



Caritas Internationalis

**Consolidating Security Resources: Working in
consortia and shared services**

Peter Ott



Caritas Country Forum – Ukraine

Mandate





Caritas Country Forum - Ukraine *Mandate*

“Following the request of the Caritas Member organizations in Ukraine to maintain and reinforce the coordination of the confederation’s response to this crisis, and learning from the performance of the ERST established on 23 March 2022 to date, Caritas Internationalis pleased to mandate Caritas Europa to establish and manage a Caritas Country Forum to support the efforts of Caritas in Ukraine”.

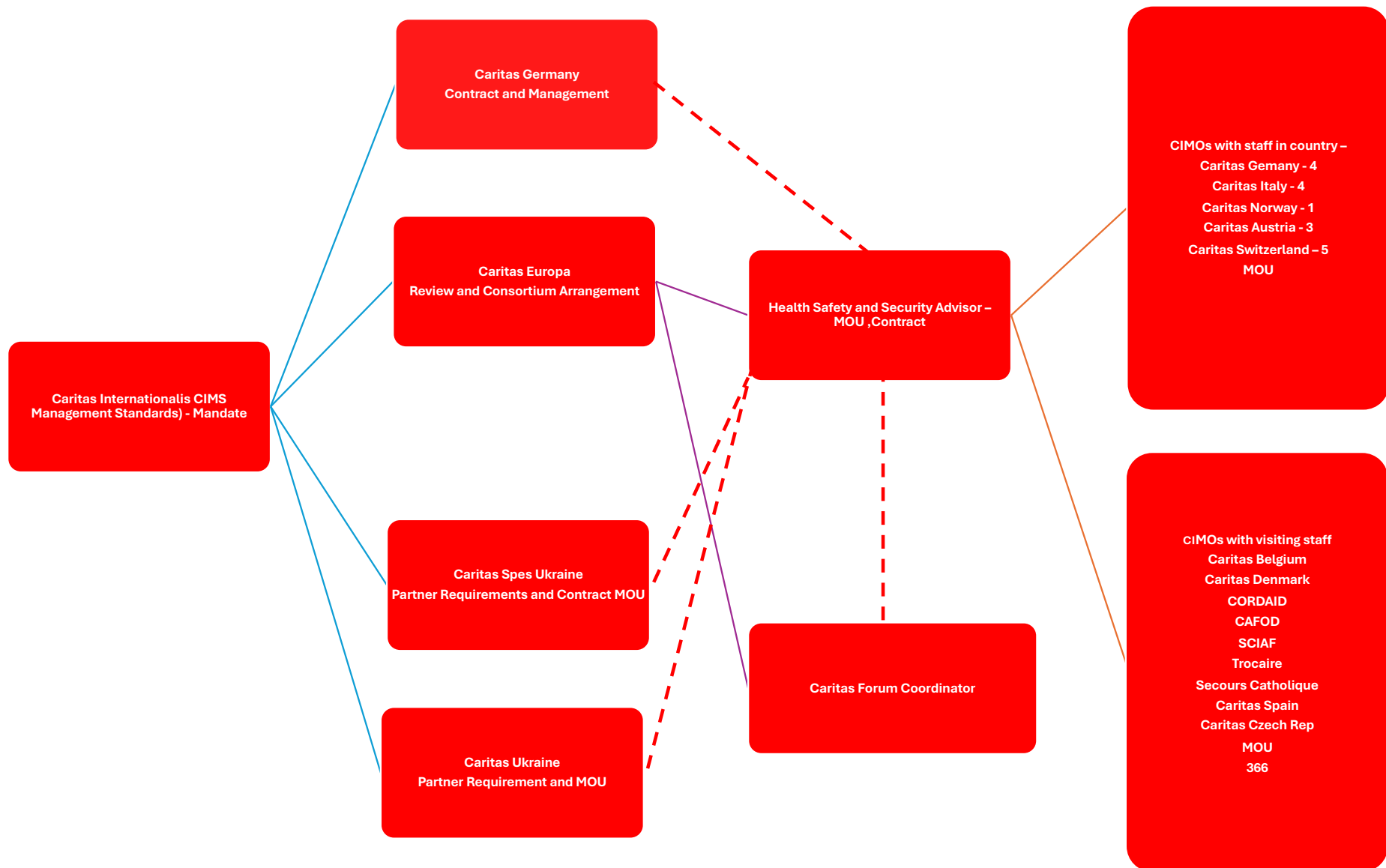
LEGAL FRAMEWORK

1. This mandate as well as the attached Terms of Reference, approved by the Caritas in Ukraine, Caritas Europa (CE) and the CI General Secretariat, shall be governed by and subject to the CI Emergency Guidelines approved and adopted by the CI Bureau on 15 March 2007 and the CI Protocols for coordination.

OBJECTIVE

The objective of this Mandate is to secure and assure – in the name of and on behalf of the Confederation adequate and appropriate support to Caritas Ukraine (CUA) and Caritas Spes (CSU) with regard to:

1. Accompanying and strengthening CUA and CSU’s humanitarian response to the current emergency in the country, including by providing adequate support on related Organisational Development actions;
2. Coordinating the action of all CI MOs operating in Ukraine, through the lens and in accordance with the CI Guiding Principles on Partnership and Fraternal Cooperation and Management Standards, and under the joint leadership of CUA and CSU;
3. Facilitate the strengthening of cooperation coordination of Caritas Ukraine and Caritas Spes in their leadership of providing humanitarian response to the current crisis.



Health Safety and Security Advisor Role

International Partner Security

- Co-ordination of in country CIMO Staff incident management, HRE plans.
- Individual support for any CIMO staff in country.
- Provision of Ukraine security documents for in country CIMO staff and visitors
- Monitoring of conflict dynamics and context to enable decision making by the Country Forum
- Support on SOPs
- Provision of pre-travel security assessments and briefings as well as on-trip security support and advice to visiting parties.
- Supporting the identification of spaces for work, live and stay
- Bi-weekly context update and travel overview.

Partner Security

- Provision of practical health, safety and security support to CUA and CSU
- Supporting the recruitment and onboarding of security and safety staff at the national level
- Support on contingency planning, security risk management, security policy templates and
- Security assessment in coordination of partners including center and program assessments.
- Support to the Partner on scenario planning including event planning and center/program relocation.
- Ongoing liaison and networking with Ukraine Security Network and INSO on behalf of members.
- Overview and management of international partner travel plan in coordination/deconfliction with Partner requirements

Strengths

Defined by TORs based on CIMS and Partnership Principles
Single Point of Contact: - Standardisation
Improved Coordination – Security Outlook
MOU in place - support of Organisational Security Managers.
Protects the Partner and creates an Avenue for dialogue

Weaknesses

Variety in SOPs/Risk appetites and thresholds.
Integration Challenges:
Funding can be reliant on bigger organisations
Partner can become over reliant
Info sharing – comms groups, sensitive info and SOPs

SWOT

Opportunities

Enhanced Reputation:
Local Partnerships: Focus
Capacity Building opportunity
Joint planning for HRE
Resource sharing opportunities
Standardised procedures – SOPs/ Minimal Requirements
GAP Identification

Threats

Creates a single point of Dependence
Push back from International Partners
Challenges in updating information
No disciplinary capacity
Advisory Capacity v Security Management Capacity for individual orgs can be challenging

To Discussion...



JOINT AVSF AND GRET SECURITY SERVICE

Pascal Valette



27 February 2025 – Dublin GISF



AVSF AND GRET

Two international development NGOs with similar DNAs and logics of interventions



- Creation: 1977
- Supports smallholder

communities and local organisations in agriculture, livestock farming, animal health and local development

- Logic of partnerships and networks
- 300 professionals / 22 countries
- 18 M€



- Creation: 1976
- Expertise: cities and housing, employment, food systems, micro-finance, land governance, local essential services, natural resources, nutrition and health.
- Logic of direct presence in the field and partnerships
- Democratic governance and promotion of civil rights
- 800 professionals / 26 countries
- 46 M€



ORIGIN OF THE SERVICE

- **2010s: Deteriorated security contexts / No security culture**
- **2019: Gret Security Manager**
- **2022: Alliance**
- **Precedents:** Shared networks, joint projects, similar approaches
- **Vision:** « *the Alliance aims to become a major actor in international solidarity, cooperation and development [...] »*
- **Reduce respective weaknesses**
- **Bring new ambitions**
- **08 2024: Joint security service**
- **09 2024: Deputy security manager**

