitarian operations, and which can have such a physical impact upon them. I encourage you to read it. The articles that follow have certainly brought me up to speed"

Hugo Slim – Senior Research Fellow, Oxford Institute for Ethics, Law and Armed Conflict (ELAC), University of Oxford.
[Extract from the foreword of Communications Technology and Humanitarian Delivery: Challenges and Opportunities for Security Risk Management.]

The articles contained in this publication are dispatches from a new frontline in humanitarian action: the digital frontier. All are written by those observing, experiencing and attempting to respond to the challenges created by the digital revolution, and the very real threats it is creating for humanitarian operations. Our aim is to explore the potential of new tools to create a safer, more responsive operational environment for aid workers.

Section 1 of the paper, entitled 'Understanding the Operational Environment', focuses on the ways in which communications technology is changing the places in which we work, particularly conflict environments. **Section 2, 'Communications Technology and its Impact on Humanitarian Programmes'** looks at first hand experiences in the use of communications technology at field level for humanitarian programming. **Section 3, 'Using Communications Technology For Security Risk Management'** provides humanitarian organisations with practical tools that can help mitigate security risks, both digital and physical.

Suggested citation:

Vazquez Llorente, R. and Wall, I. (eds.) (2016) *Communications Technology and Humanitarian Delivery: Challenges and Opportunities for Security Risk Management.* European Interagency Security Forum (EISF)

Find this briefing paper in the *Resources - EISF Publications* section of our website www.eisf.eu

📄 **Communications Technology and Humanitarian Delivery: Challenges and Opportunities for Security Risk Management**

The EISF Communications Technology and Humanitarian Delivery Knowledge Hub

The EISF Communications Technology Knowledge Hub provides a platform through which the conversation on humanitarian communications technology and security risk management can be explored. The knowledge hub is the beginning of a conversation, working towards a better understanding of the specific nature of the security threats created by the digital revolution, and the implications for the security risk management of humanitarian staff and programmes. Visit commstech-hub.eisf.eu/index.html.

ℹ️ **Update!**

December 2017:

Digital Security for LGBTQI Aid Workers: Awareness and Response (Kumar, M)

March 2018:

Managing Security-Related Information: A Closer Look at Incident Reporting Systems and Software (de Palacios, G)

Find these articles and more by visiting the hub: commstech-hub.eisf.eu/articles.html

Policy and Practice

NGOs in the humanitarian sector have different policies and practices for, and experiences of, security risk management. Good practice for managing security risks will not be the same for all organisations; it is dependant on the NGO's mandate and capacity. EISF papers provide an opportunity for sharing and cross-learning on good practice between organisations and other experts, pulling together different examples along with key principles that should be considered when an organisation is developing their own security risk management approach.

The papers in this section look at organisational policy issues such as determining an appropriate risk threshold, how to carry out a security audit and working with local partner organisations.

There are also papers on practice issues such as information management, use of statistics, appropriate safety and security training and guidance on how to determine the cost of security risk management.

Security Risk Management: A Basic Guide for Smaller NGOs 📙
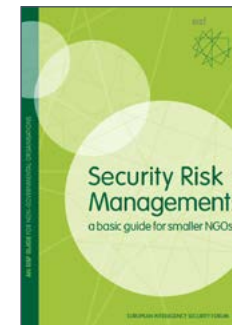
This guide aims to be a simple, easy-to-use security resource to help smaller NGOs demystify security risk management. By setting out the elements of a basic security risk management framework, this guide aims to support NGOs in translating their duty of care obligations into key processes and actions that will not only enhance their national and international staff security but also improve their organisation's reputation and credibility. Although the guide is intended to be applicable to both national and international NGOs, some elements may be more relevant to one or the other.

Many existing NGO security resources tend to focus on the requirements of larger humanitarian and development organisations, i.e. those with large multi-national staff teams working in multiple countries, often with dedicated security staff. This guide is mindful of the limited resources and the specific challenges that smaller NGOs may face in trying to establish and maintain a security risk management framework.

This guide complements other essential guides, such as EISF's *Security to Go: A Risk Management Toolkit for Humanitarian Aid Agencies*, which focuses on security management systems in a particular context or location; however, this guide provides a broader perspective on the overarching framework an organisation should aim to have in place in order to improve its security risk management. This guide also aims to complement the EISF *Security Audits* guide, which enables organisations to take stock of what they have in terms of staff security and what needs to be improved.

