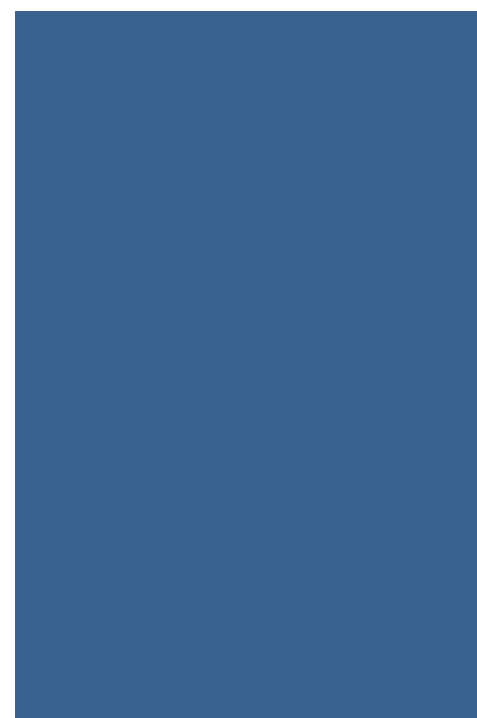


GISF Strategy 2025 - 2030 Executive Summary



The Strategy

Strategy p. 01

Key Principles of the Strategy

- Maintain GISF as a trusted platform for NGO engagement on security
- Membership of GISF should offer a tangible impact on an organisations SRM capability
- Stay ahead of future risks
- Never create long-term dependencies on GISF

Key Priorities

- Drive down SRM costs using collective approaches
- Democratised access for all NGOs to the services and supporting infrastructure that SRM requires
- Broker and facilitate collaborations and coordination, to improve efficiencies and make the best expertise available to all NGOs
- Advance SRM practice by growing and diversifying GISF membership
- Accelerate the levelling-up of NNGOs' role managing security risks
- Have SRM acknowledged as a key enabler of NGO operations, with a commensurate role in strategic decision-making

GISF's Vision



GISF's vision is a world where NGOs have safe and sustainable access to people in need, enabled by robust and relevant security risk management practices.

GISF is determined to reduce security and safety risks as a barrier to providing assistance, ensuring that the lives of those helping others are protected.

By fostering a culture at all levels of the NGO sector that prioritises and invests in strong SRM practices, GISP empowers and supports NGOs to work safely and sustainably with the world's most vulnerable populations, even in the most challenging contexts.

