

Our Background

Developed over the past 10 years, our bespoke services and tools enable companies and NGOs to reduce risk, respond to critical incidents, and meet their Duty of Care and safeguarding standards for staff and contractors.

Led by Lord West, the former UK Minister for Security and Counter Terrorism, our team has a vast amount of corporate, international development, and military experience. We have an in-depth understanding of local and global security threats. This high-level security expertise, enhanced by our localised footprint, sets us apart from other providers.

Spearfish has also established Spearfish West Africa and Spearfish South Asia. Having a permanent team across both these regions ensures a continuous and stable presence. We are closer to client operations which, in turn, provides a more direct level of support for security planning, operations management and incident response.

Our UK head office adds capacity to our advisors, leveraging our international experience to inject a deeper pool of knowledge to supplement pragmatic workable solutions for our clients. Spearfish ensures the highest international standards to our customers, delivered by our local experts.



What we do

Spearfish not only takes into consideration the location of a client, but also makes sure we understand the type of organisation that we are working with.

Our Support reinforces and compliments your organisation's processes and needs. We empower and enable you to deliver effectively, using an approach that is sensitive to context. Our facilities and transparent cost structure enable a high level of cases with cost control. Each product is grouped into three tiers to give a scalable level of service. Each product is grouped into three tiers to give a scalable level of service. We also offer a subscription service which includes, location specific news alerts and Newsletters, Interactive and access to our online Security Risk Assessment Library and Interactive live Map.

“
No two companies are identical and much of our training involves a combination of these services to best suit our client.
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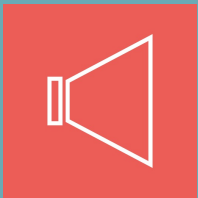
Key services

-  **Risk Analysis and Design**
Our bespoke analysis methodologies help you understand the local environment and put the appropriate plans and contingencies in place to facilitate delivery in complex environments.
-  **Environmental Training**
Different environments require varied levels of preparedness. Our Travel Safety and HEAT courses, both Virtual and Practical, focus on the skills required to stay safe in a country of interest.
-  **Operational Support**
Our embedded consultants provide an enduring solution to your risk management needs, allowing organisations to meet their duty of care obligations in a cost-effective way.
-  **Crisis Response**
Our Crisis Management services enable you to prepare for, and respond to, incidents and to keep your crisis management processes fit for purpose.



Welcome

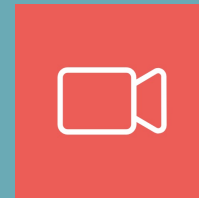
Our event will start shortly.
Please make sure of the following:



Your
microphone is
set to mute



Your chat is set
to Everyone



Your camera is
switched off



You have a drink
and are sat
comfortably

GENDER SAFETY MANAGEMENT 'WHOSE SECURITY'



GENDERED SECURITY – A MINEFIELD?

- Pressure.
- Stereotypes: biologically perceived as weaker.
- Discrimination.
- International women often perceived as being gender ambiguous (3rd sex):
 - allowed into situations not open to national women
 - perceptions and beliefs that ‘all international women are prostitutes/promiscuous’ (media)



MALE GENDERED LANDSCAPE



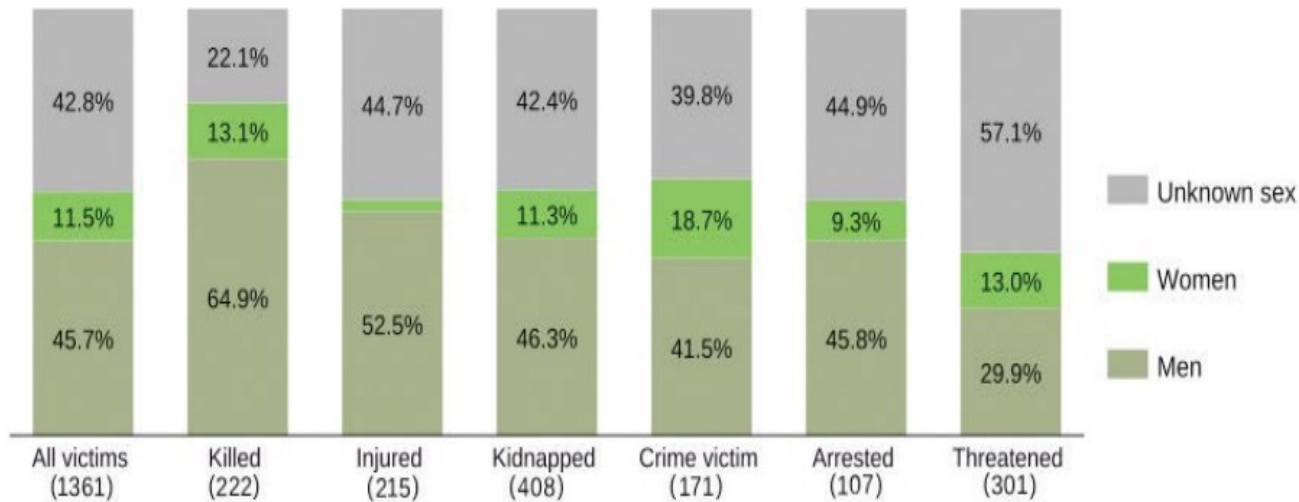
- Victims of gender-based violence.
- Tendency to feel that they must be in charge, braver, more physical.
- Need to prove themselves, compete and assert their gender.
- When masculinity is challenged, men tend to react quite strongly.
- Male vulnerabilities.