Suggested citation:

Bickley, S. (2017) *Security Risk Management: a basic guide for smaller NGOs*. European Interagency Security Forum (EISF)

Find this guide in the *Resources - EISF Publications* section of our website www.eisf.eu

📙 **Security Risk Management: A Basic Guide for Smaller NGOs**

Duty of Care: A Review of the Dennis v Norwegian Refugee Council Ruling and its Implications 📄
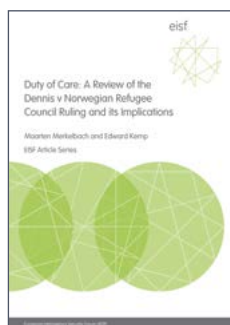
On 29 June 2012, Steve Dennis, an employee of the Norwegian Refugee Council (NRC), was injured and kidnapped, along with three other colleagues, following an attack during a VIP visit to the IFO II refugee camp in Dadaab, Kenya. Four days later the hostages were set free during an armed rescue operation carried out by Kenyan authorities and local militia. Three years later, Dennis submitted a claim at the Oslo District Court against his former employer, the NRC, for compensation for economic and non-economic loss following the kidnapping. The Court concluded that the NRC acted with gross negligence in relation to this incident and found the NRC to be liable for compensation towards Dennis.

This paper reflects on the court case and what lessons can be drawn from the Court's ruling for the international aid sector. In order to achieve this, the paper reviews the Court's legal reasoning and highlights the interrelation between the ruling, the concept of legal duty of care and security risk management. The paper concludes by providing an overview of some of the wider implications this case has for the international aid sector.

Suggested citation:

Merkelbach, M. and Kemp, E. (2016) *Duty of Care: A Review of the Dennis v Norwegian Refugee Council Ruling and its Implications.* European Interagency Security Forum (EISF)

Find this article in the *Resources - EISF Publications* section of our website www.eisf.eu

📄 **Duty of Care: A Review of the Dennis v Norwegian Refugee Council Ruling and its Implications**

Security Management and Capacity Development: International Agencies Working with Local Partners 📄
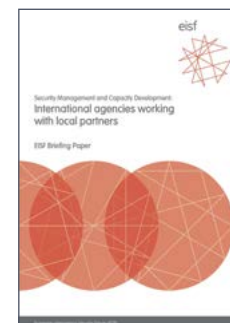
International agencies are continually reviewing the way they work with their local partners, most recently in response to changing security dynamics and an increasing awareness of security risks. However, their desire to support local partners can be hampered by cost implications, limited resources, over-reliance on local knowledge and skills and a partial understanding of the needs of partner organisations. This is compounded by confusion over the degree of responsibility international agencies bear towards their local partners.

This paper has two broad objectives. First, it aims to provide a better understanding of issues related to security risk management and the responsibility of international non-governmental organisations (INGOs) to ensure the safety and security of their local partners. Secondly, it provides insights into strategies for INGOs to provide support to their local partners in terms of security risk management. These strategies are based on those of agencies already implementing differing levels of support to their local partners for security management.

Suggested citation:

Singh, I. et al. (2011) *Security Management and Capacity Development: International Agencies Working with Local Partners.* European Interagency Security Forum (EISF)

Find this briefing paper in the *Resources - EISF Publications* section of our website www.eisf.eu

📄 **Security Management and Capacity Development: International Agencies Working with Local Partners**

> **Upcoming EISF Project:** *Humanitarian Partnerships and Security Risk Management: Assisting INGOs in Building the Capacity of Local Partners – From the Partner's Perspective*
>
> In order to promote more effective international and national NGO partnerships, EISF plans to produce a second briefing paper investigating local partners' understanding of security risk management, identifying ways in which INGOs can support capacity-building efforts. Please get in touch with the EISF Research Advisor if you would like to get involved in this project (eisf-research@eisf.eu).

The Cost of Security Risk Management for NGOs 📄
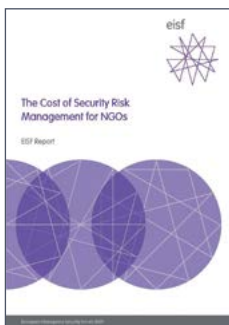
This paper explores the costs related to safety and security management for aid programmes. Aid organisations must strive to achieve value for money while at the same time meeting humanitarian needs with limited resources, ensuring fiscal accountability, and meeting their duty of care to staff working in the field. This report considers how organisations can meet these challenges, and justify their expenditure to donors, the public and their beneficiaries.

The *Cost of Security Risk Management for NGOs* aims to assist all aid practitioners to determine their risk management expenditure more accurately, and demonstrate an evidence-based approach when presenting this information to donors. The paper is particularly relevant to those responsible for programme planning and management, donor proposal writing, as well as safety and security risk management. Aid donors may also find this text useful, as it proposes methods and approaches for organisations to communicate and justify clearly their risk management resource needs.

The *Risk Management Expense Portfolio (RMEP)* tool that accompanies this research is presented as the culmination of input from the EISF members to design a tool that clarifies the estimation and recording of a programme's safety and/or security costs. The tool is aimed at proposal writers and programme and security managers as a joint resource. Users are able to modify the tool to reflect specific organisational needs, and the research team would welcome any comments from organisation's trials.

The RMEP has been designed with usability in mind, keeping inputs flexible and relevant. Most line items reflect tangible costs, but the tool also provides the space to consider marginal and intangible costs. The portfolio includes clusters such as salaries, training costs and assets, with each cluster further divided into individual line items. Users have the option to provide more specific information against line items, such as the type of satellite telephone required for a particular context.