MODULAR APPROACH OF THE ALLIANCE

Steering Comity for the Alliance: 14 members



Partnership

Rule to avoid competition

Joint prospection

Coordinated strategies shared countries and projects

Sharing of practices and procedure: HR, legal

Shared services

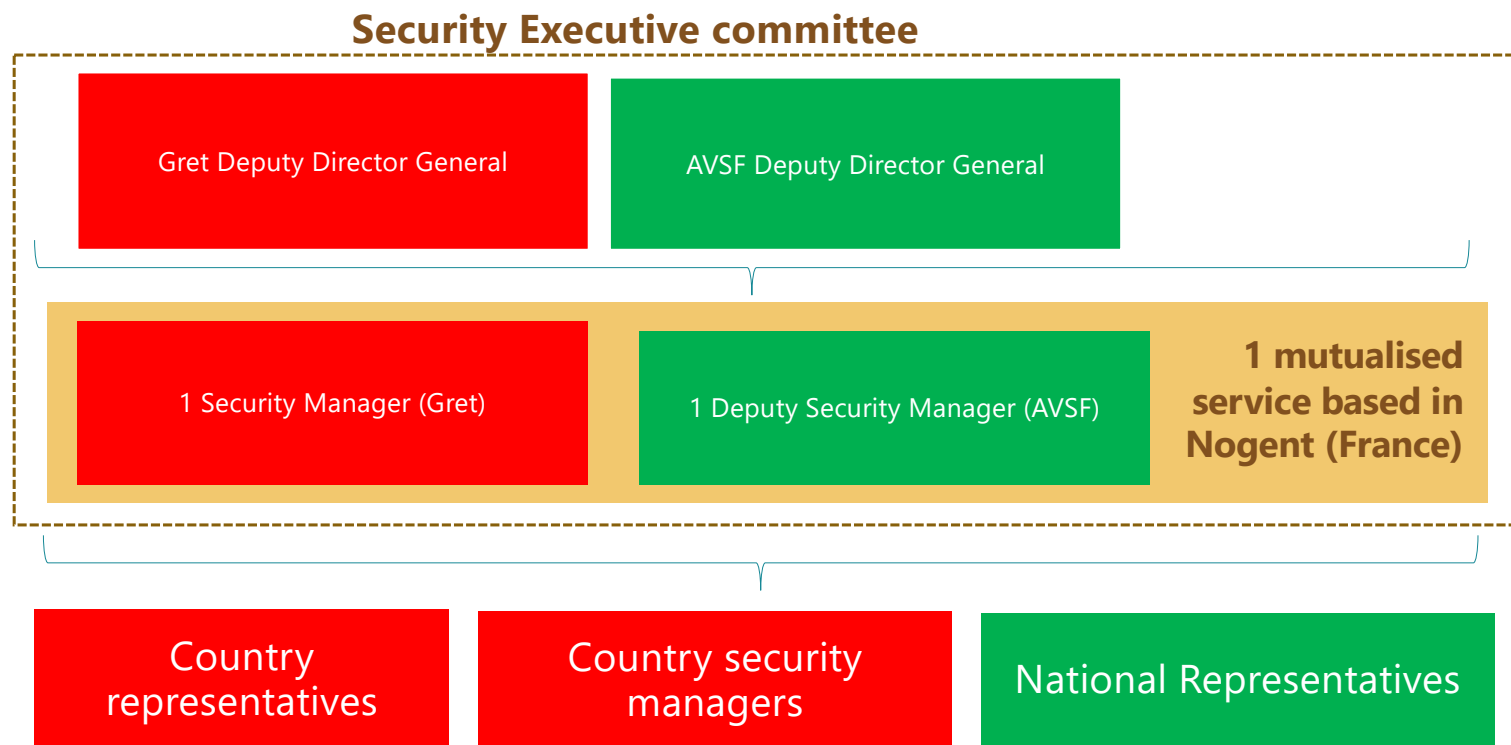
Security, legal, information systems

Innovation lab

Fundraising



CHART



ORGANISATION

1. Competent on security, safety, access, risk and political analysis, travel security
2. The service presents an annual roadmap to the security steering committee followed every quarter
3. The approach is HQ centred: we do not want to force the pooling of resources in the field.
4. Each Security manager holds the responsibility of a number of geographies and countries, engaging with both AVSF and GRET teams.
5. Each Director has the final hierarchical management on each staff (recruitment, sanctions).
6. Gret security manager is the functional manager of the deputy
7. However, AVSF fully delegates all aspects of the management to GRET SM
8. Crisis management remains the responsibility of each NGO, but Security Managers can both help in the response

BREAKDOWN OF COUNTRIES SECURITY TEAM

South America and Caribbean
Thomas Jadas

Middle-East
Pascal Valette

Asia
Pascal Valette

West Africa and Sahel
Pascal Valette

Central, East and South Africa
Thomas Jadas

Legend

Intervention countries:

- AVSF** : Bolivie, Colombie, Guatemala, Guinée Bissau, Ghana, Ecuador, Ethiopie, Iraq, Mali, Pérou, Mongolie, Namibie, Zambie
- GRET** : Central Africa, Congo, Guinée Conakry, Mauritanie, Myanmar, Niger, DRC, Vietnam
- AVSF et GRET** : Bénin, Burkina Faso, Côte d'Ivoire, Cambodge, Haïti, Laos, Madagascar, Sénégal, Togo

Risk levels:

- Very low
- Low
- Medium
- High

Thomas Jadas t.jadas@avsf.org / +33 7 60 77 29 18

LEGAL MODEL

1. Partnership agreement for the creation of a joint security service signed by both NGOs
2. Provision agreements enabling each Security Manager to work for the other entity
3. Re-invoicing of time (standardised to make it more simple)

STRENGTHS AND WEAKNESSES

Strengths	Weaknesses
<ul style="list-style-type: none">• More robust (plurality of interlocutors, large network, enrichment of each organisation's vision)• Increased capacity (monitoring, audit, training, crisis management)• Extended country coverage• Mutualised HR and equipment• Relieves AVSF and GRET board of directors• Gives perspective to the security service (opportunity to better integrate to the governance)	<ul style="list-style-type: none">• Less efficient (dual decision making, dual field security management, dual information systems)• Complex management (HR, finance: re-invoicing)• Centripetal risk• Potential loss of identity of the service and remoteness from operations

MERCI POUR VOTRE ATTENTION !

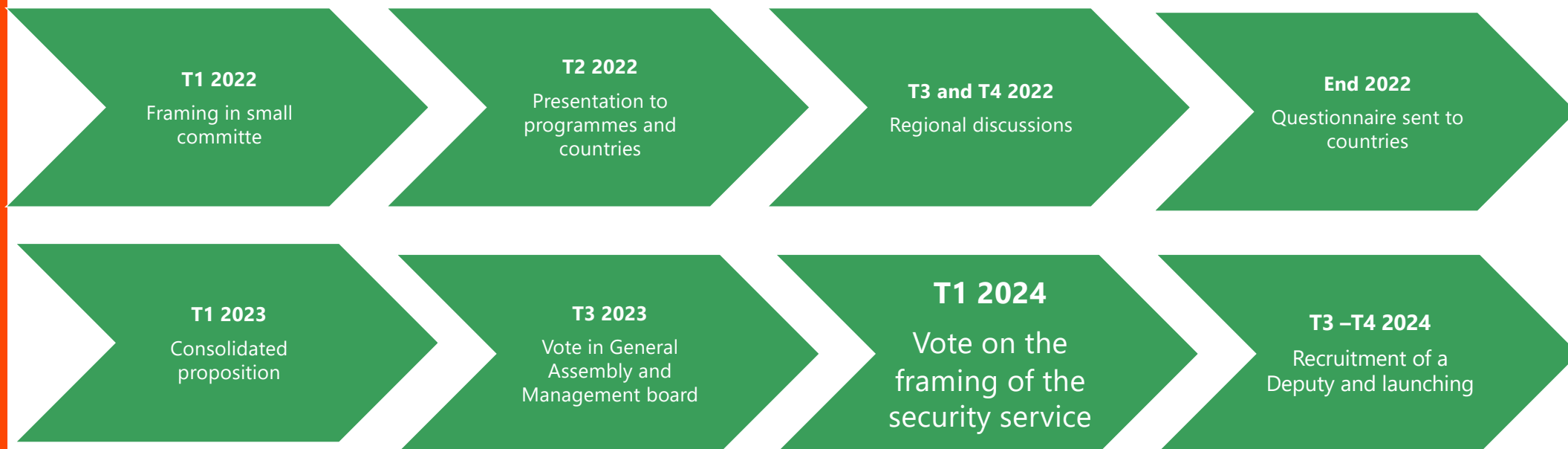
valette@gret.com



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PROCESS



ECONOMIC MODEL

COSTS

**HR Security manager
financed by GRET**

**HR Deputy SM financed by
AVSF**

**Missions
(travel costs)**

**Security
equipment, first aid**

Security training

RESOURCES

**Budget 2025 : HR on
administrative costs and projects**
*For all project in risk areas,
integration of HR, equipment and
other security costs*
Workflow including security

**Minimal budgets
on administrative
costs (travel, etc.)**

**If necessary:
complementary
procurements &
equipment on
projects of each
structure**

**Mobilisation of
training funds
of both NGOs**

**External ad hoc
service
provision
possible**

VISION

Objective: by end 2026, both NGOs have a security service fully operationnal, aligned on the best standards of the sector, and fully integrated to the governance of both NGOs.

2025-2026

- **Operationnal step up**
- **Proposition of a security architecture to the governance of both NGOs**

By end 2026

- Both NGOs share a common security culture and integrate security in their daily work
- **Spirit:** robustness, simplicity (mountaineering). Emphasis on training to create a security culture and living proceduress rather than paperwork

Consolidating Security Resources: Working in consortia and shared services

Breakout group questions

Each group should consider:

- Has your organisation explored other shared security service models? If so, please share details.
- What are the key barriers or challenges to exploring these approaches?
- What are some of the possible solutions?
- How can the humanitarian sector help take things forward and support shared security services and pooling of resources? Provide Recommendations for GISF / Donors / NGOs / Others.



Humanitarian Finance Forum

GISF 2025 Dublin

***Session:** Exploring alternative models and innovative solutions*

Thursday, 27th Feb



How are you thinking about the future?

Dramatic fall in USAID funding (50% is c. \$20-30bn) is an existential issue for the current humanitarian system:

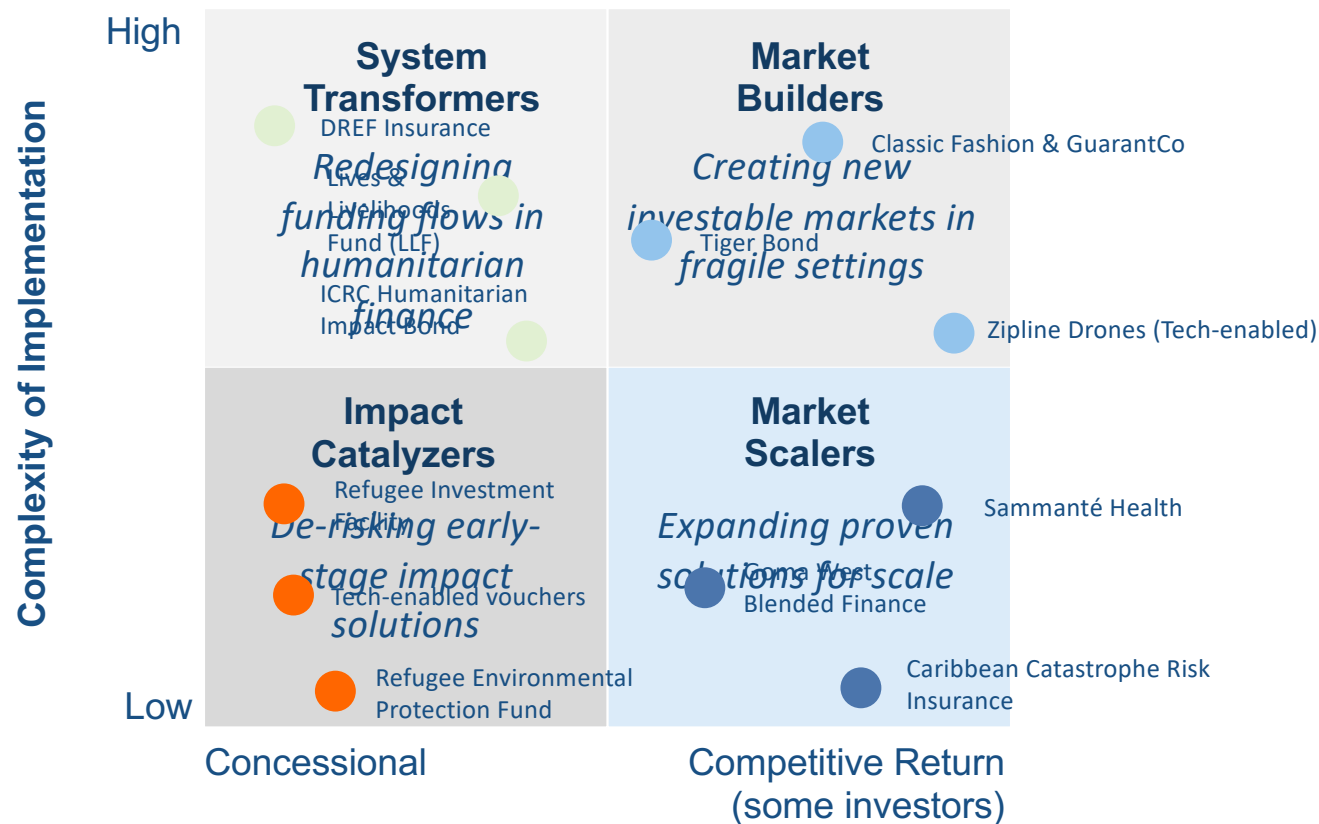
- Not possible to replace this quantum funding but seek to mitigate impact
- Full implications for income unclear
- Profound and prolonged uncertainty
- Time lag until cashflow impact is understood
- Organisations in crisis management / narrowly self-focused
- Organisations need time to prepare and effect transition
- Mid-size national & local CSOs/contractors likely to be worst affected
- Systemic response is required

***Sector is challenged by loss of
\$bn income & future solvency***

**\$bn in liquidity in
2025 will be key**

Humanitarian Finance : a spectrum

From early de-risking interventions to fully scalable market-driven solutions.