EXAMPLE – AID WORKERS AND AID DELIVERY



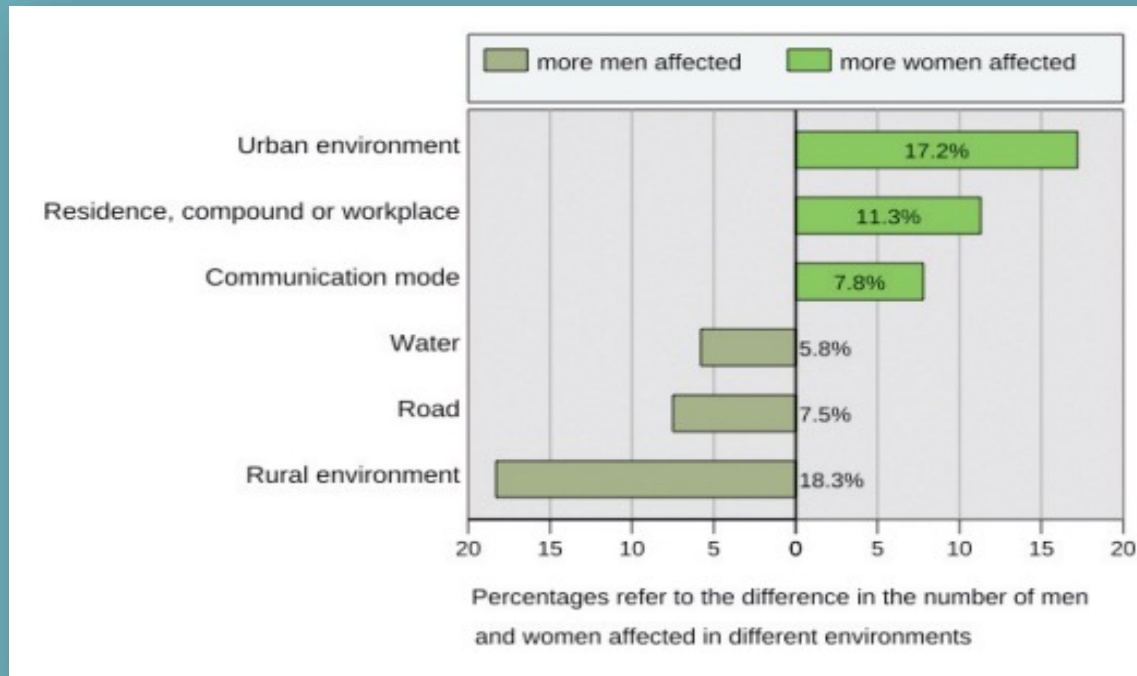
Differences and similarities in men's and women's experiences of security events (2011)



EXAMPLE – AID WORKERS AND AID DELIVERY



Differences in proportion of security events affecting men and women in defined environments (2011)



SAME CONTEXT: DIFFERENT THREATS AND RISKS



Using the chat box could you think of/give me some examples of what you feel are the threats:

- Affecting men (Local man, National member of staff, International staff).
- Affecting women (Local woman, National woman, International woman).



REMEMBER: A Threat is the thing that can cause harm. Risk is the likelihood of this happening.



PREVENTION – GENDERED SECURITY THREATS AND ISSUES



The most significant complexities surrounding gender and security are:

1. Environments that are conservative or that subjugate women;
2. Pre-existing attitudes and bias of agency personnel, communities, beneficiaries etc.;
3. Lack of internal buy-in to gender sensitivity and agency gender principles;
4. Male dominance of security management;
5. Gender being considered to relate only to women; and,
6. Lack of consultation of representative gender groups of staff.