Suggested citation:

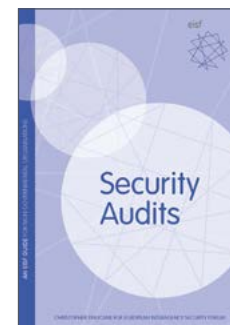Finucane, C. (2015) *The Cost of Security Risk Management for NGOs*. European Interagency Security Forum (EISF)

Find this briefing paper in the *Resources - EISF Publications* section of our website www.eisf.eu

📄 **The Cost of Security Risk Management for NGOs**

🔧 **Risk Management Expense Portfolio (RMEP)**

Security Audits 📘📘📘

This guide can be used to examine the security management system of an organisation. A security management system (SMS) audit is an evidence-based review of the system's structure and functions and a test of the system's purpose. Auditing provides managers and their staff with essential information from which to identify system strengths and weaknesses, allowing resources to be focused where most needed.

Security Audits is available in English, French and Spanish and is designed for use by any staff member, including non-security specialists. It can be applied to the organisation as a whole, to HQ, or to a country office.

🔧 Security Audits' associated tools can be downloaded in an editable format in English, French and Spanish via the EISF website. The tools include:

- System reference
- Document register template
- Document review checklist
- Developing interview questions
- Online survey question example
- SMS Audit worksheet template

Suggested citation:

Finucane, C. (2013) *Security Audits*. European Interagency Security Forum (EISF)

▶ **Find this guide in the *Resources - EISF Publications* section of our website www.eisf.eu**
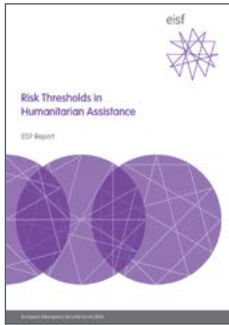
📘 **Security Audits**

📘 **Évaluations de la sécurité**

📘 **Auditorías de seguridad**

Risk Thresholds in Humanitarian Assistance 📄

Risk Thresholds in Humanitarian Assistance is concerned with security risk management within humanitarian programmes, assessing how agencies define and express their attitude to risk, with consideration for how organisational and operational priorities might be better integrated. The study is addressed to senior management as well as security specialists. *Risk Thresholds in Humanitarian Assistance* suggests that an integrated approach to risk management can maximise programme resilience and thus achieve greater humanitarian impact. Throughout, the paper draws on the experience of EISF members, who are security practitioners working for humanitarian organisations, as well as risk management knowledge from other sectors.

Section 1 of *Risk Thresholds in Humanitarian Assistance* reviews the risk management process, considering roles and responsibilities at both organisational and operational levels, with **section 2** exploring how organisations establish risk thresholds, distinguishing 'proportional risk' from 'security thresholds'. **Section 3** goes on to consider how an organisation's attitude to risk can be put into practice and managed at all levels, whilst **section 4** concludes with recommendations for examining and improving the risk management process within humanitarian organisations.

Suggested citation:

Behn, O and Kingston, M. (2010) *Risk Thresholds in Humanitarian Assistance*. European Interagency Security Forum (EISF)

Find this briefing paper in the *Resources - EISF Publications* section of our website www.eisf.eu

📄 **Risk Thresholds in Humanitarian Assistance**

The Information Management Challenge: A Briefing on Information Security for Humanitarian Non-Governmental Organisations in the Field 📄
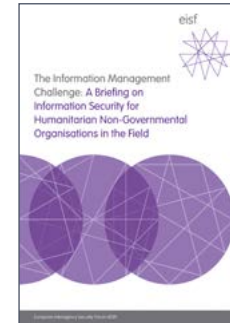
This EISF briefing paper describes the 'information management challenge' of ensuring the security of sensitive information in the difficult conditions that may exist in many field offices, where the risk of surveillance is present. The paper suggests potential risk mitigation measures through the development of a process that will ensure the consistent observance of fundamental information security procedures and regular audits, guaranteeing that security procedures are commensurate to the risk context. It also outlines the dimensions of an information management policy, and highlights the potential risks, and means of mitigating those risks, which such policies should address.

The Information Management Challenge: A Briefing on Information Security for Humanitarian Non-Governmental Organisations in the Field contends that good information security requires more than simply a 'technical policy' or input from IT departments. Rather, it argues that an 'information management culture', matching technical solutions to consistent observance and awareness amongst all staff and managers, is necessary in good humanitarian security risk management practice.

Suggested citation:

Ayre, R. (2010) *The Information Management Challenge: A Briefing on Information Security for Humanitarian Non-Governmental Organisations in the Field*. European Interagency Security Forum (EISF)

Find this briefing paper in the *Resources - EISF Publications* section of our website www.eisf.eu

📄 **The Information Management Challenge: A Briefing on Information Security for Humanitarian Non-Governmental Organisations in the Field**

Security Incident Information Management Handbook 📙

Security incident information management (SIIM) is the collection, reporting, recording, analysis, sharing and use of information (including data) linked to a security incident. Security incident information management is a key part of an organisation's broader security risk management, which aims to support organisational security in order to ultimately improve access to populations in need.