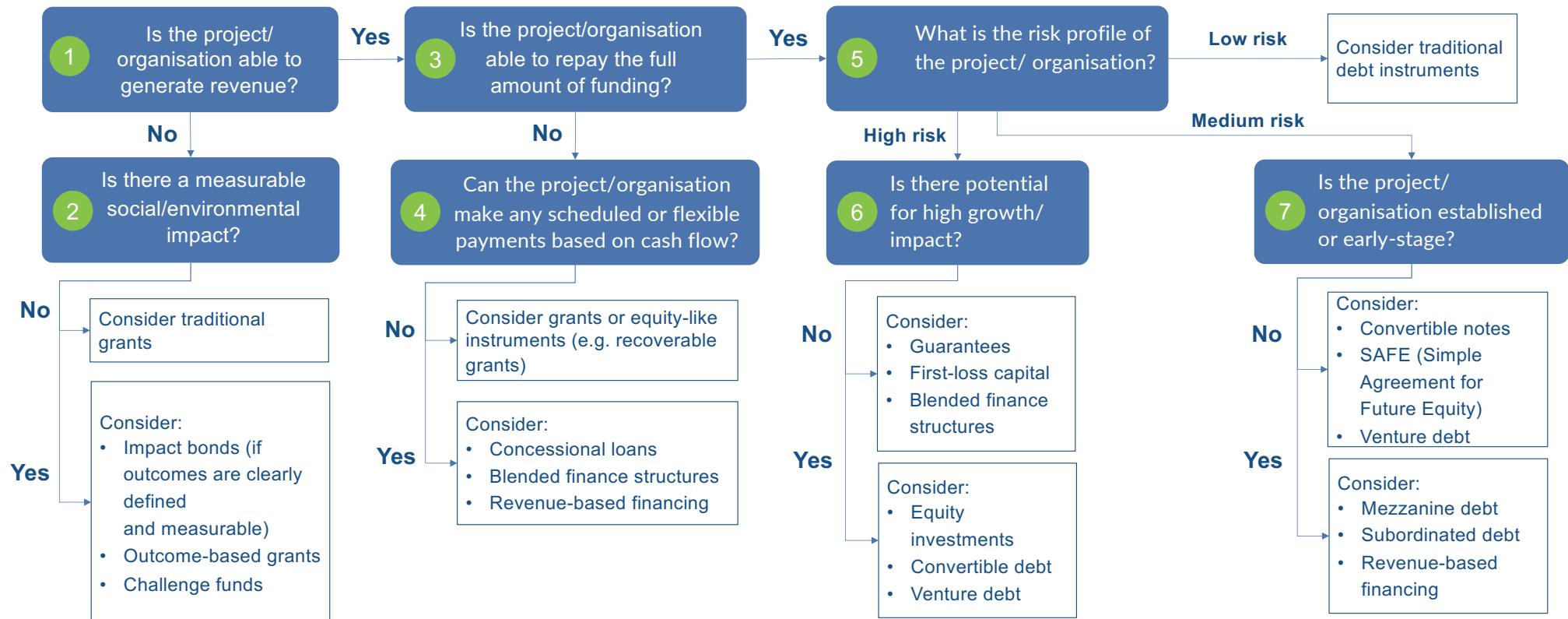


Humanitarian Financial Tools – Overview

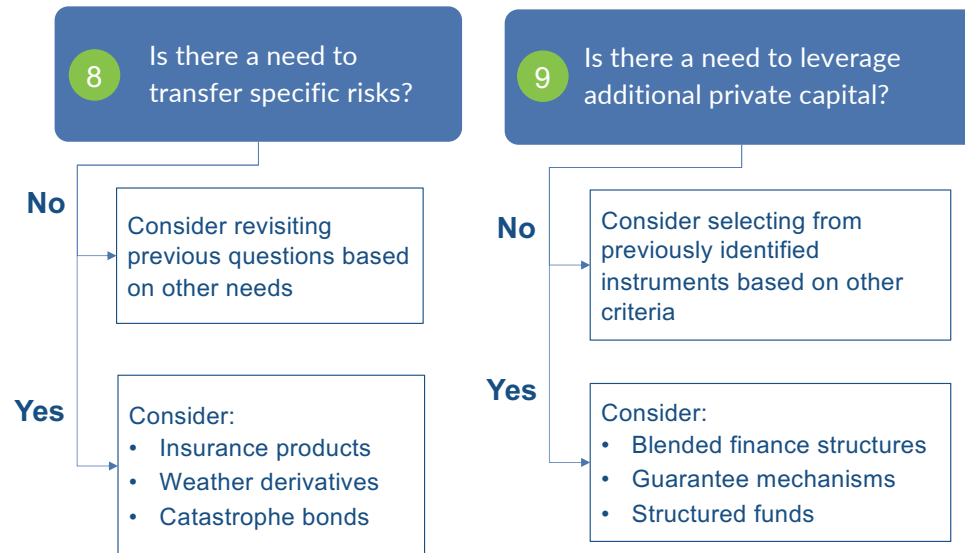


	Humanitarian		Development		Private sector		Government
	Non-Financial	Financial	Non-Financial	Financial	Non-Financial	Financial	Financial
IRC Humanitarian Advisory and Technical Assistance Model	✓	✓		✓			
Goma West Blended Finance	✓	✓	✓	✓	✓	✓	✓
Refugee Investment Facility (Fund)	✓					✓	
Women Entrepreneurs Finance Initiative (We-Fi) Facility				✓		✓	
DREF Insurance	✓	✓		✓	✓		
ICRC Humanitarian Impact Bond	✓			✓		✓	✓
UNHCR Carbon finance/credits		✓		✓	✓	✓	✓
GuarantCo guarantees			✓	✓		✓	
Debt swaps / debt conversion	✓			✓		✓	✓
Real bonds (Peace bond)	✓			✓		✓	

Humanitarian Financial Tools – Pre-requisites (1/2)



Humanitarian Financial Tools – Pre-requisites (2/2)



Excerpt from the IMD report, *Humanitarian Impact Finance: Instruments & Approaches* (pp. 58 & 59)



The DREF has supported more than 200 million people

Case Study: IFRC – DREF Insurance

Insurance Structure Aligned with DREF Objectives

Transparent & accountable structural
element



No changes to DREF operations



Maintain stable premium to smooth over
donor budgeting & planning; certainty
for IFRC in donor fundraising



Build strategic relationship with private
sector and data understanding for
sustainability: Ready for Year 4

Value for Money Independent 3rd Party Assessment

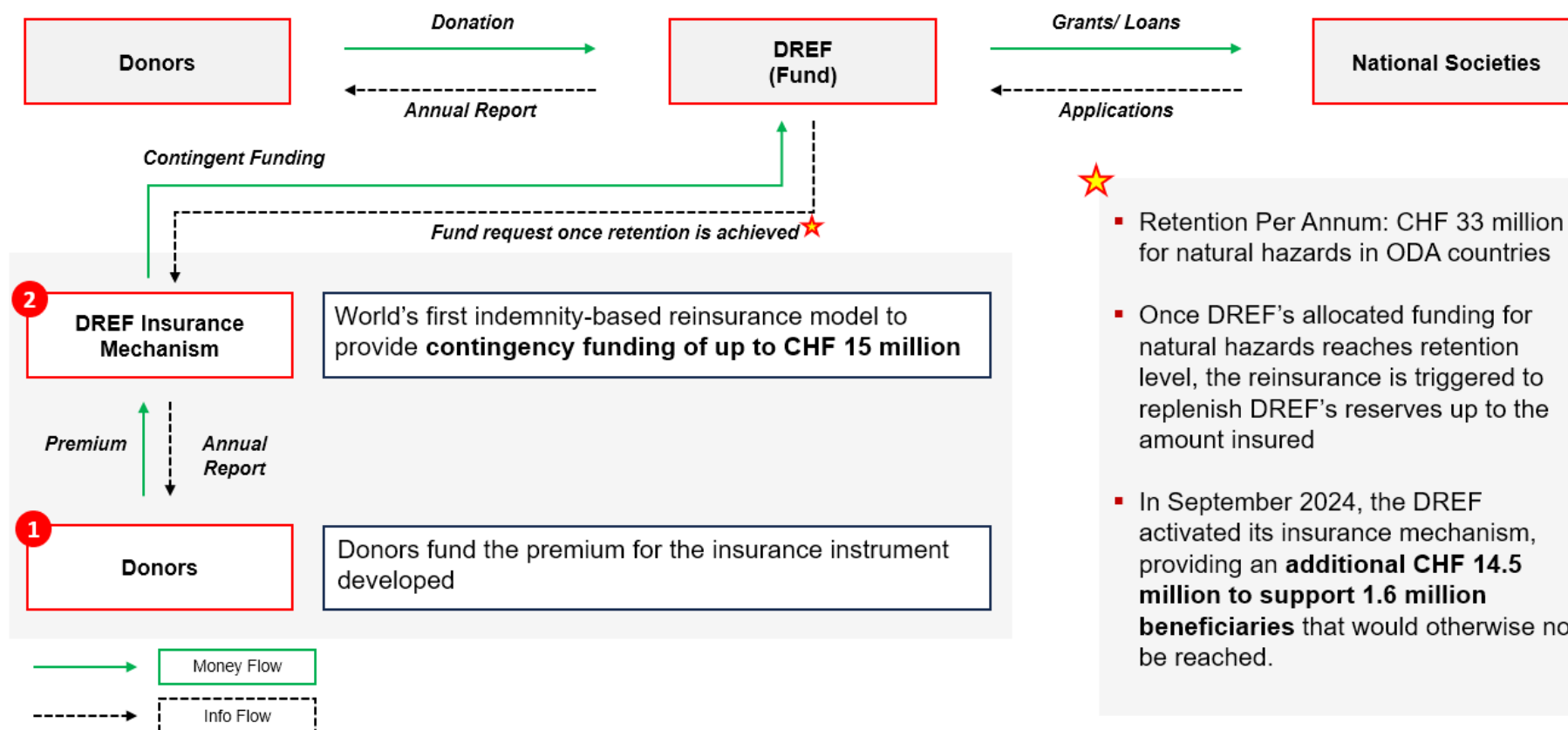
“In carrying out our value for money assessment,
**we have not identified any red flags (i.e., reasons
to not proceed with the product) in the product
design approach.**

[...]

the design process was inclusive of all internal
stakeholders and donors, thorough, and very
transparent from the market and the broker
perspective. This is the **best practice that we would
expect in all solutions of this kind** and should be
continued until and beyond the launching date.”