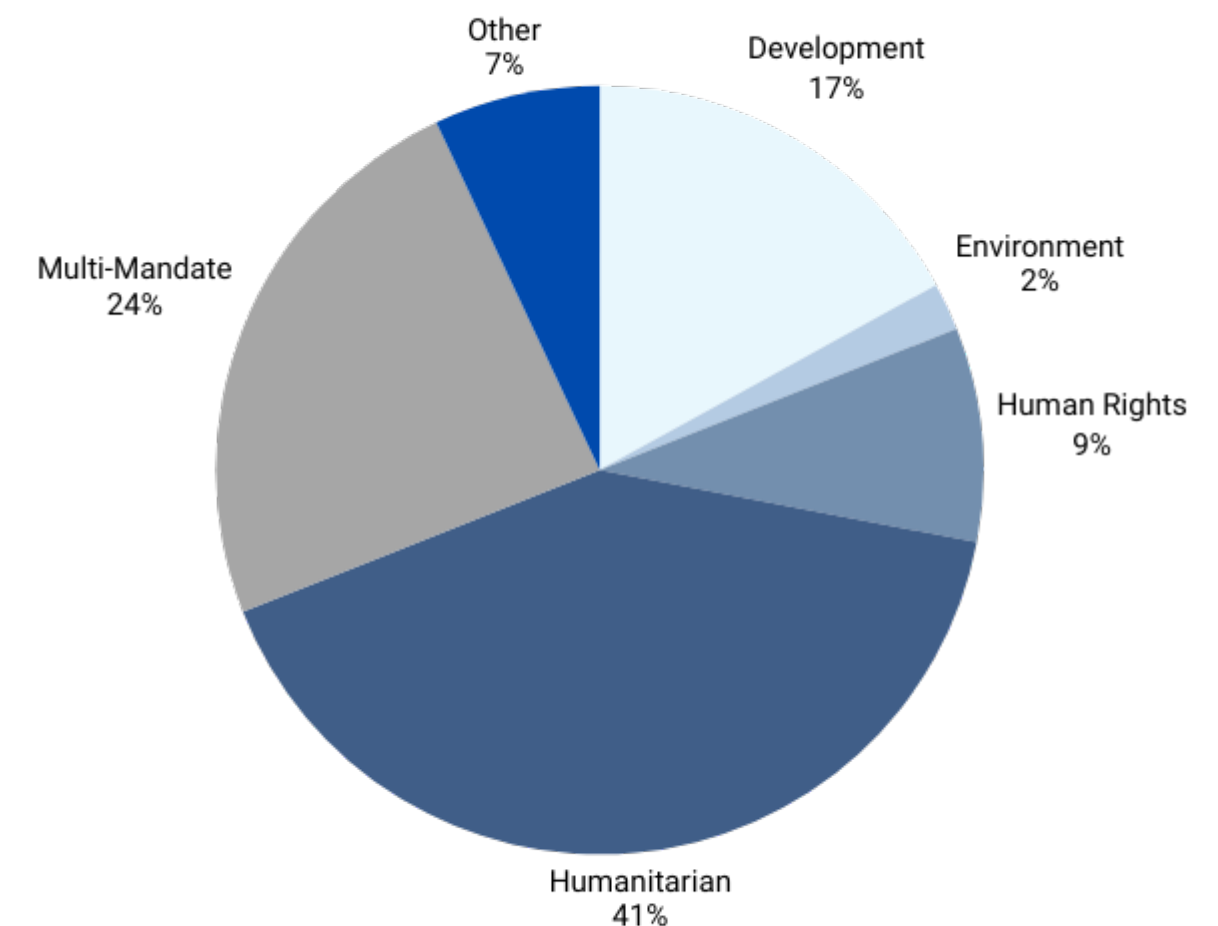