This *SIIM Handbook* seeks to make an important contribution in advancing practices related to security incident information management within non-governmental organisations. The handbook is intended to support users in establishing and developing effective information management for security event reporting and monitoring systems, both internally and externally, across the organisation and the sector.

> 🛠 The *Security Incident Information Management Handbook* includes a useful set of tools:
>
> - SIIM self-assesment grid
> - Typology of incidents
> - Organisational or external incident
> - Incident reporting template
> - Incident analysis grids
> - How to conduct a factual debrief
> - Good practice in gender-sensitive incident reporting and complaints mechanisms for reporting sexual exploitation and abuse (SEA)
> - Action plan
> - SIIM systems
> - Incident storing
> - Technology to report and record incidents
> - Analysing data trends
> - Strategic-level questions for incident management

Suggested citation:

Insecurity Insight, Redr UK and EISF. (2017) *Security incident Information Management Handbook*. Insecurity Insight, Redr UK and EISF

Find this handbook in the *Resources - EISF Publications* section of our website www.eisf.eu

📙 **Security Incident Information Management Handbook**

Incident Statistics in Aid Worker Safety and Security Management 📄
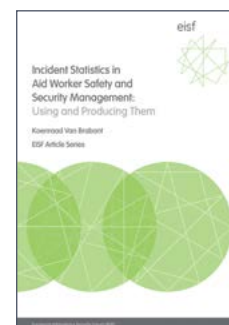
Since 2002, there has been an increase in circulation of safety and security incident-related numbers and statistics. Incident statistics on safety and security are useful tools for organisations, providing information on the changing nature of threats, how incidents impact their organisation and how well they are managing the risks to which they are exposed. However, many organisations have difficulties with obtaining accurate and reliable incident information to enable statistics to be developed.

The huge variety of numbers and statistics that come to us from different sources, and the different pictures they seem to paint, have become quite bewildering. The purpose of this article is to provide guidance on how to use and produce incident statistics and analysis.

Incident Statistics in Aid Worker Safety and Security Management considers:

- Why are incident statistics on safety and security important for aid organisations?
- What should aid organisations keep in mind when considering and comparing different statistics?
- Can aid agencies produce and contribute to relevant and good statistics, and if so, how?

Suggested citation:

Van Brabant, K. (2012) *Incident Statistics in Aid Worker Safety and Security Management*. European Interagency Security Forum (EISF)

Find this briefing paper in the *Resources - EISF Publications* section of our website www.eisf.eu

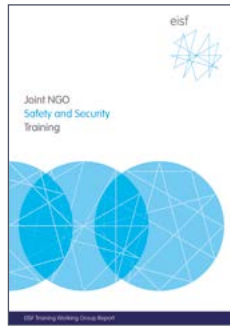📄 **Incident Statistics in Aid Worker Safety and Security Management**

> **Interested in finding out more about aid worker security statistics?**
>
> Visit Insecurity Insight's Security in Numbers database: www.insecurityinsight.org/aidindanger/
>
> Visit the Aid Worker Security Database: aidworkersecurity.org

Joint NGO Safety and Security Training 📄

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, training was identified as the highest priority for NGO security expenditure for headquarters 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.

Joint NGO Safety and Security Training 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 made use of participatory action research methods, fostering a collective approach by the humanitarian community to reflect on the way security issues are addressed, and to devise effective solutions.

Suggested citation:

Kingston, M. (2010) *Joint NGO Safety and Security Training.* European Interagency Security Forum (EISF)

Find this briefing paper in the *Resources - EISF Publications* section of our website www.eisf.eu

📄 **Joint NGO Safety and Security Training**

NGO Safety and Security Training Project: How to Create Effective Security Training for NGOs 📄

This is a joint project undertaken by InterAction and EISF and targets humanitarian and development NGOs that operate in various security risk contexts all over the world. It provides a baseline of good practice for NGO security training that must be informed by, and adapted to, each organisation, their needs, profile of management, operations, working environments and personnel.

The *NGO Safety and Security Training Project: How to Create Effective Security Training for NGOs* provides a narrative of the research findings, an updated curriculum, and guidance tools for training. It is based on extensive research and interviews with members of the NGO community. The report draws upon existing training materials, community consultations, survey responses, job descriptions, as well as relevant trends in humanitarian and development practice. It captures good practice and global understanding in regard to quality and consistency of NGO security training.

