Introduction
This Report
This report presents the open question responses from the INSSA Membership Survey 2018 for Whole Organisation.

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Responses
Q36. The biggest challenge I face in improving safety and security risk management at my organization is:

- Cost
- Budget constraints
- Time.
- Compliance
- Time for implementation.
- Having enough security personnel to train and monitor.
- Dynamic nature of the security situations in the organization
- Communication
- Buy in from all staff.
- Limited manpower
- Time for training and for practicing.
- Funding
- Lack of time and resources to train staff.
1. Developing organisational culture of security
2. Support from the top management

kidnapping and tracking

Lack of line manager who have full knowledge in security field. the global security advisor in the HQ is from a program background as well hence making it very difficult to improved the security set up.

creating a holistic approach and establishing a three line of defense system incorporating governance, risk and compliance

complexity OF THE OPERATIONAL CONTEXT

Organisational Culture and people. they are the biggest point of failure in a system - Non-compliance and/or lack of proper understanding of responsibilities.

Is other people, people do not like change.

The non respect by Staffs of security guidelines and protocol provided.

Staff not fully comply with security measures. Security matters are not fully handled at the Field level, some decisions like travel authorisation are approved at the HQ level while I am in charge in the field level with most of security tools and updated security information. I don't have full control.

too much reliance on individuals, and lack of consistency in the organization's capacity to improve security management (tools, procedures, briefings,...)

Resources

Cost to provide third party products and services.

working through the culture of change

The general malaise around the need for it.
Lack of time, and competing pressures.

Incorporating managers and supervisors into the overall duty of care responsibilities to subordinates.

To get the buy in from middle management

Built in apathy to security in general. Although that attitude is changing with new administration.

Lack of formal local Safety Management Teams

Budget and Time/Attention from senior leaders

Too much collaboration within the company, meaning it takes a long time to achieve support, and oftentimes the goal is watered down significantly by the time this process ends.

Coordination and communication

All-staff buy-in, consistency of protocol

Top management support

Getting organization to take this stuff seriously

Prefer not to disclose

People

Making security a culture rather than a requirement
Resistance by some upper level management and non-transparent operational environment

Constant changes to the way in which we deal with and mitigate against the changing threat environment.

Dealing with HQ and lack of strategic plan of security

Complex situation in the country

Budget constraints, RSA is seen as a tick box exercise.

No big challenge

That we give more importance to the question of security in the implementation of projects

Budget

Integrating safety and security risk management with program delivery and implementation at the operational level.

Cultural resistance to some matters
We are partner led, so security of partners is a key requirement
Security continues to sit in its own silo, though this is improving.

Paying for training.

Lack of information sharing

Being the only person with prior experience of security management or working in insecure environments

The scarcity of security budget and the tight schedule for training inclusion.
The poor security culture means the perception and attitude towards security and security personnel. The other one is budgeting for security activities.

Linking everyone together so that work does not get replicated or falls between the cracks

I did not face any challenge

Most courses available are online courses and we rarely get hands-on training opportunities

To get participation in RedR UK security training for the security personnel in Ukraine.

Getting senior level staff to see that staff security is indeed an important aspect of our business. We need to get out of the "It's never happened to us" mentality

Global standards linking organisations networks

the top management buy in.

Security culture and awareness(or weakness thereof), especially in lower-risk environments where the organizations doesn't allocate as much resources to security as in high-risk contexts

Lacking the financial resources for expanding training provided by third party sources

Avoiding complacency of staff.

GETTING THE PROPER INFO AT FIELD LEVEL

Not having enough funding to maintain a security person on staff

Feeling the staff has enough training and resources should a serious incident occur

Travel to countries were not registered in and gaps in insurance policies not clear.
I know that I myself as an individual is responsible for safety and security. From organizational wide safety and security management, lack of proper initial orientation with ongoing training is a bit lacking. Of course, what I am stating is that I know as national staff.

resources

issue of theft at our locations, the client vulnerability of risk

I’m, myself are a security consultant but in my organization it’s very difficult to convince the CXOs not to apply a cost-benefit analysis towards security matters.

