Mainstreaming Gender & Diversity in our Security Risk Management (SRM)

A practical toolbox on diverse profiles for SRM

To safeguard **GIZ's engagement abroad and to take adequate care for the health and safety of GIZ staff members** working or travelling outside of Germany, GIZ maintains a professional security risk and crisis management system that is coordinated by Corporate Security Unit (CSU). Security risk management advisors (SRMA) and country security focal points (CSFP) located in all GIZ partner countries are the operational backbone of this comprehensive SRM system, advising the country directors in how to fulfill their overall security responsibility.

During their secondment and/or while on duty trips, **GIZ staff members can be exposed to a whole range of security-related risks**. These risks may be related to or a result of several factors, **including but not limited to their gender, gender identity and/or sexual orientation**. The need to shift from perceiving staff as a homogenous group (with one-size-fits-all approaches) to considering the different characteristics and identities of individuals is becoming urgent to offer appropriate and effective mitigation and support strategies.

Over the course of the last few years, queries directed to the CSU from country directors, SRMAs, AVs or staff themselves, went beyond conventional security concerns and highlighted gender- and diversity-related considerations that made staff more "vulnerable" in certain settings. Based on those queries and GIZ's organizational values as well as policies and code of conduct, **CSU set itself the objective to further mainstream gender and diversity within its SRM.**

Within the SRM community, there have already been numerous efforts to strengthen this nexus. To provide a standardized orientation, CSU has **developed the comprehensive paper "A person-centered approach in Security Risk Management" with many practical recommendations** that will be published in January 2024.
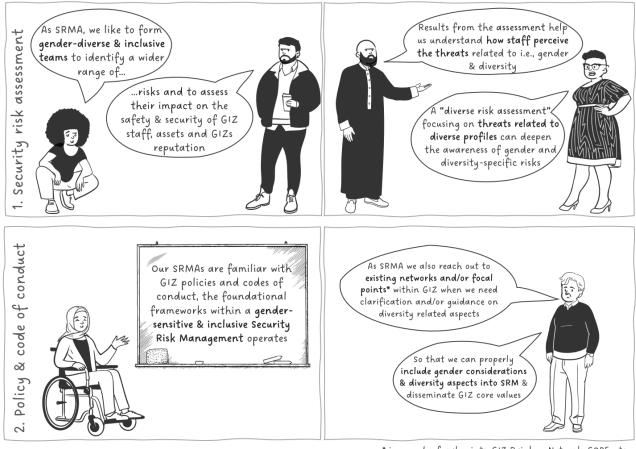The paper aims at:

a) raising awareness at company-level about the gender/diversity and SRM nexus,

b) enhance gender sensitivity and competence of SRMAs worldwide (in 80 countries)

c) showcase how gender and diversity aspects can be further integrated into the existing security management practices, processes, and tools.

CSU maintains a **regular and close cooperation with other organizational units** such as COPE, the Corporate Compliance Unit, the Equal Opportunity Commissioners, and the Gender Commissioners. These established modes of cooperation, and the **insights gained from them, were incorporated into the paper**. COPE played a particularly active role in the development of the paper by providing input and advice throughout the process. Moreover, **various colleagues in GIZ partner countries have been consulted**; their valuable and first-hand experiences as well as best practices have been considered.
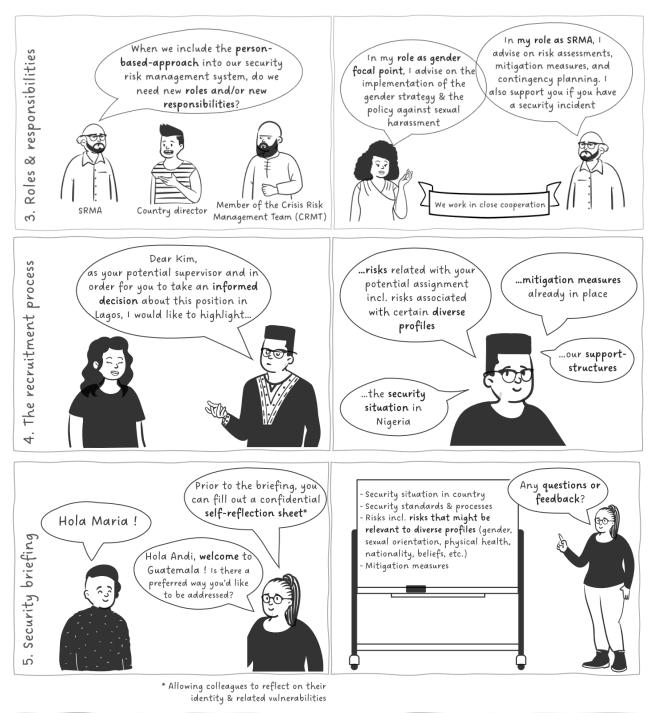
Once fully integrated into SRM practices, the **expected outcomes are**:

1. **Streamlined security risk management**: Gaining valuable insights and a broader perspective on potential threats and vulnerabilities related to gender and diversity. This expanded viewpoint helps in identifying risks that may otherwise be overlooked and will lead to more effective risk mitigation measures.
2. **Enhanced decision-making**: Enable more robust and well-rounded decision-making (i.e., training, crisis management) and promote creative solutions by including diverse perspectives. This also includes informed decisions made by staff members and based on transparent communication.
3. **Improved communication and enhanced security culture**: Demonstrating this type of inclusivity and creating safe spaces for exchange can foster trust, improve information sharing, and promote compliance with SRM procedures. Individuals who feel safe and who feel seen and accepted can act more efficiently in challenging situations.

The subsequent comic shows a sneak preview of the paper: practical recommendations for our SRM staff on how to include gender and diversity aspects in different processes, practices, and services of GIZ's security risk management:

3. Roles & responsibilities

When we include the **person-based-approach** into our security risk management system, do we need new **roles and/or new responsibilities**?

SRMA

Country director

Member of the Crisis Risk Management Team (CRMT)

In my **role as gender focal point**, I advise on the implementation of the gender strategy & the policy against sexual harassment

In **my role as SRMA**, I advise on risk assessments, mitigation measures, and contingency planning. I also support you if you have a security incident

We work in close cooperation

4. The recruitment process

Dear Kim, as your potential supervisor and in order for you to take an **informed decision** about this position in Lagos, I would like to highlight...

...risks related with your potential assignment incl. risks associated with certain **diverse profiles**

...**mitigation measures** already in place

...the **security situation** in Nigeria

...our **support-structures**

5. Security briefing

Hola Maria !

Hola Andi, **welcome** to Guatemala ! Is there a preferred way you'd like to be addressed?

Prior to the briefing, you can fill out a confidential **self-reflection sheet***

- Security situation in country
- Security standards & processes
- Risks incl. **risks that might be relevant to diverse profiles** (gender, sexual orientation, physical health, nationality, beliefs, etc.)
- Mitigation measures

Any **questions or feedback**?

* Allowing colleagues to reflect on their identity & related vulnerabilities

6. Standard operating procedures (SOP)

SOPs establish a **shared and standardized understanding** of how to respond and behave in specific situations - including <u>roles & responsibilities</u>

Think about using a gender & diversity sensitive language !

To ensure that SOPs include everyone, we, as SRMA, **adapt the procedures to diverse staff groups**

As we believe that awareness and understanding of diversity aspects ensures effective implementation

In conclusion, by mainstreaming gender and diversity throughout GIZ's security risk and crisis management, we:

- **contribute to an enhanced security culture**, in which gender and diversity aspects are considered in greater detail,
- **increase the gender and diversity competence of our SRM experts/staff** in numerous GIZ partner countries, and
- **make effective use of already existing structures and resources** to deepen the cooperation and coordination among security risk management experts, gender experts and various other units in Germany and abroad.