Case Study: IFRC – DREF Insurance



- Retention Per Annum: CHF 33 million for natural hazards in ODA countries
- Once DREF's allocated funding for natural hazards reaches retention level, the reinsurance is triggered to replenish DREF's reserves up to the amount insured
- In September 2024, the DREF activated its insurance mechanism, providing an **additional CHF 14.5 million to support 1.6 million beneficiaries** that would otherwise not be reached.

Humanitarian Finance Forum – Resources

- 1 Sign up to our online community and get quarterly newsletters of our upcoming events and news: <https://hfforum.org/>
- 2 Follow our LinkedIn for weekly news and updates: <https://www.linkedin.com/company/humanitarian-finance-forum/>
- 3 Visit this Linktree for a snapshot of resources from our recent Summit: <https://linktr.ee/humanitarianfinancesummit2025>



Humanitarian Financial Tools – Pre-requisites (1/4)



Financial Instrument Decision Support Tool

1

Is the project/organisation able to generate revenue?



No: Go to #2

Yes: Go to #3

2

Is there a measurable social/ environmental impact?



No: Consider traditional grants

Yes: Consider...

- Impact bonds (if outcomes are clearly defined and measurable)
- Outcome-based grants
- Challenge funds

3

Is the project/organisation able to repay the full amount of funding?



No: Go to #4

Yes: Go to #5



Humanitarian Financial Tools – Pre-requisites (2/4)

4

Can the project/organisation make any scheduled or flexible payments based on cash flow?



No: Consider grants or equity-like instruments (e.g. recoverable grants)

Yes: Consider...

- Concessional loans
- Blended finance structures
- Revenue-based financing

5

What is the risk profile of the project/organisation?



High risk: Go to #6

Medium risk: Go to #7

Low risk: Consider traditional debt instruments



Humanitarian Financial Tools – Pre-requisites (3/4)

6

Is there potential for high growth/impact?



No: Consider...

- Guarantees
- First-loss capital
- Blended finance structures

Yes: Consider...

- Equity investments
- Convertible debt
- Venture debt

7

Is the project/organisation established or early-stage?



Early-stage: Consider...

- Convertible notes
- SAFE (Simple Agreement for Future Equity)
- Venture debt

Established: Consider...

- Mezzanine debt
- Subordinated debt
- Revenue-based financing

Humanitarian Financial Tools – Pre-requisites (4/4)

8

Is there a need to transfer specific risks?

V

No: Consider...

- Revisit previous questions based on other needs

Yes: Consider...

- Insurance products
- Weather derivatives
- Catastrophe bonds

9

Is there a need to leverage additional private capital?

V

No: Consider...

- Select from previously identified instruments based on other criteria

Yes: Consider...

- Blended finance structures
- Guarantee mechanisms
- Structured funds

Global Security Risk and Policy Conference

Resourcing Security: Exploring alternative models and innovative solutions

27 February 2025
IRC Innovative Finance

Agenda

- I. Organizational Readiness**
- II. Examples: IRC innovative finance**
- III. Key Enabling Factors**
- IV. Appendix: case studies & resources**



Organizational Readiness



Organizational Readiness Assessment: how to begin

Resourcing the humanitarian sector by re-thinking how to partner with private and development sector partners

Organizational self-reflection, assessment and valuation of knowledge, operational capacity, such as:

- What is the nature of current private sector partnerships within the organization/team?
- What is the risk appetite for re-thinking how the organization/ team engages with the private sector? If low, what steps need to be taken to remediate concerns?
- Are there risk protocols or approaches that need to be addressed?
- What resources are needed to allocated to building out a new strategy for partnership? Who needs to be engaged/ who needs to give approval?
- Are there any existing pilot projects (internal/external) from which lessons learned can be drawn?

Building cross-sector partnerships

A

Create your value prop to investors/partners

- Embedded, operational presence / expertise in the 40+ countries
- Detailed risk analysis capability to prepare in advance or, or respond to, crisis
- Network of actors on the ground can provide real-time access to information

B

Undertake robust Ecosystem Analysis

- Identify and assess stakeholders across the security ecosystem for relevance
- Look for both potential to partner and /or become customers
- Find comparable private sector contractors, consultants, etc.

Deep market insight and networks can make humanitarian actors unique in approach and ability



How we built this: IRC innovative finance



Step 1: Refine the problem statement

Current humanitarian need gap is immense: New paradigm needed to unlock private capital

Average annual **funding gap** for humanitarian priorities: **\$40B USD**

AUM of **global capital markets**: **\$100T USD**, \$10T in emerging markets
Existing capital not indexed towards humanitarian outcomes

Investors lack market knowledge in acute contexts, creating uncertainty in risk assessment and effective implementation

*Investors can increase allocations to these contexts
with **the advisory support of humanitarians**, serving as **‘boots on the ground’***

Step 2: Identify the value

IRC Innovative Finance provides investment implementation support through humanitarian-investor partnerships

Humanitarians

Possesses **deep humanitarian expertise** over decades of solution implementation and results tracking, alongside our robust footprint in acute contexts

Investors

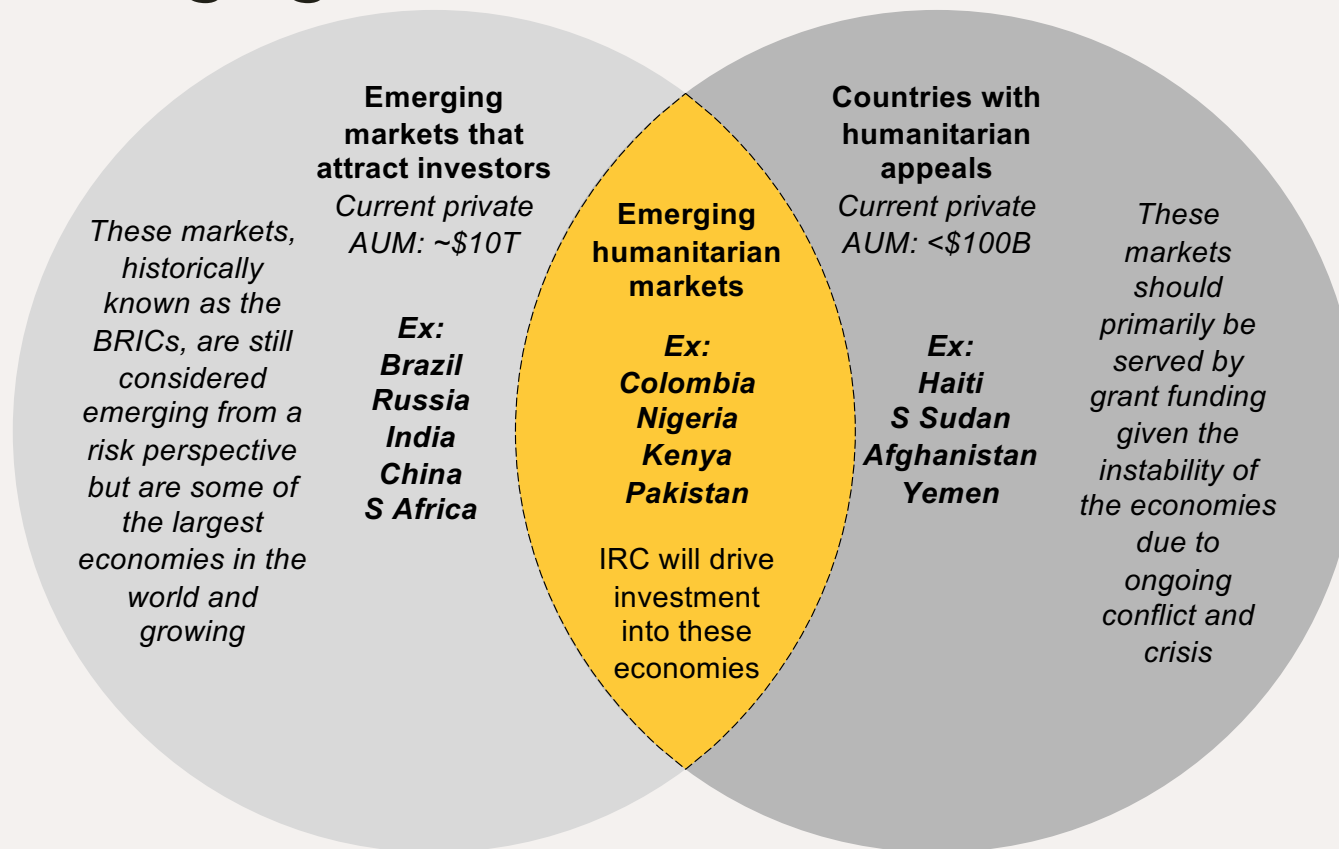
Possess **significant capital & the desire to drive social outcomes**, but lack experience & market knowledge to invest in acute contexts

Humanitarian-investor partnerships

Leverage partners' complementary skill sets & goals to de-risk humanitarian investments, closing implementation gaps and driving significant financial & social returns

Step 3: Assess the market

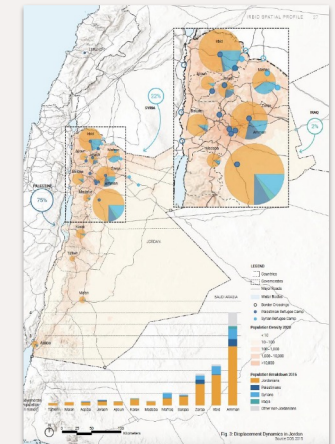
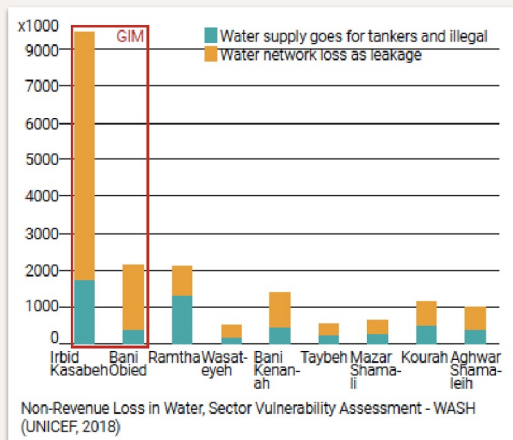
Emerging financial/humanitarian markets



Step 4: Pilot

How we approached private sector partnerships: An initial pilot with EBRD on wastewater infrastructure in West Irbid

Investor	Type of investment	Country	Investment size	Type of advisory provided
European Bank for Reconstruction & Development	Wastewater infrastructure financing for west Irbid; first time sewerage for 15 towns	Jordan	€65M	Oversight on community engagement to ensure inclusion of humanitarian beneficiaries



Key outcome: Introduction of treated wastewater connections / services to 15 towns for first time; expected benefit of **120K individuals**

Step 5: Share resources & lessons learned

Our resources



Access our Playbook [here](#)

Read our Op-Ed [here](#)

GLOBAL VIEWS | SPONSORED BY INTERNATIONAL RESCUE COMMITTEE

Opinion: Investors need a 'humanitarian in residence' to scale impact

By tapping humanitarians as consultants, cross-sector partnerships can bridge gaps between investors and the humanitarian sector. International Rescue Committee's Ellen Brooks Shehata weighs in.