Lack of security lead at HQ level

A lack of funds.

Lack of resources and training

Attitude by national personnel that security management benefits international staff

Country management participation

build the security structure

I think we are doing well here.

Funding/budget

Regular update on security issues that change frequently and from time to time.

Maintaining awareness at a leadership level of the challenges and the cost of doing business in complex, violent environments. Managing the tension with program teams around risk and program imperatives.
Availability of Funds

International Training and Funding

#1 Funding
#2 Duty of Care culture
#3 Resistance to institutional change

Budgeting for security

Constructing the big picture to senior management for periodic training in risk mitigation and management.

‘Internal competition’ with other cross-cutting themes, often lack of coordination between themes, makes for a perceived high workload at project implementation level leading to resistance.

Training, critical incident reporting,

Funding for security at all levels of the program, funding for HEAT training. Ensuring donors buy into funding program related security budget and training.

Budgeting and Compliance

Funding constraint and senior staff buy in

Awareness

Honestly speaking, I did not come across with this experience as I am currently working as a national staff where we are operating in areas with very minimum security risk in most of the time.

Lack of support, awareness, priority & ownership by some field leaders;
weak policy and policy and standards enforcement;
"unfunded mandates" and expectations;
lack of resources (people, funding)

Staff turnout

Management support, buy buy in

Change of culture, funding to ensure commitment to structured security risk management

To make them realise.

Lack of available prioritization/resources.
Q37. The most important thing I’ve learned in managing safety and security risk at my organization is:

Training is essential

You can never be overprepared

People will think it's all just a hassle until experience indicates otherwise.

Maintaining good crisis communications

Need for good communication.

Convincing both field staff and leadership that we share goals, and my end goal enhances theirs.

Safe life and properties

Effective communication

Share information with everyone.

In an increasingly volatile world, more time must be spent contemplating the various things that can go wrong.

Increasing wise behaviors of personnel has the biggest payoff in reducing risks and lowering the harmful consequences of adverse actions.

Keep it simple

Plan and train always.

1. Maximum information sharing to gain buy ins
identifying risk and approach it with cautions

operational procedures are very thorough

Continuous learning and development and sharing ideas across board is very necessary.

There is always something that needs improving...

Make it simple and easy

When all respect the procedures we reduce high risk of incidence

Collaboration with the management in the security matters is very appreciated for the succes of security. Also, security training or measres must be linked with the threats within the area to attract staff intention and to make security matters more interactive.

The importance of Team management (communication, coordination, decision making, briefings,...) and Networking (creation and maintenance of key contacts )

It is complicated

There is cost-effective ways to give information to all employees globally.

need to have buy-in at all levels

Communication is key

The need to build a culture of security takes place over time, and with a steady and consistent messaging and training plan, even if rudimentary.

Personal opinions regarding risk vary greatly among staff.
To keep the Crisis Management trained and ready to respond

To be open and clear in policy development and taking national staff and concerns of national staff into consideration.

Keep key leaders informed of field-based support for safety and risk training/resources. Also must share success stories with leadership.

It is absolutely necessary! Donors are making it a requirement for new business proposals.

Holding people accountable for NOT following policies/procedures will never happen.

We must have support and knowledge of plans from senior management all the way to junior staff

Simple works

Prefer not to disclose

The security department should have a PR firm and treat each policy and resource as a launch or product line.

Take the time it get it right first time to build confidence in the product and department.

Communication & management of expectations, id responsible parties

To be flexible

We are taking much higher risks than what we can manage in our pursuit for funding

Always be ready for incident management. Do not panic and always stay tuned

safety and security is only one aspect of risk management. involvement from relevant stakeholders are required
All the material in the training was very important

security is at the center of all activities and you have to take it seriously

the gap between goals and reality

When conveying the message to managing safety and security risk to local staff, keep it clear, concise and simple.

