













Session 3	<b>Security Culture &amp; Approach</b>		 Duration: <b>30 mins</b>
<p><b>Session Summary</b></p> <p>This session explains an organisation's attitude and approach towards security and risk, and highlights the various measures and processes in place to minimise risks to staff.</p>			
<p><b>Session Objectives</b></p> <p> <ul style="list-style-type: none"> <li>• Introduce the concept of duty of care and an organisation's obligations to its staff.</li> <li>• Outline an organisation's approach, and the role of acceptance, in managing risk.</li> <li>• Explain how an organisation's security policy and procedures helps reduce risks to staff</li> </ul> </p>			
<p><b>Learning Outcomes</b></p> <p>By the end of this session participants should be able to:</p> <p> <ul style="list-style-type: none"> <li>• Describe the culture and approach adopted by organisations to manage security and safety risks to staff.</li> </ul> </p>			
<p><b>Supporting Material</b></p> <p> <ul style="list-style-type: none"> <li>• <a href="#">GISF Security Risk Management: a basic guide for smaller NGOs.</a></li> <li>• <a href="#">GISF Security to go: a risk management toolkit for humanitarian aid agencies – Module 13.</a></li> </ul> </p>			
Time	Suggested Activities		Resources
2 mins	<p><b>Introduction</b></p> <p>Introduce the session and provide a brief overview of what this session will cover.</p>		<ul style="list-style-type: none"> <li>• S.3 Security Culture &amp; Approach Presentation – Slide 1</li> </ul>
2 mins	<p><b>Duty of Care</b></p> <p>Briefly explain an organisation's duty of care obligations towards its staff, what this entails, and draw attention to the need to raise awareness and seek informed consent.</p> <p> Duty of care is a moral, ethical, and legal obligation on an organisation to ensure a safe working environment for its staff, or those working on its behalf, including volunteers, interns, contractors (such as guards or drivers), and also implementing partner organisations - although the level of duty of care required may be different.</p> <p>To meet basic duty of care, organisations must:</p> <ul style="list-style-type: none"> <li>• identify and consider all foreseeable risks to staff.</li> <li>• take all reasonable measures to manage these risks.</li> <li>• establish plans and mechanisms to respond to incidents and provide support to staff affected by incidents.</li> <li>• ensure staff understand and accept the risks they face and the measures/plans in place to manage them.</li> <li>• raise awareness of staff through information, guidance, and training.</li> </ul>		<ul style="list-style-type: none"> <li>• Slide 2</li> </ul>

3 mins	<p><b>Management of Risk</b></p> <p>Explain the factors that shape an organisation's attitude to risk and its overall approach to managing risk. If an internal training, include references to your organisation's specific approach to managing risk.</p> <p> The approach is not simply to avoid risk, but to manage risk in a way that allows staff, and the organisation, to remain present and effective in those locations.</p> <p>To ensure secure access to affected populations, the organisation adopts a range of safety and security approaches depending on the specific risk in a country or particular location.</p>	• Slide 3
5 mins	<p><b>Acceptance-based Approach</b></p> <p>Explain how building acceptance and maintaining consent for an organisation's presence and activities is one of the main risk-reducing strategies adopted by humanitarian agencies. If an internal training, explain how an acceptance-based approach shapes your organisation's security strategy.</p> <p> An acceptance-based approach involves building positive relationships and creating awareness and support for the organisation's work amongst beneficiaries, community leaders, local authorities, security forces and, in some cases, armed groups or others who may wish to obstruct programme implementation or harm staff. Such an approach can help gain and maintain acceptance and support for the organisation's presence and its activities, which will ultimately improve security and access for staff.</p> <p>Emphasise the vital role individual staff have in gaining and maintaining levels of acceptance through their personal behaviour and conduct.</p> <p> Ask participants: <i>What are some of the challenges to gaining and maintaining acceptance within the operating context?</i></p> <p>Draw attention to the difficulties in gaining acceptance from certain groups in the operating context, and the need to use other strategies (protection and deterrence) and implement procedures and measures that reduce staff vulnerability to risks.</p>	• Slide 4
3 mins	<p><b>Framework, Policy &amp; Requirements</b></p> <p>Introduce participants to a basic security risk management framework, highlight some of the key documents and processes involved such as the global security policy, and explain how these relate to country-level security arrangements and plans. If an internal training, adapt slide to include your organisation's Security Risk Management Framework, if available.</p> <p> A Security Risk Management Framework is NOT a single document, but a collection of various policies, protocols, plans,</p>	• Slide 5-6

	<p>mechanisms, and processes that supports the management of security and safety risk to staff.</p> <p>Explain the purpose of security plans, their key contents, and how they support security management within different locations. Highlight that these documents may have different titles, depending on the organisation. If internal training, adapt the slides to reflect the title of the documents used in your organisation.</p> <p> Security plans are key country-level documents that outline the security and safety measures and procedures in place, and the responsibilities and resources required to implement them.</p> <p>Refer participants to examples of country/area security plans, or if an internal training, your organisation's current security plan for their location.</p>	
15 mins	<p><b>ACTIVITY: Policy – Fact or Fiction?</b></p> <p>Explain that the aim of this activity is to review key NGO security principles and requirements, or if an internal training, your organisation's own security policy. Write the policy statements on flip chart paper (one or two per sheet) in advance and place them around the room. Adapt or add to the policy statements provided, to reflect either your organisation's policy or specific issues and challenges within the local context.</p> <p>Ask participants to walk around the room in pairs, visiting each statement sheet, and either tick if they believe the statement to be a true, or place a cross if they feel the statement is false.</p> <p>Once participants have marked most statements, have the group gather round each sheet/flip chart, while you reveal the correct answers (see the Facilitator Guidance on the policy statement sheet). If there are some incorrect responses, or questions from participants, provide further explanation on the policy or requirement.</p>	<ul style="list-style-type: none"> <li>• S.3 Policy Statement - Fact or Fiction sheet</li> </ul>