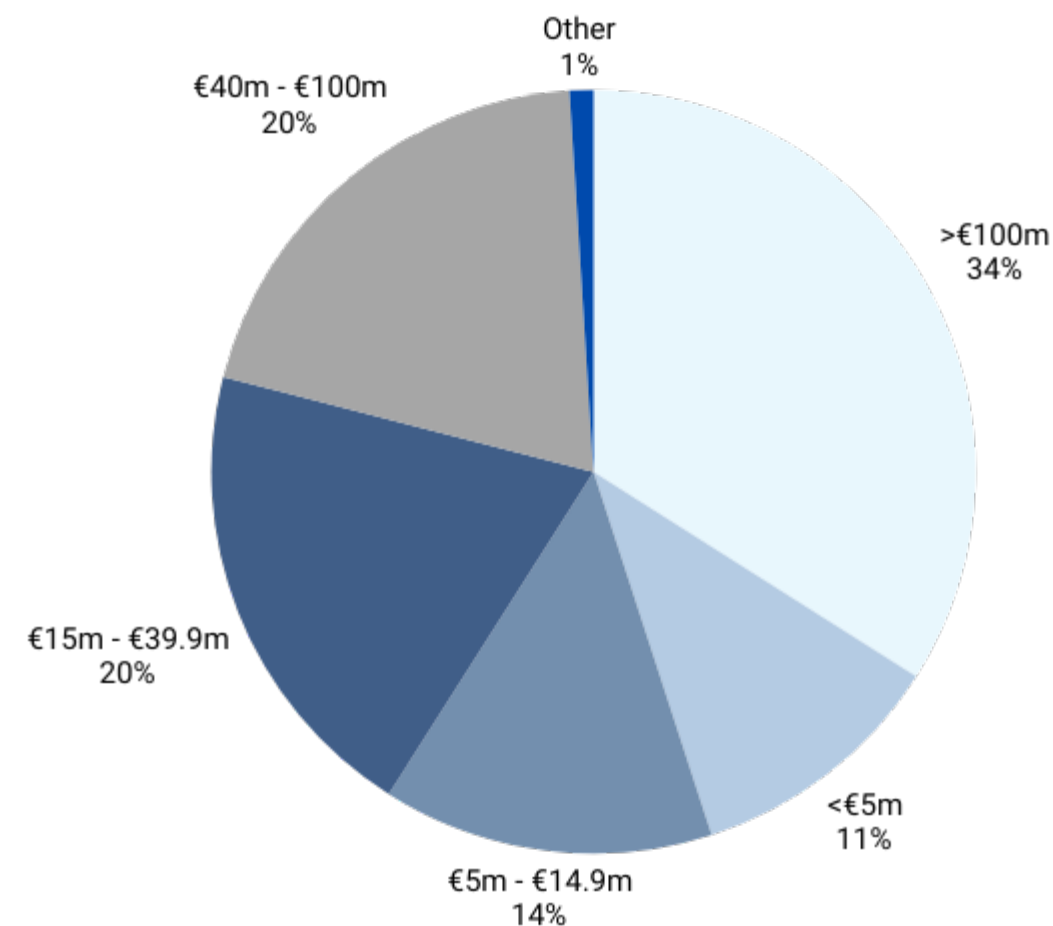
GISF's Unique Position