That relationships are the most important aspect of my role as an advisor.

Staff want to learn but management not always willing to pay.

risk assessment

How to get buy-in

To ensure the common understanding that safety and security is the responsibility of everyone.

Risk assessment of early response

Employees awareness on safety and security activity as well as importance should be raised. Good communication with senior managers and employees to enhance trust on the profession.

Most responsibility in managing day to day security and incidents sits with country and region and THAT IS THE RIGHT PLACE for this to sit

take very serious security measures

Do not neglect anything.
All details are very important.
Security risk assessment procedure.

We have departments i.e. communications, donor management etc. who travel as they wish. For me it's a catch if catch can process.

Networking

just write to line supervisor

Tread lightly, build alliances

Performing strong security assessments; implementing procedures and risk mitigation measures derived from assessments

Comfortable yet chronic unease is a good state to be in.

NOT REAY MUCH

Staff training.
Know who to contact in case of an incident

All the extra we wish we had is expensive

Employee are very resourceful

Key commutation plans are needed and staff can attend all the trainings you make but may not retain or access tools on hand.

Keep updating staff on monthly basis and as needed.

employee safety

how to be security conscious and respond to incident.
The most important thing is to have an special budget set apart from the regular budget in security program implementation.

Everyone has some knowledge about security

Including a security budget at the planning stages of a new project.

More attention is needed to local staff safety and security awareness

Critical incident management

Management

the variability of the context

Dealing with community, duty of care and risk management.

Communication

Build redundancy into any all "critical" functions or tasks (e.g., communications, transportation, etc).

Involving all players and working as team

Communication and mentorship over systems and procedures, both are needed but at the end of the day, how you communicate will bring the buy in required - eventually.

A sustained and quality led training strategy changes culture quickly

It is an All Staff business to think about security.

First safe yourself before safe others..ensure you are safe.
Unless personal responsibility is part of a job description, or is a measurable factor in performance review, it is very difficult to implement policies procedures and industry recognized best practices.

Commitment of sponsors/ HQ

you can't do it alone.

clear and concise communication about what is in it for each category / leading by example by key staff & managers reinforces security culture

safety and security awareness training

Adapting to the variations and challenges in each individual country where we work. Ensuring compliance to follow established security standards from Expats, TCN's and Local Nationals. Establishing trust between Security and Programs/Operations.

Patience

need to carry staff members along in decision making

Follow-up on procedures and ensure reliability of resources used

I do not have an answer for this question given that my practical engagement in security management with my role is almost no, except very limited involvement on S/S assessment as part of program related needs assessment.

Two things:
1. a supervisor who can finesse (pc) topics and discussions is very helpful, as I am accused of being too black and white in my thinking and presentation
2. document the heck out of everything....

Accurate risk assessment

Keep it simple
Funding for trainings, equipment etc. is a massive challenge

I can manage my works smoothly

Proactive outreach to other functions and Senior Management participation in Security Risk Assessment and Management.
Q38. My top priority over the next 12 months in improving safety and security risk management at my organization is:

- unsure

  The involvement of security from the inception of program design and proposal development.

  Relatively new "re-developed" approach to security management, so ingraining things into everyone’s day-to-day and then improving them.

- compliance

  Crisis Management

  Internal training for all staff.

  Establishing improved policies and providing easier access to security training.

- how to maintain acceptance within the host community

  Ongoing risk assessment in new countries.

  Explore more 3rd party vendors that can provide some of these features for our very small nonprofit at a rate we can afford.

- Increasing/improving training.

- Capacity building with local emergency management teams

- More training and allocating resources to where gaps are.