Suggested citation:

Persaud, C. (2014) *NGO Safety and Security Training Project: How to Create Effective Security Training for NGOs.* InterAction and the European Interagency Security Forum (EISF)

Find this briefing paper in the *Resources - EISF Publications* section of our website www.eisf.eu

📄 **NGO Safety and Security Training Project: How to Create Effective Security Training for NGOs**

Crisis Management

Whilst NGOs are working to improve their crisis management capacity, in the past, this has been an area where organisations have been reluctant to share policies and experiences with the wider sector. As a result, organisations had to develop their own procedures without the ideas, advice or experience of their counterparts. Through EISF's capacity to act as a conduit for sensitive information, the guides and papers in this section have been developed using learnings from organisations that have dealt with the worst-case scenarios. Where appropriate, the documents also bring in guidance from external experts, such as the police, which is adjusted to the needs of the NGO sector.

Whilst family support and media management in a crisis are often considered when developing abduction management procedures, the guides in this section are equally applicable for all crisis response planning.

The EISF guides and papers do not instruct NGOs on the best course of action; rather they provide background information for good practice, identifying the questions that an organisation needs to answer when developing their own policies and procedures.

Crisis Management of Critical Incidents
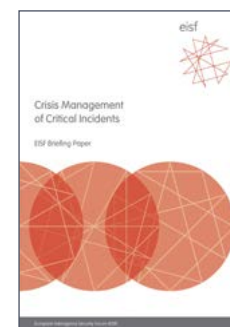
Aid workers operate in areas where the risk of critical incidents cannot be eliminated. Agencies must form and maintain robust crisis response mechanisms, from incident reporting processes through to post-crisis reviews and lessons learned.

The EISF *Crisis Management of Critical Incidents* briefing paper seeks to outline the requirements of crisis management structures, providing a general guideline for crisis management planning, crisis management teams (CMTs) and post-crisis follow-up. The paper is a tool by which agencies can review and strengthen their crisis management mechanisms, so ensuring effective responses to critical incidents.

Crisis management is both an art and a science, and best practice is constantly evolving in response to the changing humanitarian environment. Whilst intended for those involved in the management of critical incident and crisis management mechanisms within humanitarian agencies, all organisations deploying and contracting employees in environments where the infrastructure to deal with critical incidents is limited or unreliable, should find this paper valuable. The paper benefits from the knowledge and experience of a wide range of contributors including organisations, experts and survivors of critical incidents.
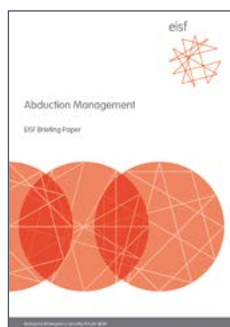
Suggested citation:

Buth, P. (2010) *Crisis Management of Critical Incidents.* European Interagency Security Forum (EISF)

Find this briefing paper in the *Resources - EISF Publications* **section of our website www.eisf.eu**

Crisis Management of Critical Incidents

Abduction Management 📒

Abduction of aid workers has risen sharply in particular contexts in the past decade. Abduction is a unique form of critical incident, characterised by its ongoing, 'live' nature, often extended duration, pressured decision-making and great amounts of uncertainty.

This paper is intended for those involved in the management of an abduction within humanitarian agencies. Though the essential pillars of effective critical incident and crisis management response mechanisms apply, abduction's idiosyncrasies demand a more tailored response, under the umbrella of broader crisis management plans. This briefing paper therefore addresses the specific characteristics of abduction incidents and the central tenets of abduction management, including family support ⓘ and media management ⓘ.

Most abductions end in the safe release of captives. However, abduction is an ongoing, active event, often involving a great deal of uncertainty, and by far the most complex and challenging category of critical incident. For this reason, specific capacities and preparedness are required to increase efficacy in incident response, and this should be considered within overall critical incident and crisis response plans.

Suggested citation:

Buth, P. (2010) *Abduction Management.* European Interagency Security Forum (EISF)

Find this briefing paper in the *Resources - EISF Publications* section of our website www.eisf.eu

📒 **Abduction Management**

ⓘ **For further information** please see *Family First: Liaison and Support in a Crisis* (page 30) and *Managing the Message: Communication and Media Management in a Security Crisis* (page 31), also available on the EISF website.

Abduction and Kidnap Risk Management 📘
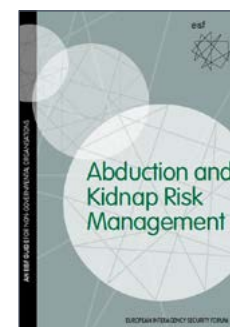
Abductions are the most complex and challenging type of critical incident an organisation can face, so it is vital to be prepared for them. Despite the many important variations, some principles and practices apply to almost all abduction management scenarios.

Abduction has emerged as a real risk in an increasing number of contexts in which NGOs are operating. Therefore, building or strengthening appropriate abduction management capacity is regarded as a priority by many aid agencies implementing programmes in these areas.

This guide is designed to provide a concise summary of key information for organisations facing the threat of a potential or actual abduction of one of their staff members or other individuals under their responsibility, for example, consultants or volunteers.

Abduction and Kidnap Risk Management builds on the EISF briefing papers *Crisis Management of Critical Incidents* and *Abduction Management*, and should be read in conjunction with the EISF guides *Managing the Message: Communication and Media Management in a Crisis* and *Family First: Liaison and Support During a Crisis*.