By *Ellen Brooks Shehata* // 16 January 2024



Enabling Factors



Key enabling factors

Translation

- Humanitarians speak different languages from the development and private sectors
- Need to explain value of humanitarian security risk management to a private sector audience
- Both partners have to be equally committed as these conversations take time given the need for 'translation'

Valuation

- Work that is covered by grants is often inefficiently budgeted
- Need to determine cost of advice, knowledge, risk assessments, trainings, etc and develop budgets accordingly
- The private and development sectors will not allow for fringe costs to be covered by consulting contracts

Retain humanitarian principles

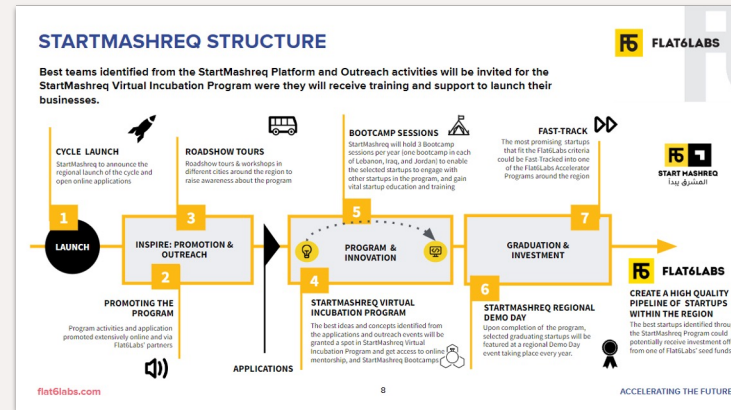
- When explained to the private sector, humanitarian principles align with sustainability goals of most businesses
- In 2019 many large corporates signed a Business Roundtable Agreement to shift from a shareholder to stakeholder capitalism model
- Humanitarians can hold to account and safeguard these commitments

APPENDIX

CASE STUDIES

Flat6Labs & IRC accelerator pilot: Catalyzing the startup ecosystem in the Mashreq region

Investor	Type of investment	Country	Investment size	Type of advisory provided
Flat6Labs: Venture capital fund / startup accelerator	MENA-based startup accelerator with goal of investing in 15% refugee-led businesses	Mashreq region (Lebanon, Iraq, Jordan)	\$10M	Providing insight on needs of beneficiary business owners, access to community, and feedback



Key outcome: Hosted 6 events with over 300 participants, driving community engagement for \$10M in capital pledged by Flat6Labs

CASE STUDIES

AquaPoro Ventures & IRC innovative procurement pilot: Stimulating investment while addressing water scarcity

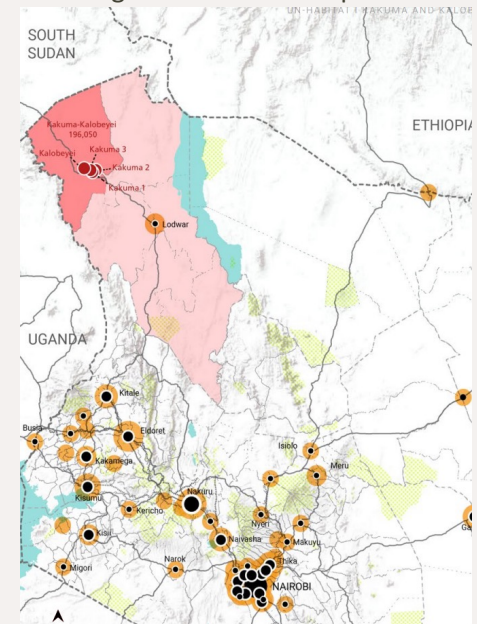
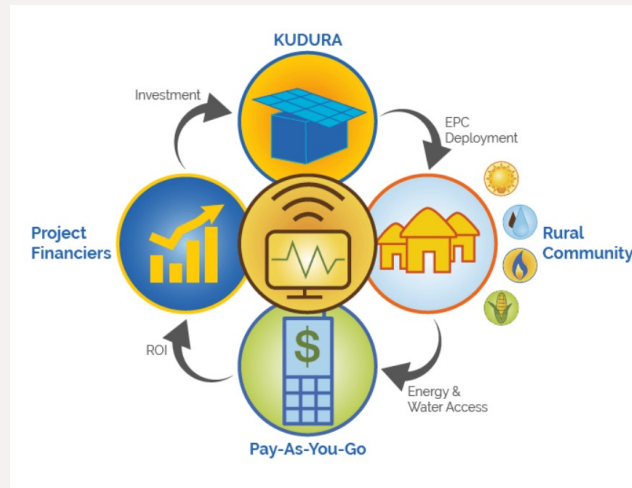
Investor	Type of investment	Country	Investment size	Type of advisory provided
IRC as a direct procurer	IRC procuring Aquaporo's innovative atmospheric water-generating device for in-country operations	Jordan	\$14K procurement contract	Investing directly in innovative startups to stimulate innovation in Jordanian economy



Key outcome: Piloting AquaPoro machines in Zaatari Health Clinic, providing a sustainable drinking water supply at a cheaper cost than current procurement, while giving AquaPoro runway to grow to the next stage and attract greater investment capital

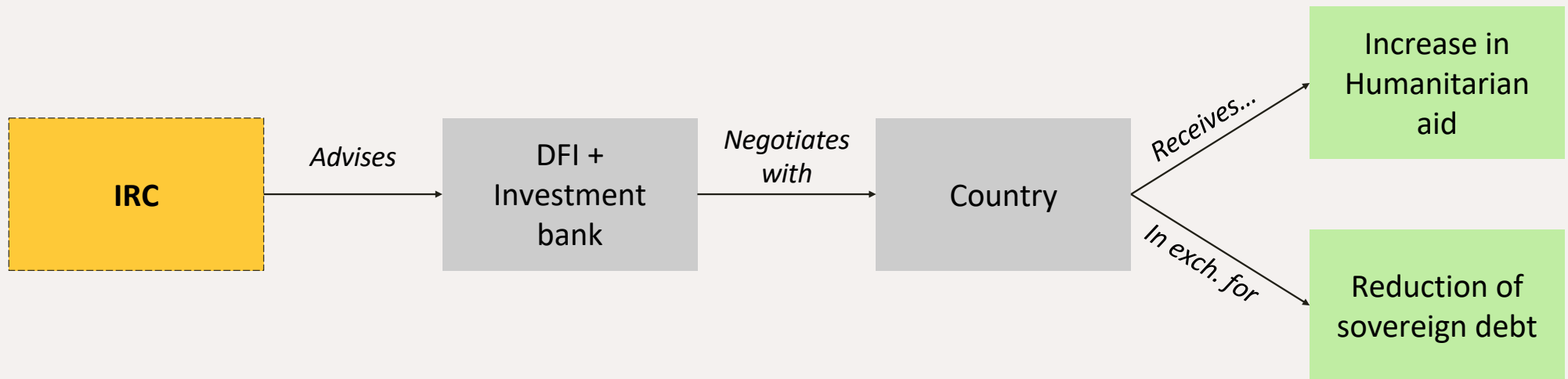
IRC & KUDURA pilot: bringing solar minigrids to Kakuma

Investor	Type of investment	Country	Investment size	Type of advisory provided
Private & development investors (ex. InfraCo, Acumen)	KUDURA is a sustainable development minigrid solution that integrates multiple utility provision	Kenya	~\$10M	Review of initial community engagement by GIZ, community engagement and stakeholder support throughout construction phase



While this project is still in the contracting phase, it has benefitted from the lessons learned of the EBRD-IRC pilot during the proposal writing and assessment of deliverables, as well as articulation of the value that IRC could provide to both KUDURA and the communities of Kakuma.

Humanitarian debt swap: transaction overview



IRC value addition	Examples of previous successes	Important flags
IRC advises on specific engineered social outcomes, matches investor with country	Leveraging a known financial structure yet to be leveraged for social outcomes	Aid need vs. debt analysis based on country profile

Resources

- [IRC humanitarian-investor partnership playbook](#)
- [IRC humanitarian-investor partnership case studies](#)
- [GHD Organizational Readiness playbook](#)
- [WEF case study on private sector partnership: PSHA](#)
- [InterAgency Standing Committee Guidance on private sector partnership](#)
- [Shareholder Capitalism: Business Roundtable Signatories](#) (2019)
- [PRM: Private Sector Humanitarians](#) (2018)
- [WEF Humanitarian Resilience Initiative](#)

GISF CONFERENCE 2025

PRIVATE FUNDING - LOOKING TO THE COMMERCIAL MARKET

Paul Westbury

Global Head of Safety and Access, GOAL Global

27.02.2025



THE NEED

Pre January 24th 2025

- Donor operational costs are tightening
- There is a pressing need to enhance the capacity of safety and security teams.
- Improvements in technology are essential.



Post January 24th 2025

- It is crucial to sustain safety and security standards across all affected program areas.

THE START

Discussions with fundraising team

- Several potential small donors expressed interest in understanding how they can contribute.
- Identify specific items for support, such as AED/CPR units.
- Initial successes have prompted further exploration of opportunities.
- Fortune 500 companies invest \$20 billion in programs within the aid sector, with approximately 30 of these companies directly or partially involved in the safety and security marketplace.



NEXT STEPS

1. Identify companies whose missions align with the safety and security sector.

2. Investigate their current CSR programs to find potential targets.

3. Assess existing relationships that may facilitate outreach.

4. Develop tailored pitches, as there might be multiple approaches required.

5. Be prepared to demonstrate impact; commercial companies will want to know the benefits for them.

6. Familiarise yourself with commercial terminology.

7. Clearly define your objectives.

8. To broaden your reach to potential funders, explore associations within the sector and engage with them.

**BE PERSISTENT BUT DON'T
PESTER**

THANK YOU



A photograph of a group of people in a meeting. In the foreground, a woman with short, curly brown hair is shown in profile, gesturing with her right hand. She is wearing a patterned orange and white top, a gold watch, and several rings. In the background, other people are visible, including a woman in a yellow and red patterned top. The text 'Resourcing for local/national organisation safety and security' is overlaid on the left side of the image, with blue horizontal bars above and below it.

Resourcing for local/national organisation safety and security

trocaille
TOGETHER FOR A JUST WORLD

Background

Key learnings drawn from interviews conducted by Trócaire and ActionAid Ireland with organizations operating in high-risk environments, including Ethiopia, DRC, South Sudan, Ukraine and Gaza.

Purpose to highlight local/national actors' perspectives on how security is resourced, the role of international partners, decision-making practices.

How have international partners supported with security-related capacity strengthening?

Local and national actors
say.....