1. Training the senior management level
how to track and inform them about the risk and threat

Provide all staff with relevant training they need in both country and field level to enable them be able to handle security risk

holistic incident reporting system, holistic safety and security management system, breaking down security silos (ICT, SEA, etc.) and establishing global security training strategy

They are (1) Security Awareness Training for Staff,(2) Advanced Personal Security Training,(3) Expansion of Security Focal Person Structure.(4),Election Preparedness Plan

Changing Organisational culture and approach.
Get staff to understand Duty of Care
Implement new incident reporting system compliant with GDPR.

Travel policy, whistleblowing policy and updating safeguarding policy

having all sensitize on the reasons to respect security protocols

Adequate trainings related to SSRM and strategies to manage security matters.

fine tuning course for field managers and improving course for mission managers

better information

Confirm field teams are properly trained and receiving information.

providing leadership around security training and learning

Enterprise Risk Management and improving the travel management

Finalize the re-writing of a 15 year old safety and security manual (amongst other things).
Implementing a comprehensive travel safety and health policy

Further improve the CMT structure and to roll out a template for all country programs to make an annual training plan for safety related training.

Assure all country programs are prepared for emergencies and will act in accordance with our emergency protocols when needed.

First Aid and trauma response in all locations. Complete annual risk assessment review.

Enhancing security plans, policies & procedures.

Trying to protect the company from potential lawsuits/liability due mostly because people who aren't following proper procedures are never disciplined.

Consolidating protocol and making it consistent across all programs, ensuring regular feedback/updates to avoid stagnation

Security and Safety training for staff with a security responsibility in their jobs.

Sexual assault response policy

Prefer not to disclose

Develop a risk register and a travel policy

Crisis management

To ensure the team remain fully aware of the risks associated with the region I am responsible for.

Linking security with programs and making it relevant to staff needs
to work closely with all managers to implement security culture in the organization

risk ownership and support to mitigation plans

To aware the staff from current situation of security

Security management must be the lead

- provide adapted training
- reduce external costly trainings

Strengthen safety and security risk management policies to the operational context.
Build capacity in staff, safety and security training.
Continous personal development.

Improve traveller tracking, incident reporting, and incident database.
Coordinate better with sister agencies
Improve security management training

Institute some type of mandatory safety and security training for all staff traveling for the organization and based in the field.

security analysis

Getting the crisis management team to conduct scenario training.

Ensure customized training for all employees and contractors on safety and security culture.

Perform early security assessments as well as follow current events to determine the direction of events

Awareness raising and developing good rapport with all stakeholders including better knowledge about operation areas situation.
Getting HQ streamlined and prepared for supporting country and region in critical incidents

Give more importance to safety and security

Help all guards accomplish the maximum number of online courses.

Field trips security protocols in regard of Check-point Crossing and safety procedures.

I am currently pushing for our organization to shift to ISOS. This shift will cause us to automate much of the daily work I do.

Networking

risk management, journey management, security awareness, personnel awareness.

Improving security culture and awareness in the lower-risk environments/ program by ensuring clear role/ responsibility attribution, JDs and performance review cycles

Expand training to include incident/crisis management and role specific training (driver).

Strengthening crisis response, and building redundancy within team

ENSURE THAT SECU GUIDEINES ARE UPDATE AND DO A PROPER FIELD EVALUATIONS

We hired a security person to do an assessment of all our locations and provide recommendations on how to proceed to ensure we are doing all we possible can to keep our staff safe

Getting field office participation in info gathering

New communication plan, ERM plan, and finding insurance gaps.

It depends! Because, I do not have security management role at the moment.
Training

- ensure there is orderliness and work efficiently.

To convince the stakeholders that security must be managed as a "security program" and not as a budget for the security department.

To initiate and come up with a duty of care package

Finalising my organisation's crisis management policy and procedures and helping with crisis management training at HQ.

Training safety and security focal points in field offices

Security culture

Training and implementation of new security plans

create the security policy and strategy

Physical security, risk management and assessments.

Collaboration

100% of all traveling employees complete HEAT course.