> 🔧 *Abduction and Kidnap Risk Management* features a set of eleven useful tools, including:
> - Case management information checklist
> - Daily summary log
> - Post-release hostage debrief checklist
> - Post-crisis analysis report template

Suggested citation:

EISF. (2017) *Abduction and Kidnap Risk Management.* European Interagency Security Forum (EISF)

EISF members can find this guide in the *Resources - EISF Publications* section of our website www.eisf.eu *(members must log in as this resource is not open source)*

📘 **Abduction and Kidnap Risk Management**

Family First: Liaison and Support During a Crisis 📘📘

This guide addresses the stages of planning, delivery and review of family support by an NGO during a crisis. Available in English and French, it is intended for crisis and incident management team staff who must support the family liaison process, as well as being an aid to the family liaison staff in their role.

Providing family support can be vital in the resolution of a crisis, ensuring that the humanitarian organisation can lead a coordinated response, that information is effectively managed, and that the agency's duty of care obligations to the staff member and their family are fulfilled. Well-managed family support during a crisis can not only mitigate the trauma to the family, but is important in maintaining strong relations of trust and cooperation between the family and the organisation, which can assist in the resolution of the crisis.

The EISF guide series was developed with practicality in mind, and to this end, *Family First: Liaison and Support During a Crisis* includes tips and case-studies, capturing lessons learnt from organisations' experiences. Practical tools which can be downloaded from the EISF website are referenced throughout, and users are encouraged to use or adapt these for their organisation's specific needs.

> 🔧 The guide's associated tools can be downloaded in both English and French in an editable format:
> - Policy and Procedure: some issues to consider
> - Sample information for a personal file
> - Proof of Life
> - Some dos and don'ts for a Family Liaison Officer

Suggested citation:

Davidson, S. (2012) *Family First: Liaison and Support During a Crisis*. European Interagency Security Forum (EISF)

▶ **Find this guide in the *Resources - EISF Publications* section of our website www.eisf.eu**

📘 **Family First: Liaison and Support During a Crisis**

📘 **La Famille avant tout: Soutien et liaison en situation de crise**

Managing the Message: Communication and Media Management in a Security Crisis 📘📘

This guide offers information on communication and media management following a critical incident involving one or more members of national or international staff. Communication and media management refers to the monitoring and management of internal and external messages about an agency's work via conventional news media, public relations channels, personal communication and social media networks. The guide is aimed at those in headquarters, regional and field offices who are likely to be involved in the planning, response and review of crisis management or communication and media management before, during and after a critical incident.

Available in both English and French, this guide was developed with practicality in mind. Tips and case-studies are provided, capturing lessons learnt from organisations' experiences.

> 🔧 *Managing the Message: Communication and Media Management in a Security Crisis* includes a useful set of associated tools, available in both English and French, which can be downloaded in an editable format. Tools include:
> - Social media policy and guidelines
> - Checklist for a crisis communication and media plan
> - Holding statement template
> - Press release template
> - Preparing for interviews – possible questions
> - Monitoring and removing social media messages

Suggested citation:

Davidson, S. (2013) *Managing the Message: Communication and Media Management in a Security Crisis*. European Interagency Security Forum (EISF)

▶ **Find this guide in the *Resources - EISF Publications* section of our website www.eisf.eu**

📘 **Managing the Message: Communication and Media Management in a Security Crisis**

📘 **Gérer le message: Gestion de la communication et des médias en cas de crise de sécurité**

Country and Field Office Support

Although EISF works primarily at the global and strategic level for humanitarian security risk management, there has been a growing demand for guides that provide practical information for the development of appropriate practices in country and field offices.

This section includes guides for opening and closing an office safely as well as a briefing paper on the use of private security providers.

EISF's *Security to Go* guide is a toolkit for non-security staff that aims to increase their capacity to establish basic security risk management systems. In 2017 a module on People Management was added to the guide and it is intended that the toolkit will continue to expand.

Security to Go: A Risk Management Toolkit for Humanitarian Aid Agencies

Security to Go: A Risk Management Toolkit for Humanitarian Aid Agencies is intended to provide a simple, easy-to-use guide for non-security staff to quickly set up basic security, safety and risk management systems in new contexts or rapid onset emergency response situations. This guide is applicable to both international organisations and national agencies moving into new regions and/or setting up new programmes; it is especially applicable to environments where the risk levels have changed due to human or natural causes.

The contents of this guide are the result of a collaboration between a number of different organisations, individuals and consulting agencies that focus on safety and security issues for international humanitarian organisations. The topics selected for inclusion in this guide represent many key areas and it is anticipated that additional modules will be added or updated in the future as organisations develop and share their lessons learned in various contexts.