We have the security framework developed with the support of two INGOs... We have the awareness, but the practice is less because of limitations of capacity.....

The support provided is useful and relevant, but I can say it's not enough... funding needs to be allocated for it.

- NGO leader, Ethiopia

They give awareness training and ask us to have this procedure and that.....One time training and asking for progress without any support, you know, its too demanding for us. Of course, it [security] also needs serious commitment from our management, from me. It is still less because of the demands we have in the field.

- NGO leader, Ethiopia

Local and national organisations have security procedures, but international organisations do not want to recognise it. Instead, they want us to copy their own procedures, which is a big challenge for us because now, we don't know how it is done from their perspective.

.....INGOs provide training online, send documents by email, and then say they want us to set up the system ourselves – that is challenging.

- NGO leader, South Sudan

What we learned:

International partners provide technical support to develop security management plans

BUT

Its implementation is difficult due to resource constraints.

Support is often not adequately contextualized to local security realities.

L/N organisations operate with higher security risk thresholds and prioritize community services over security.

Tell us about funding for safety
and security planning.

Local and national actors
say.....

We mostly use ICR (indirect cost recovery) to cover the cost of security planning. So far, only one partner has supported us with funding for security.

When they (INGOs) see that cost in the budget, they remove it. They say it is outside of the project thematic area. They tell us the project does not fund this, it is our policy - so we are back to zero, then we let it go.

- NGO leader, South Sudan

Because most of you know these partnerships are based on the project timeline, honestly speaking it's very difficult to say there is a support in that matter.

Sometimes they provide us with capacity building training but there is no budget as such. The only resource we use is a very small percentage of the overall unspecified budget.

- NGO leader, Ethiopia

Depending on the project and the donor, we can order bulletproof vests, first aid kits and other items that we need.

The project budget should provide for this, and we discuss it with our partners in advance. Also, first aid training sessions are available from time to time. Donors and INGOs are quite often concerned about safety and security, but they ask more about the distance from the front line.

- NGO leader, Ukraine

What we learned:

Donors and international partners tend to not prioritize funding for I/n organisation security management

L/N organisations mainly rely on overheads for security management.

Security support is tied to project-based funding cycles.

Security risks are assessed primarily for project delivery.

Tell us about decision-making
with international partners for
safety and security planning.

Local and national actors
say.....

We don't have that kind of power. We only have policies, and we decide our activities when we face security concerns. We inform our donors and assess together how to approach the situation. Sometimes we are not successful.

- NGO leader, DRC

Security and safety issues are just mostly left for us to make decisions. How to go about it? How to plan and how to manage and all those things are just left for us honestly speaking. So there is no serious discussion that makes a joint kind of decision making.

- NGO leader, Ethiopia

Training and capacity strengthening support we received was involving us. We appreciate that.... asking us do you have this, do you have that, how can we improve.... We appreciate the initiative. But may be the follow up could be more and funding for it.

- NGO leader, Ethiopia

What we learned:

INGOs and NGOs often make security management decisions in parallel, even though they may collaborate during security situations.

L/N organisations have little influence over security decisions.

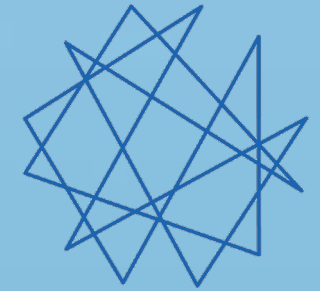
Security planning is often approached in parallel rather than as a shared responsibility.

Thank you for allowing me to present the insights shared by
local and national actors.

Special thanks to the local and national actors who
participated in the interviews.



gissf



At What Cost?

The true cost and value of security risk management

Global Security Risk and Policy Conference



GISF: Global Security Risk and Policy Conference

Plenary Feedback & Reflections



Chad Cole

(Director of Global Safety and Security, Plan International)



Consolidating Security Resources:

Working in consortia and shared services

What are some other examples of shared security models?

There are various shared security service models across the aid community:

- Caritas Forum in Ukraine (similar to Red Cross model)
- GRET & AVSF – shared security management function between two organisations
- Caritas agencies in Lebanon/Syria sharing a national security resource person
- Joint/shared offices/compound of like-minded organisations in countries
- Shared PSS / mental health services on country level

Consolidating Security Resources:

Working in consortia and shared services

What are some of the key barriers/challenges to exploring these approaches?

- Culture and different ways of working across organisations re SRM
- Different risk appetites / risk tolerance approaches
- Liability questions
- Unclear roles & responsibilities / authorities / lines of communication
- Complexity & administrative management of shared services
- Code of Conduct issues
- Reluctance to share information
- Internal resistance / fear to try something new/unknown/innovative

Consolidating Security Resources:

Working in consortia and shared services

What are some possible solutions to overcome barriers?

- Trust - Cooperate with like-minded organisations with shared values / principles / partners / history / programme and SRM approaches
- KISS – clear governance structures, roles, responsibilities & lines of communication and authority levels; know where decisions are being taken
- Buy in from senior management and stability in key positions (national staff on country level!)
- Identify common denominators - same language, knowledge, even same insurance
- Joint standards and agreements – consultation with partners on the ground is essential
- Joint Contingency Planning
- Start small and test trial – SimEx
- Use existing services and resources locally – INGO Fora, GISF, INSO etc.

Consolidating Security Resources:

Working in consortia and shared services

What are some recommendations to take forward and support shared security services / pooling of resources?

NGOs: Case Studies – tell the story! Show case added value, lessons learnt, best practices, what didn't work (and why), use existing coordination fora for joint services (e.g. mental health directory in MMR, HEAT trainings), provide safe spaces for information sharing particularly with partners; shared subscriptions of information services; joint data collection / sharing

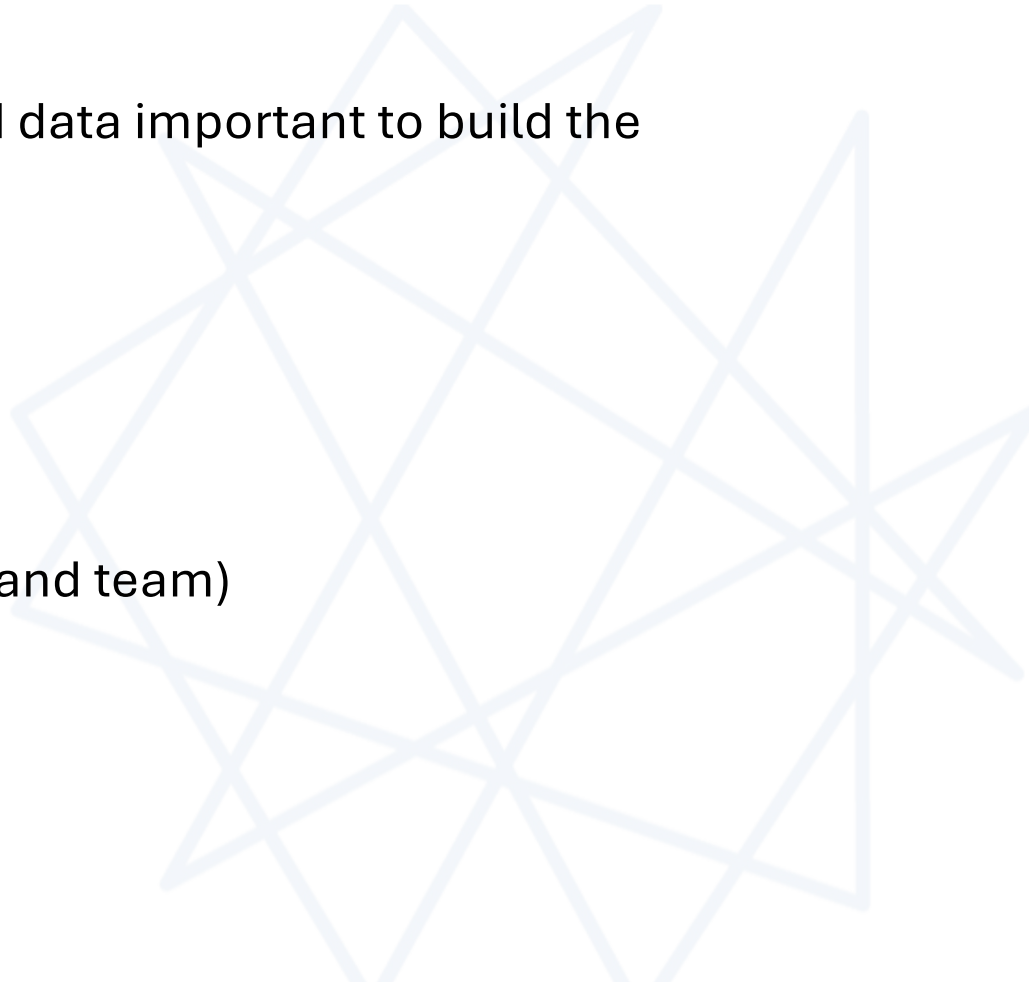
GISF: Guidance Papers (Office Closure, Hostage taking etc), Research paper on existing models incl. MOU, ToR templates, scale up potentials, replication options; insurance; connecting organisations

Donors: ringfence dedicated quality and flexible security fundings, enable proactive two-way communication on security, SRM, IASC Risk Sharing / Risk Management principles

UN: Saving Lives Together Framework?

Resourcing Security: Exploring alternative models and innovative solutions

Examples of financing solutions

- Can be slow to start but case studies and data important to build the portfolio – learning by doing
 - NRC's Capital Fund
 - DREF
 - IRC Advisory Model
 - Endowment Funds (opportunity)
 - Tontine for NGOs
 - Habitat suggestion (training volunteers – and team)
- 

Resourcing Security: Exploring alternative models and innovative solutions

Key barriers to these approaches

- Impacts to access, perceptions of taking money from people/communities (non-alignment of values) – but also government donors have agendas.
- Independence – could be a way to increase/decrease independence
- Look in the mirror – do we match corporations' values (efficiency, sustainability)
- Own mindsets and thinking – flexibility in approaches as times change
- Speaking the language of private sector / vice versa – Translation -- Hum Principles = Good Business
- Systems change takes time
- Corporations shying away from / leaning into CSR with principled orgs

Resourcing Security: Exploring alternative models and innovative solutions

First Steps towards Possible solutions

- Develop elevator pitch – Value Proposition --- key role to enable (part of larger picture)
- First sale is internal.
- Clear contracts, red lines, chose your partners (within context/values/due diligence)
- Leverage what and who you know and start from there; looking at your networks (example church networks – who knows who) – value assessment of your assets
- Sector can provide services to private industry for profit – training, analysis, contextualization
- Hum Financing Forum – one/two failures individually – give up. Look more widely as a sector, share experiences, inspire

Resourcing Security: Exploring alternative models and innovative solutions

How can the sector help take things forward

- More education , experience sharing and resources for people across the sector on the topic – get the energy going – Comm of Practice (GISF)
- Standardizing value proposition – best practices, services (GISF)
- Do the work to change mindsets and approach.
- Sell yourself as helping private sector meet their CSR goals – craft your value proposition
- Reevaluate internal ways of working (security, programming, BD)
- Collective action - GISC
- Private sector wants to learn from us.
- Just try