Ensuring that all staff and partners are aware on security risk management put in place

Consolidate on the training platform we have built
Build the PSEA and investigation capacity
Maintain the recruitment pipeline for the security team
Host a leadership program for CD's from countries programing in Fragile Conflict affected and violent environments
Develop the capacity of Security Focal Persons.

Training the Youths in the restive environment on Safety and Security Consciousness

To establish minimum standards both for traveling US staff, and local office staff

Conducting APST and OSRMT

meeting with out of country employees and updating training in the theology of risk for their area due to travel constraints.

establishing better communication between different internal stakeholders at field and head office level

update safety and security procedures, critical reporting, and training of staff, gender based training

Push for more funding to hire program security managers. Hold more "Town Hall" meetings with employees to give a better insight to security, personal security awareness, and the shared responsibilities between security and program personnel.

Improved policies and processes

timely incident management

Generating awareness

I am not sure. With my current role, I can not commit what to do about this. However, as an individual, I will work to build my capacity in this regard as well as share updated knowledge and/or information with my colleagues as much as I can.

Developing a corporate Duty of Care Policy and Standards document, and getting approval. Now working on the Guidelines documents to help flesh out the Policy and Standards.

Staff training
Training

update security policies, manuals and ensure uniform trainings - and identify funds

To make them realise, how important it is within an organisation.

Pass the basics level, and nurture strong Security Risk Management System and positive Security Culture.
Q57. What is it that you most value about INSSA membership?

- Unsure
- Collaboration
- Networking where possible
- Keeping up with developments in this emerging professional specialty; development of best/good/advisable practices (or whatever these are being called now); advocacy with major donors; information sharing / networking among security managers.
- Networking
- Networking/information sharing
- Membership makes you look professional
- Country info

**CONNECTION TO BROADER SYSTEM**

- Professional contacts
- A resource for security matters
- Sharing ideas and learning from members of this wonderful community.
- Research and training development.
Being informed and updated of the best practices in security management.

Be member of a professional, reputed and international organization that allows its members to cooperate, provide services and improve their capabilities.

Information sharing by its members

network


The information sharing

Updating yourself and your organization on security situations

Training capability and the foresight that is used to capture all the essential and encompassing elements of NGO security and present them in bite-size elements.

to be honest, I don't really know what INSSA does, hence the number of 'neither agree nor disagree' answers above. INSSA needs to be better at communicating what it does.

The recognition of my competency in the security industry worldwide.

The Technical Know HOW

know what is around in the ngo environment regarding security management

Knowing the people in INSSA

Access to experienced professionals as well as additional resources such as webinars, conferences, etc.
Free information

Network of likeminded individuals

The opportunity to network, linking me to like-minded colleagues. Training and briefing opportunities.

Having an industry standard for security, resources and networking.

As with the EISF membership and engagement with INSO, forums like this set the tone to community standards.

Certification and networking exposure

I’m hoping it grows and makes a change in how safety and security is managed in the sector.

Sharing of best practices, reaching out to others in the same field.

Networking with other security professional around the globe and sharing new ideas

Unknown, haven’t explored options

Knowledge sharing

ability to help and contribute

Standardization

Collaboration and standardization across the industry

Potential that the organization has
I don't get value I am just supporting INSSA because we need an effective org in this space. The only value now is the certificate but that's only marginal till the other senior ones comes out.

Collaboration, sharing of resources (tools, templates, contacts, etc.).

The opportunity to network with other professionals

Networking, training materials, job postings, mentorship

Creating an active dialogue amongst NGO community

INSSA provides a forum for networking and collaboration

Michael O Neil

Connections and discussion with members.

Training

Being a member of a recognised association

Accreditation (when available) of my competencies as a SRM professional at global level. Peer support/mentoring is interesting for the future.

The online platform to connect with others interested in aid worker safety and security. I also liked the events that INSSA used to host.

Recognized body
Vision
A world in which humanitarian and development assistance is safely accessed and delivered to people in need.