As of January 2018 there are twelve modules in total, including, for example:

- Security risk management process
- Actor mapping and context analysis
- Communications and information security
- Medical support and evacuation
- People management

Each of the twelve modules can be downloaded individually from the EISF website www.eisf.eu

Suggested citation:

Davis, J. *et al.* (2017) *Security to Go: A Risk Management Toolkit for Humanitarian Aid Agencies.* Second Edition. European Interagency Security Forum (EISF)

▶ **Find this guide in the *Resources - EISF Publications* section of our website www.eisf.eu**

Security to Go: A Risk Management Toolkit for Humanitarian Aid

Guide pratique de la sécurité : boîte à outils à l'attention des agences humanitaires pour leur gestion des risques

Seguridad en práctica: herramientas de gestión de riesgos para organizaciones de ayuda humanitaria

Office Opening: A Guide for Non-Governmental Organisations 📙📘

A well-planned and transparent approach to opening an office will mitigate many of the risks involved. The process is not linear and every situation will have different requirements. However, by applying a logical and organised process, setting up an office and finding accommodation is possible in most locations across the globe.

This guide provides an easy-to-follow process detailing the recommended steps when opening an office where the property market may be complex and/or ambiguous. While the guide refers to an 'office', the process is equally relevant to any building, including accommodation, hospitals or warehouses. It is recognised that in different situations organisations may have more time (e.g. setting up a regional office) or less time (e.g. rapid response programme office) to plan and implement the full suite of options identified in this guide. Regardless, this guide can be applied to all office openings, as the actions generally remain the same. Only the timeframe and the details of the preparation process may change depending on the urgency.

> 🔧 *Office Opening: A Guide for Non-Governmental Organisations'* associated tools can be downloaded in an editable format in both English and French from the EISF website. The tools include:
>
> - Agency needs form
> - Longlist template
> - Longlist map
> - Property analysis template
> - Building lease terms
> - Key lease terms
> - Letter of intent template
> - Building risk assessment checklist
> - Utilities checklist

Suggested citation:

Source8. (2015) *Office Opening: A Guide for Non-Governmental Organisations.* European Interagency Security Forum (EISF)

▶ **Find this guide in the *Resources - EISF Publications* section of our website www.eisf.eu**

📙 **Office Opening: A Guide for Non-Governmental Organisations**

📘 **Ouvrir un nouveau bureau: Manuel à l'attention des organisations non gouvernementale**

Office Closure 📙

This guide considers the processes required to close an office or programme while minimising risks to staff, the organisation, and programmes. This guide is intended for use in either a planned closure, or a closure which is forced by contextual factors.

Regardless of the reason for closure, the hazards of not approaching the process in a considered and organised way remain the same. Of primary concern are the security risks that can arise. How stakeholders are made aware of the closure, and are supported during the preparation for departure, will be crucial in minimising these risks.

Failing to manage the closure process appropriately can leave the organisation vulnerable to abuse of or violence against staff, theft of resources, reputational damage, and ill-feeling, which may extend to the humanitarian community in general, putting other organisations' programmes and staff at risk.

A well-planned and transparent approach to office closure can avoid many of these hazards, and this guide, though not an alternative to adequate planning, aims to help organisations to plan, coordinate and implement a successful, safe closure.

> 🔧 *Office Closure* has fourteen editable tools which can be downloaded from the EISF website. Examples of tools include:
>
> - Planning checklist template
> - TOR for Exit Programme Manager
> - Closure risk analysis
> - Example communications plan
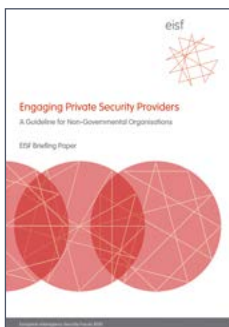> - Example asset transfer memorandum of understanding

Suggested citation:

Safer Edge. (2012) *Office Closure.* European Interagency Security Forum (EISF)

Find this guide in the *Resources - EISF Publications* section of our website www.eisf.eu

📙 **Office Closure**

Engaging Private Security Providers: A Guideline for Non-Governmental Organisations

Over the past decade humanitarian agencies have increasingly made use of Private Security Providers (PSPs) to support their security requirements. The initial apprehension felt towards a largely unregulated sector has given way to silent utilisation. The reasons for increased use relate to higher (perceived) levels of insecurity, harsher operational environments and a growing awareness of the duty of care. PSPs provide services ranging from 'soft' services such as training, vetting and analysis to highly visible 'hard' activities, such as armed protection for convoys.

Available in English and French, *Engaging Private Security Providers: A Guideline for Non-Governmental Organisations* provides guidance which can assist humanitarian NGOs to reach an informed decision about when, how and under what conditions to seek PSP services.