Security Resourcing for Local NGOs: Building equitable partnerships in risk

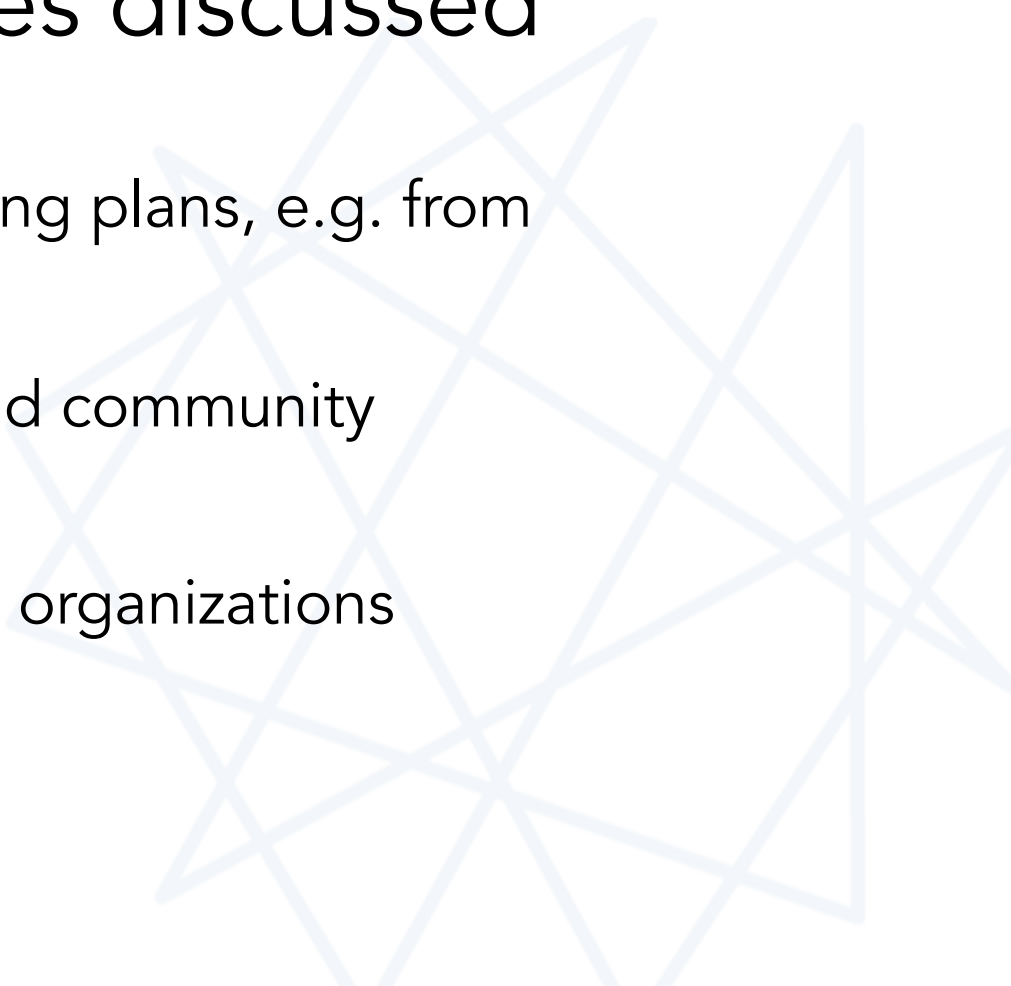
Brief recap of the session discussion

- Need to work with the funding we have.
- Efficiency and collaboration are key

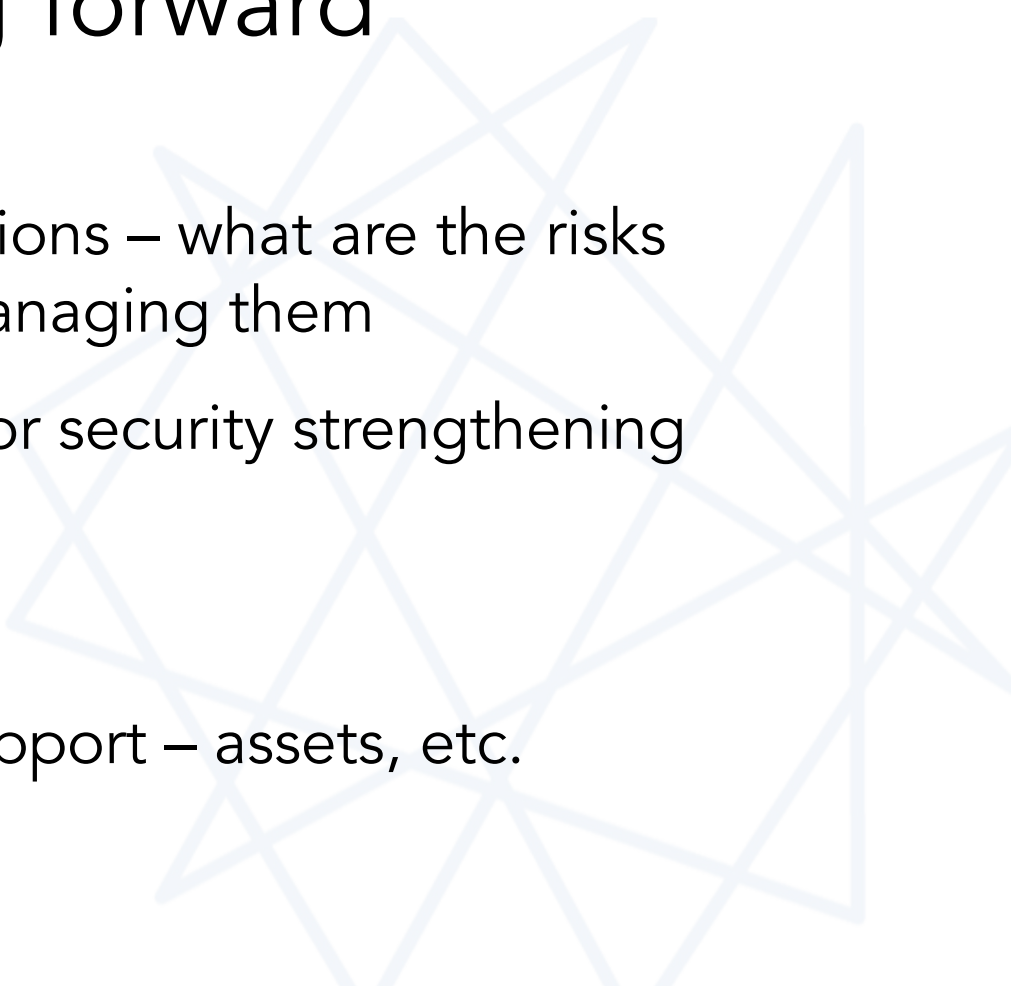
We need to work together!

- Equitable partnership need to be practiced
- Risk is different for different organisations and individuals

Emerging good practices discussed

- Harmonized capacity strengthening plans, e.g. from Somalia NGO Consortium
 - Insurance for frontline workers and community volunteers, e.g. LOCAL
 - Examined how local and national organizations navigate security resourcing.
 - GISF resources
- 

Suggestions for moving forward

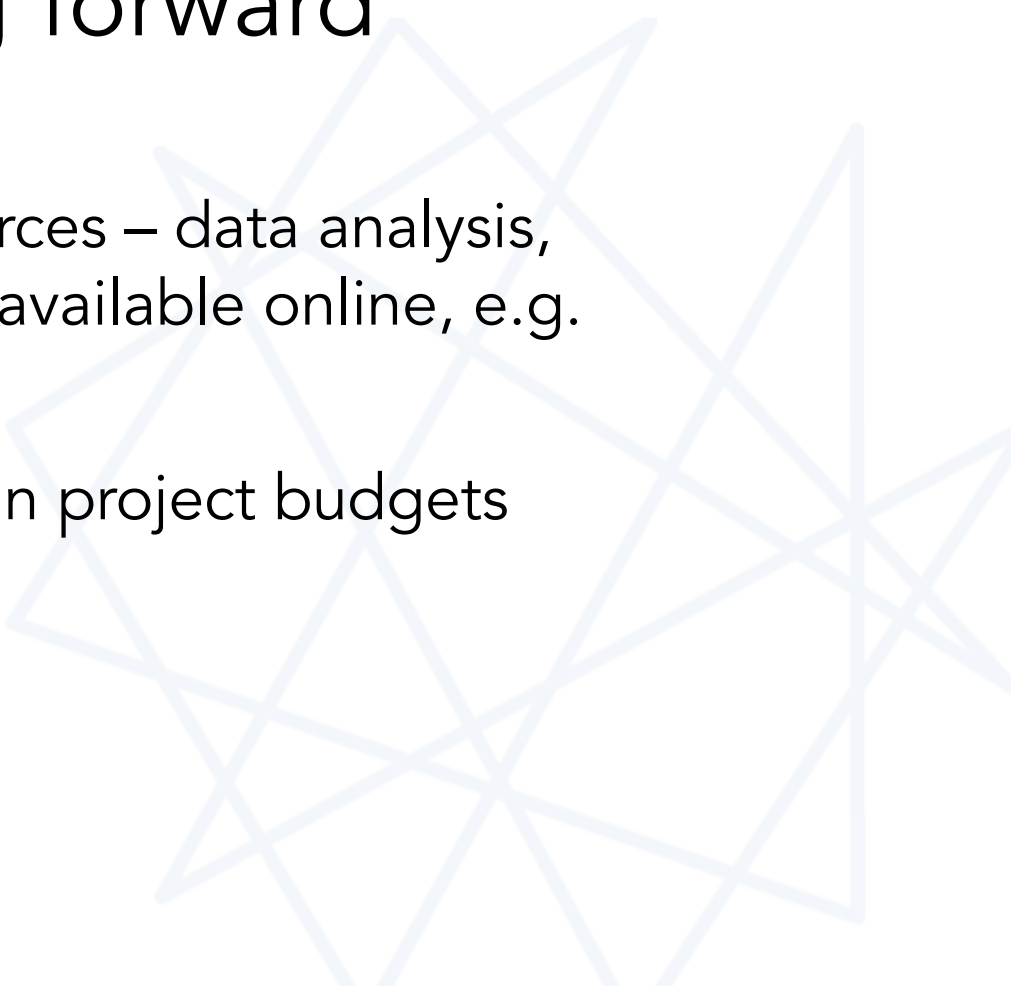
- Start with asking L/N organisations – what are the risks you are facing; how are you managing them
 - Collaboration among INGOs for security strengthening support
 - Training support
 - Funding for security related support – assets, etc.
- 

Suggestions for moving forward

- Collective advocacy for security resourcing with donors
 - GISF network members need to come together.
- Meetings between institutional donors and L/N organisations
- GISF resources for risk sharing – simplify the documents in some cases