GISF is the only independent network dedicated to strengthening NGO security and duty of care worldwide. GISP's role as a neutral convener provides a trusted platform where NGOs can collectively address systemic SRM challenges, share knowledge, and develop practical, experience-based solutions.

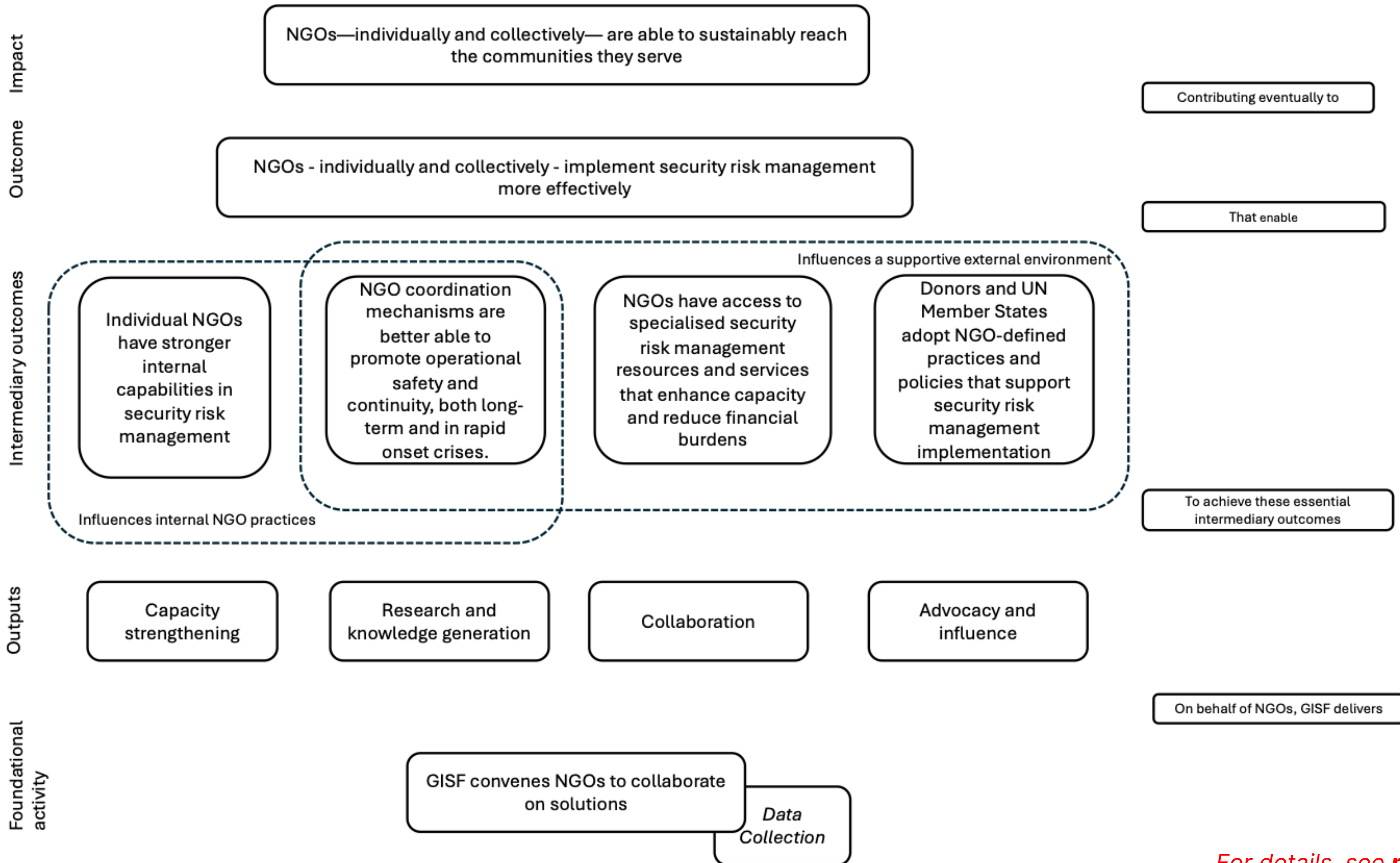
Membership: The Foundation of GISF's Impact

- NGOs become members of GISF to participate in a collective effort to improve their own SRM capabilities, to advance good NGO SRM practice, and to jointly influence the external systems, organisations, and policies that affect SRM practice.
- In addition to individual NGOs, the wider NGO community also benefits from these advances, and so, in turn, GISF's members benefit from sector-wide improvements in SRM practice.
- Retaining and attracting members is key to strengthening the outputs of GISF's convening function.