Suggested citation:

Glaser, M. (2011) *Engaging Private Security Providers: A Guideline for Non-Governmental Organisations*. European Interagency Security Forum (EISF)

▶ **Find this briefing paper in the *Resources - EISF Publications* section of our website www.eisf.eu**

Engaging Private Security Providers: A Guideline for Non-Governmental Organisations

Engager les services d'Entreprises de sécurité privées: Orientations à l'intention des organisations non gouvernementales

ℹ **Corrections and updates to the *Engaging Private Security Providers: A Guideline for Non-Governmental Organisations* briefing paper**

An update to the *Engaging Private Security Providers: A Guideline for Non-Governmental Organisations* briefing paper was published in June 2015. This document reflects the most important developments in the sector since the original briefing paper was published in 2011, in addition to correcting mistakes in the initial document. EISF would like to thank Anne James, Quality, Standards and Accreditations Manager from Salamanca Group, author of the update and corrections.

Find the corrections and updates to the paper on the EISF website: www.eisf.eu/library/engaging-private-security-providers-a-guideline-for-non-governmental-organisations/

Articles

EISF writes articles and contributes to research on humanitarian security risk management for the broader NGO sector. If you would like to work with the Secretariat on an article, or wish to include the NGO perspective in a project, get in touch with the EISF Research Advisor (eisf-research@eisf.eu).

Articles produced by the Secretariat for the Humanitarian Practice Network's Humanitarian Exchange Magazine and the PEAR Insights magazine are listed overleaf.

Whose risk is it anyway? Linking operational risk thresholds and organisational risk management
Humanitarian Security Risk Management
Humanitarian Exchange 47 (June 2010)

Aid agencies have worked hard in recent years to professionalise security management, through the provision of training for staff at headquarters and in the field and the formalisation of the risk management process. This article, published in Issue 47 of the Humanitarian Practice Network's Humanitarian Exchange magazine, formed part of the larger European Interagency Security Forum (EISF) research project to support NGO security management by documenting the risk threshold determination process. It argues that programme managers should adopt a broader understanding of risk in order to contribute to flexible, organisation-wide judgements of risk exposure. To recognise risks effectively and engage with strategic decision-making, managers must understand what is at risk, not just for field staff and programmes, but for the organisation as a whole.

▶ **Visit the ODI website to read the article in full:**
   odihpn.org/magazine/whose-risk-is-it-anyway-linking-operational-risk-thresholds-and-organisational-risk-management/

Organisational risk management in high-risk programmes: the non-medical response to the Ebola outbreak
The Ebola Crisis in West Africa
Humanitarian Exchange 64 (August 2015)

In this article, the EISF Executive Director and EISF Research Advisor addressed the organisational risk management capabilities of non-medical humanitarian agencies responding to the Ebola outbreak, examining how they adapted their risk management policies in a high-risk programme in a low-risk context.

▶ **Visit the ODI website to read this article:**
   odihpn.org/magazine/organisational-risk-management-in-high-risk-programmes-the-non-medical-response-to-the-ebola-outbreak/

Sectarianism and humanitarian security: is acceptance working in Iraq?
The Crisis in Iraq
Humanitarian Exchange 65 (November 2015)

In Issue 65 of the Humanitarian Exchange Magazine, the EISF Executive Director and the Research Advisor, working with Barah Mikail of the think tank Fride, examined sectarianism and humanitarian security, questioning if acceptance is really working in Iraq.

The article explores developments in Iraq and their impact on the security of humanitarian workers operating in the country. It also takes a critical look at the role acceptance plays as a security measure, and what impact changes in context have had on the ability of aid agencies to gain humanitarian access and implement programmes.

▶ **Visit the ODI website to read more:**
   odihpn.org/wp-content/uploads/2015/10/HE_65_web.pdf

Demystifying Security Risk Management
PEAR Insights Magazine (February 2017)

In this article, the EISF Research Advisor discusses the importance of a security risk management framework and unpacks two elements of this: governance and travel management. This article touches upon issues surrounding security risk management considered in greater depth in the EISF publication, *Security Risk Management: a basic guide for smaller NGOs*.

▶ **Visit the EISF website to read this article:**
   https://www.eisf.eu/library/demystifying-security-risk-management/

Upcoming EISF Projects

In collaboration with experts and partners, EISF will release a new guide on *Managing Sexual Abuse Against Aid Workers: prevention, preparedness, response and aftercare.* This guide will provide practical guidance with the aim of improving organisations' ability to prevent sexual violence against aid workers as well as prepare, respond and provide aftercare in the event a staff member experiences sexual abuse. This guide will be published in 2018.

EISF will be developing an additional module for the *Security to Go* guide looking at digital security within the humanitarian context. This builds upon several events and workshops that discussed this topic in 2017. It is anticipated that this module will be released mid-2018.

If you would like to get involved in any upcoming EISF research projects, please get in touch with the Research Advisor (eisf-research@eisf.eu).

EISF Resource Hub Useful links

EISF Articles and Blog
www.eisf.eu/resources-library/articles/

EISF Resource Library
www.eisf.eu/resources-library/

EISF Themes
www.eisf.eu/themes/

Humanitarian Security Risk Management Vacancies
www.eisf.eu/vacancies/

Security Trainings and Events
www.eisf.eu/training-and-events/

Useful External Links for Humanitarian Security Risk Management
www.eisf.eu/resources-library/links/