Develop country level toolkits

Suggestions for moving forward

- Support with connecting to resources – data analysis, connecting with learning modules available online, e.g. disaster ready
 - Creative budgeting for security in project budgets
- 

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Break

30 minutes



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Moving Forward: From commitments to actions

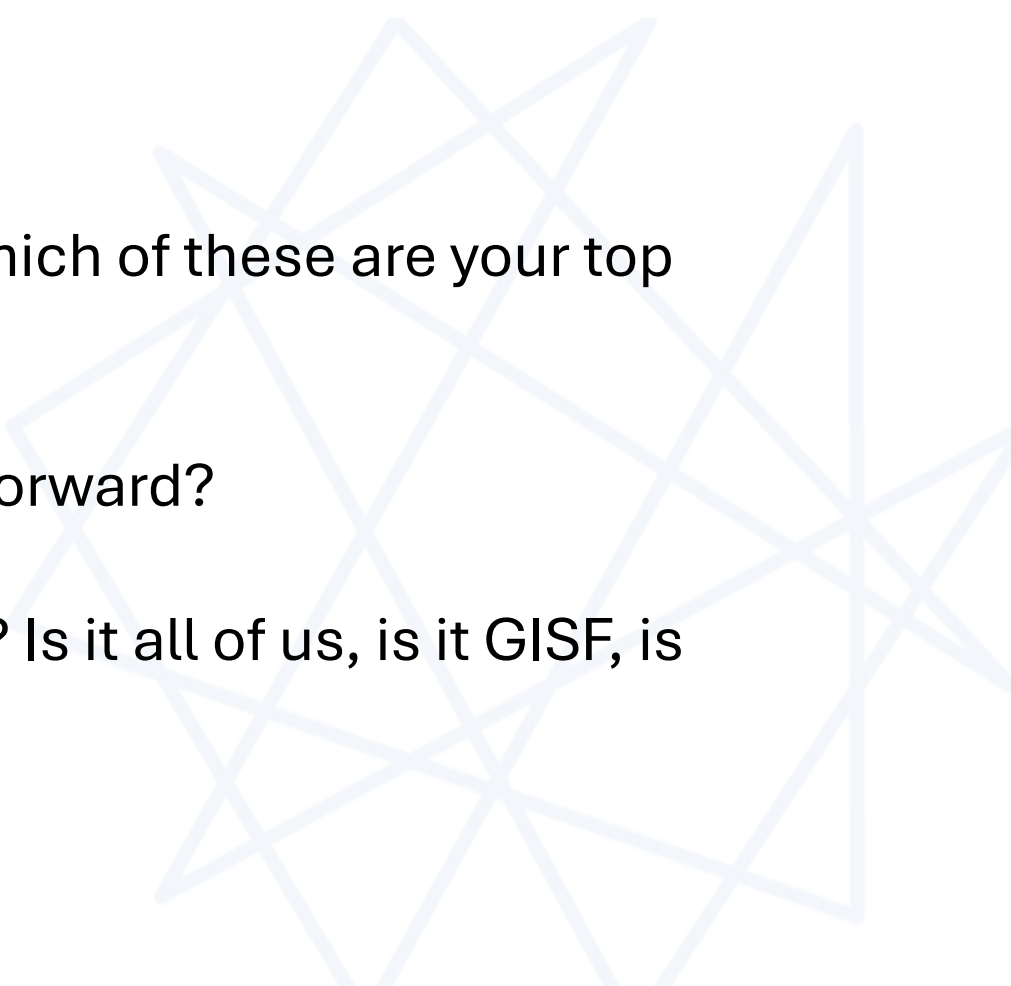


Dr Jane Cocking OBE
(Board of Directors, GISC)



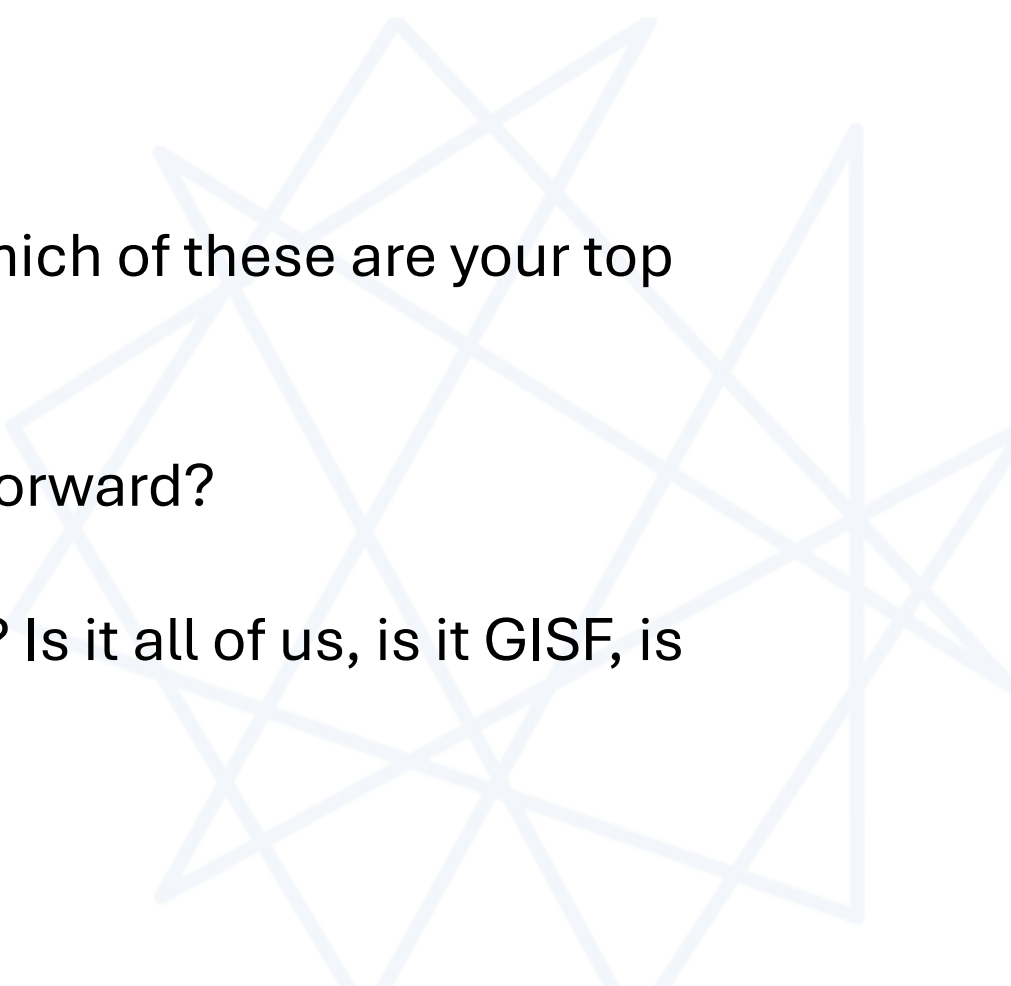
Moving forward: Consolidating security resources

Questions for discussion:

- Of all of these recommendations which of these are your top 3 priorities?
 - What needs to happen to take this forward?
 - Who needs to be involved or lead it? Is it all of us, is it GISF, is it someone else?
- 

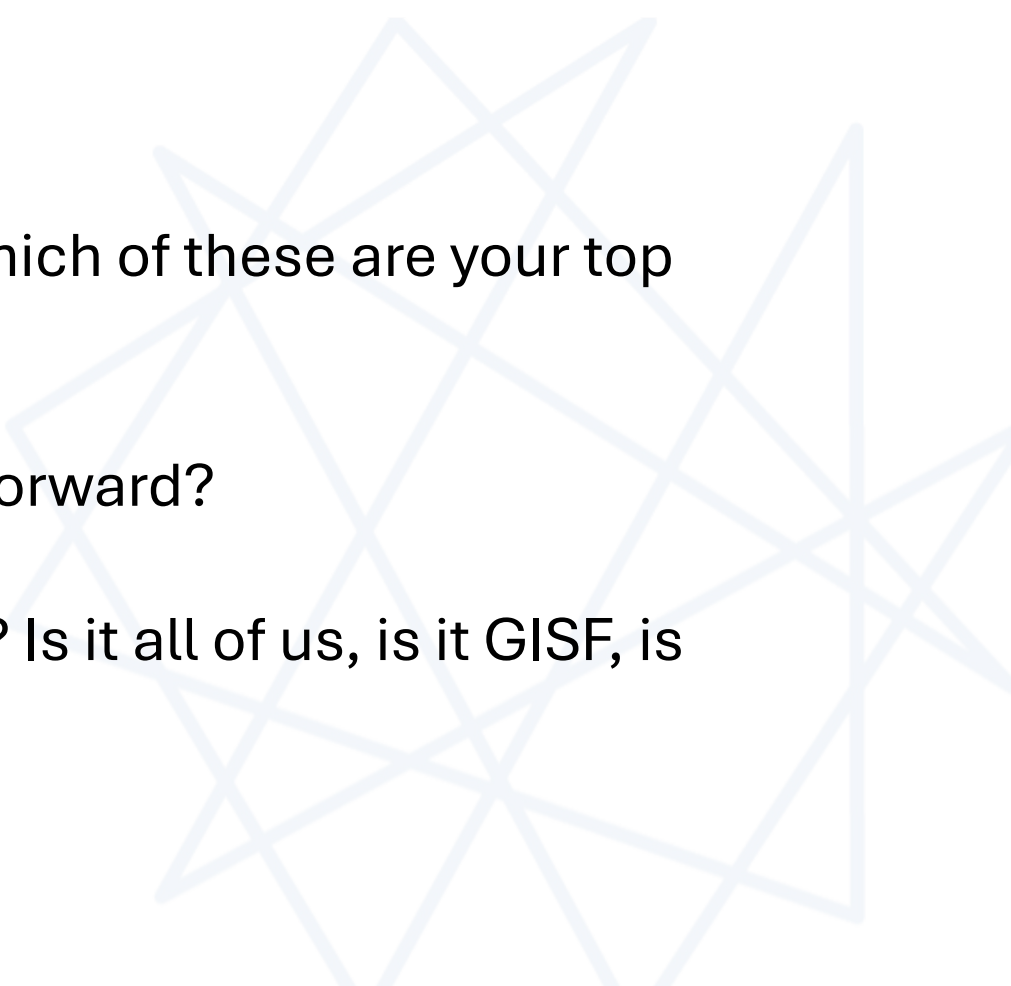
Moving forward: Alternative funding and financing

Questions for discussion:

- Of all of these recommendations which of these are your top 3 priorities?
 - What needs to happen to take this forward?
 - Who needs to be involved or lead it? Is it all of us, is it GISF, is it someone else?
- 

Moving forward: Equitable partnerships

Questions for discussion:

- Of all of these recommendations which of these are your top 3 priorities?
 - What needs to happen to take this forward?
 - Who needs to be involved or lead it? Is it all of us, is it GISF, is it someone else?
- 

Wrap Up & Closing Remarks



Jon Novakovic
(Executive Director, GISSF)



Marieke van Weerden
(Senior Director of Health, Safety & Security, CRS)



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Feedback survey