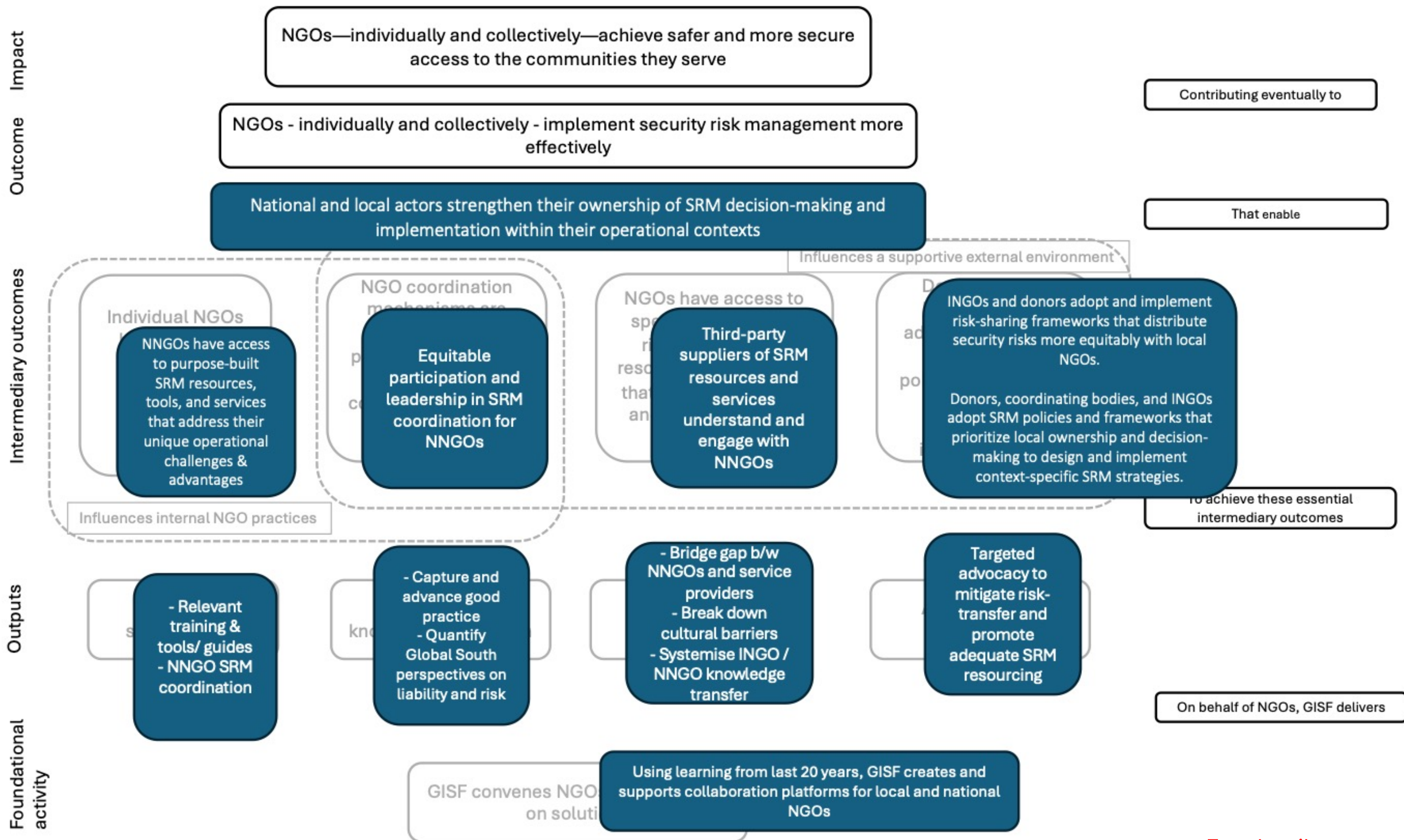
A Snapshot of GISF Members:
by Revenue and Mandate



GISF's Theory of Change



Strengthening SRM for local and national NGOs



The Next Five Years

Strategy pgs. 10-17

Convening: GISF's Foundational Activity



- GISF's current and future success is entirely grounded in its convening function.
- By creating opportunities for peer-to-peer learning and shared problem-solving, GISF fosters collaboration, coordination, and trust. These efforts include in-person and virtual convenings, catalysing formal and informal networking, and building trust to improve security practices and coordination.
- GISF's support to NGOs in the Global South will begin with the establishment of trusted communities of practice for those responsible for safety, security and access.

Priorities

- More contact points within member organisations to **improve membership value** and mainstream SRM
- Encourage and enable focused **communities of practice** on specific themes, to grow and diversify the GISF membership
- Increase **digital convening and networking** opportunities
- Develop a **model for NNGOs to convene and lead** on their own SRM development
- GISF's **member-only services** should represent a tangible, positive net-investment for members

Stronger internal capabilities in SRM

Strengthened NGO coordination mechanisms

Access to specialised SRM resources and services

Enabling policy space for security

Convening

Stronger internal capabilities in SRM

Strengthened NGO coordination mechanisms

Access to specialised SRM resources and services

Enabling policy space for security

Individual NGOs have stronger internal capabilities in SRM



- GISF provides a wide range of active and passive capacity building activities that support NGOs in the most relevant format for every organisation.
- By providing these services, NGOs improve their ability to assess, manage, and mitigate security risks in their operational contexts.
- Active capacity building ranges from webinars to workshops and in-depth consultancy. Passive efforts refer to GISF's ability to make the necessary resources available for NGOs to undertake self-led capacity development.
- GISF will develop and deliver targeted capacity building support for NNGOs.