GENDER RISK ANALYSIS



GENDER-SPECIFIC ASSESSMENT PROCESS	1. Threat Identification	2. Relative Vulnerability Analysis
3. Risk analysis	4. Risk Reduction measures	5. Analysis of appropriateness of measures



PREPARATION - CASE STUDY I



- Jim is an International Member of staff working for an NGO and Carolina is a locally employed woman working for the delivery organisation who is deputising for the Project Manager.
- Jim calls Carolina in for a meeting, out of office hours. After an hour of discussion, by the time they leave, there is no one else in the building and he calls a local taxi for Carolina.
- The next day, Carolina's Project Manager calls an urgent meeting with Jim's boss about his conduct last night and makes allegations against him.

Using the chatbox, what could have been done to avoid this situation?



PREPARATION - Considerations



- Meeting procedures (internal and external):
 - Timings – outside working hours?
 - Attendance – minimum numbers, attendee list
 - Locations – approved locations
 - Room set-up
 - Meeting conduct
 - Travel to and from
- Develop clear policies and procedures based on the identified Threats and Risk levels.
- Training on policies and procedures.
- Embedded within the culture of the organization.



MAINSTREAMING A GENDERED SECURITY APPROACH



- NGO Leadership – clear that SEA and discrimination are not tolerated.
- NGO Culture should be open, with safe reporting.
- Cultural context must be part of induction, some contexts can be more difficult.
- Gendered security threats and risks must be conducted.
- All staff should undertake SEA training (including local partners).
- Security incident analysis to include sex-disaggregated data.
- All voices heard.
- Seeking input from all.



RESPONSE AND RECOVERY



- Reporting and referral mechanism in place:
 - Primary contact
 - Log event
- Sensitive incident reporting:
 - Confidentiality and information sharing
 - Health Care (Physical and Psychological support)
 - Legal/justice
- Security incident analysis.



SUMMARY OF ACTIONS



PREVENTION	Identify the threats from a gender specific perspective.
	Assess the risk.
	Conduct a gender risk assessment and implement mitigation measures.
PREPARATION	Develop procedures and safeguarding protocols.
	Develop gender-sensitive policies, awareness, acceptance and compliance.
	Training and safety courses.
RESPONSE	Incident reporting.
	Security incident analysis.
RECOVERY	Ensure correct mechanisms are in place for the victim.



CULTURE? SOLUTION AND CAUSE INTERNAL AND EXTERNAL?



- Get it WRONG and it becomes a THREAT
- Get it RIGHT and it becomes a PROTECTIVE ASSET

'Both state and non-state actors are increasingly using culture to 'justify' carrying out violence against women. When these acts are given legitimacy, whether at the international or regional levels, it promotes the idea that there is an inherent cultural right to execute violence amongst certain communities. This is patently unacceptable and must be rejected. Excerpt from key messages of Violence is Not our Culture'

...need for Leadership and top level championing.



LEADERSHIP ESSENTIAL INGREDIENT FOR CULTURAL CHANGE

Values, context setting, message repetition and emphasis

- Deliver a compelling case for inclusion
- Provide regular updates and celebrate progress

Behaviours, symbols, relationships

- Be a role model for an inclusive culture
- Build a top team with a critical mass of women
- Call out behaviours and decisions that are not consistent with an inclusive culture

Rewards, recognition, accountability

- Understand the numbers and levers; set targets
- Hold yourself and your team to account
- Get feedback on your own leadership shadow

Disciplines, routines, interactions

- Engage senior leaders directly
- Play a strong role in key recruitment and promotion decisions
- Champion flexibility for men and women



Male Champions of Change

THANK YOU



Q&A





REGIONAL SECURITY ADVISOR NETWORK

Full-time

embedded
advisor



- Medium to High-risk country with project office or multiple sites
- Project conducts significant travel outside capital city

Part-time

in-country
advisor



- Medium to High-risk country
- Limited travel outside of capital city with project office

Regional Support

Fly-in fly-out
type project



- Medium to High-risk
- Fly-in fly-out type project
- Travel Overwatch support



Fully supported by
an international HQ
based in the UK



Scalable to
meet client
needs



Cost-effective –
reduced HR burden
of employees



Flexible – recruited and
trained for specific tasks
– 4 week leadtime



Maintains
international duty of
care best practice