It is valuable as brings together safety and security professionals to share ideas.

Information sharing and facilitation of training.

Being part of a security network for individuals, regardless of organization or location

It is very important for a security professional

INSSA membership is valuable for me because it is an international NGO.

Give equal opportunity to all to develop themselves

Possibility of future promotions

Reading about best practices, seminars.

Information

Being party of a professional grouping

Networking, collaboration, resource sharing etc.

sharing information's.

am just a new member
Again, haven’t thought about it

Real-time information sharing

………………………………………………

information and resources

Access to resources so I don’t reinvent the wheel

Contribute to enhancing safety and security of aid staff, target communities and strongly advocate for leadership engagement in the area.

I have not been a active member.

information sharing

to be able to participate in conference and share ideas

The opportunity to certify myself and my staff, and the continuous procedures standardization INSSA promotes.

The wealth of information about safety and security

Access to information/resources

Information

The information

Supporting the leadership.
Networking opportunities

Its values and purpose conforms to sharing and improving on issues relating Security management

I have not really paid attention to this

Being a member of the Bigger family of Security Experts.

Training

HONOR AND RECOGNITION

Access to experts in security and knowledge sharing that enable me and my organization to be effective and safe in our work.

Collaboration amongst peers, and certification available to HCN staff.

Network

connectivity

have not had much experience with INSSA

Network with other NGO provisionals

Collaboration and connections to INSSA Members globally

I value your opportunities for speakers and training as well as your connections to NGOs and mentoring.
Happy Hours

Learning opportunity

Platform to share, think and connect with other professionals

So far, I can say that I am not an active member. I remember that I received invitation for membership with INSSA around 2013/14, completed an on line form and share scan copy of my passport. And then browsing INSSA website long time ago but not recently.

Just becoming aware of INSSA and its benefits and what value it can provide me

Their commitment to the job/role.

Reference guide

Hmmm

Relevance to my area of specialization

To help workers

Sharing of information on a secure platform reaching all role players - inform and adapt, standardization of policies and SOP's for all.

Contributing to the development of Humanitarian S&S Field, even if little and just by presence.
Q58. If there is one thing you would like INSSA to do in the next 12 months what would it be?

unsure

More presentations, briefings, and discussions!

Be more pro active in contacting and working with members, also returning emails as I send queries etc but never seem to get a reply

spread the certification course, promote uptake.

provide a more accessible training platform

More international networking and training events.

diversify their offices across the world

e-learning

ADVOCACY

Country/region specific security profiles

Tackle sexual assault and harassment in the aid sector and lead efforts to improve diversity in the NGO Security sector

Involves educational institutions such like organizing scholarships, competitions etc which among the students will make students involvement be obvious.

Provide more training support

Keep in touch with members and have more interaction/engagement with members.
None

Improve Mentoring

More resources

Provide training possibilities for those in Africa who cannot travel.

Medicine in remote environments

See answer above. Until INSSA has a higher profile it will be difficult for it to gain traction in the wider NGO community, when - for example - trying to find a place alongside EISF.

To build local security network in different fields.

more presence in different forums, is not visible enough

More cooperation

I would like to see more webinar offerings. And if someone registered for a webinar is unable to attend/view the event it would be great if they could received slides or notes covering the presentation. I found webinars to be a great way to share information and expertise without requiring attendees to travel to a specific location.

Keep giving out useful information that helps non-profits

I dont really know. In trying to answer this survey, i have to say that it is not clear to me how INSSA promotes what it does. Perhaps i need to go back to the website and recheck my settings, because i get very little information from INSSA.

More opportunities for peer to peer knowledge sharing, updated resources and more training opportunities.

Expand online resources.
Get the HQ Security Manager certification up and running.

Become way more visible. I try and promote INSSA, yet even among senior security management staff, no one seems to have heard of it.