Priorities

- mainstreaming of SRM practices within organisations, such as legal, HR and executive teams.
- SRM practices are more efficient
- Members can make better informed internal investments into their SRM capacity
- Accessible and relevant SRM resources are developed for NNGOs
- Increase the availability of technical support to NNGOs on SRM.

Convening

Stronger internal capabilities in SRM

Strengthened NGO coordination mechanisms

Access to specialised SRM resources and services

Enabling policy space for security

NGO Coordination Mechanisms are better able to promote operational safety and continuity



- Security practices cannot function in isolation; they must be woven into all aspects of operations and decision-making.
- By integrating security into the fabric of humanitarian action, organisations can ensure that protective measures are responsive, relevant, and aligned with overall response goals.
- GISF's Theory of Change is that future mechanisms must move beyond a one-size-fits-all approach, providing support tailored to the specific nuances, existing capacities, and access challenges of each response.
- GISF will pursue ensuring the equitable participation of NNGOs in security coordination mechanisms, as well as assessing the requirement for new models of SRM coordination.

Priorities

- All NGO platforms possess a minimum capacity for SRM coordination
- Affordable models for NGO SRM Coordination are available to a range of contexts
- NNGO SRM Practices are supported with relevant and inclusive coordination models
- UN and NGO coordination practices reflect and support modern practices
- NGO SRM Coordination makes better use of the wide range of specialist service providers available

For details, see [pg. 12-14](#) of Strategy

Convening

Stronger internal capabilities in SRM

Strengthened NGO coordination mechanisms

Access to specialised SRM resources and services

Enabling policy space for security

NGOs have access to specialised SRM resources and services



- NGOs often have to procure expensive but essential services, such as legal advice, medical evacuation, and insurance.
- GISF has the ability to negotiate discounts, create mechanisms to share and pool resources and incentivise the private sector to improve its products and enter new markets, thereby enhancing NGO access to the products and services that they need to meet their duty of care.
- A number of barriers exist to NNGO access to specialised services, which limit their ability to manage risk to the same degree. The focus is on ensuring that suppliers and service providers understand the needs and priorities of NNGOs.

Priorities

- ensure the availability of effective SRM services that meet NGO needs, increasing the relevance and utility of these to NGOs
- expand insurance options to improve coverage for national staff
- incentivise improvements in the training market
- leverage collective buying power to drive down prices of essential services
- increase access of NNGOs to the market for SRM support services

Convening

Stronger internal capabilities in SRM

Strengthened NGO coordination mechanisms

Access to specialised SRM resources and services

Enabling policy space for security

Donors and the international system adopt NGO-defined practices and policies that support progressive SRM implementation



- Major institutional donors influence how organisations prioritise and implement SRM. The legislatures of donor countries also play a key role by setting legal parameters that governs NGO operations and staff safety.
- INGOs and donors do not currently adopt equitable-risk sharing with their local/national partners, and within current frameworks are not able to, or not incentivised to, share risk.
- GISF will represent the priorities of members to these stakeholders, particularly on the systematic integration of security, predictable and flexible funding for SRM, and global cooperation on security. GISF also offers donors a single point of contact to reach a large, engaged body of NGO security professionals.

Priorities

- maximise the voice of GISF's members in policymaking
- position effective SRM as a key enabler of programmes
- facilitate risk-sharing in INGO/NNGO partnerships
- increase decision-makers' understanding of NGO SRM practice
- evolve donor bureaucracy to reduce inefficiencies and facilitate responsive SRM

Read the full GISF Strategy 2025-2030

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GISF's Theory of Change

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