Promote activities, webinars or in-person discussions on topics of interest

Organize local training at local and national levels

give each member tasks that will aid to INSSA vision and mission

Support for operations

Yes, report back to all how you are going to use the results of this survey, hope it was not commercial and you will not sell/ share it with other parties without knowledge of INSSA members since it has great commercial value

Become a real organization, funded, stable, and able to actually service it's community.

Engage INSSA members more regularly and leverage the membership's collective experiences and expertise.

Hold an event showcasing their products and resources

Host an event around a timely central topic of interest or concern

Create template for Country/State Level membership chapters.

Stronger advocacy role

Organizing a Congress.
Professional security training

The result should be on the time of submit the test

See 57

Hold more events on topics relevant to NGO safety and security.

Make sure there are more security related certifications for improving the understanding and growth of members.

I just want INSSA to organize security risk management certification programs for security manager professional accreditation.

Get the mentorship rolling

The result of the exam should be on the time of submit. the current system takes almost 2 months

INSSA is the organization which help a ngo for work hedly.

Publishing a series of videos related to all stages of training to assist members enrolled in the exam.

Cannot say for now

Not sure.

continue putting out information

Certification

More exchange with UNDSS staff.
develop standard resource center for members, networking, make the certification prerequisite for humanitarian security job

Haven't given it sufficient thought to provide a valuable contribution

..............................

Capacity building training and information sharing networks. focused awareness creation campaign.

Work with Universities to further Security Risk Management research, collaboration, qualifications.

training more

i would like them to organize a conference for members to attend through immigration for us to be granted visa

To intensify training opportunities and guidelines for NGO operations in the field giving real samples and their adjoining analysis in order to supply expertise.

To offer free INSSA Security Risk Management Professional (SRMP) certification

Foster more collaboration and enhance best practice resources

Highlight the importance of Duty of Care

Not at this time

Organize conferences and/or training opportunities overseas (Europe)

Update it list of members and possible allocate membership numbers and cards to its membership. This will not only identify them but will as well encourage others to support the role INSSA is playing
Address the globalization of field safety and security coordination. One size does not fit all!

Provide more updates of Global Security and Terror Trends.

Organise online certification Training for members across the globe

CONTINUE INVOLVEMENT IN MAKING THE WORLD A BETTER AND SAFER PLACE REGARDLESS OF THE ENVIRONMENT, RELIGION, RACE OR GOVERNMENT AFFILIATED.

Tighten and finish implementation of the SRM Certification at Country level (recertification, marketing etc.) then rollout Regional level.

Regular newsletters, and to approach partners like CARE and ECHO that are willing to share their training curriculums, SOP’s, and best practices.

Focus on ensuring that security professionals are more sensitive to sexual misconduct issues, both within their organization and risks to staff from outside the organization. This will require better collaboration between security and HR teams.

Coordination and cooperation

More outreach

increase member care.

have roundtables/webinars, heat training family liaison training build a consortium to get discounted rate with Security firms training

Increase and promote more interaction between INSSA members globally, perhaps promote an open Skype or Zoom forum where members can chat, get to know each other, reach out for support from members based outside the US, Meet and Greets in individual countries.

I’d like to see a more active role in mentoring as well as offering ways to get into the field for those who are qualified.

advocacy
None for now.

Leadership capacity building focusing on the importance of safety and security issues to facilitate humanitarian aid and development programs delivery to the needy communities - humanitarian access. Besides, impacts of sustained crisis on safety and security of human beings; social, economic and political impacts. So that best positioning local governments, policy makers and planners to analyze underline causes of crisis and to take appropriate long lasting measures in line with contextual factors.

More Investments in Safety and security.

See how AI and VI can be incorporated in the training modules

Some of these questions were too institutional / membership fee - not my decision but board -

Increase its membership drive and awareness of this course

Provide trainings and templates for security preparedness and plans

Being actively monitoring

Improve ways Members communicate with each other. This includes online platforms as well as getting to Regional Hubs, to hold events there.