

SECURITY QUARTERLY REVIEW



INTERNATIONAL HUMANITARIAN EXPERTISE FOR DEVELOPMENT AND RELIEF

ECHO Security Review

Valuable security resources

Anthony Val Flynn gives an overview of the ECHO security reviews and handbook which provide a valuable resource for anyone involved in security management and training. The security reviews were drafted for ECHO by a small group of experts from the humanitarian community with specialist knowledge in the fields of security and training.



Improving safety and security for partners is a key priority area for ECHO. It provides substantial financial support to humanitarian partners to enhance capacity in areas such as security training, security collaboration mechanisms and protective measures at field level. ECHO is also working increasingly closely with other humanitarian donors such as DfID to provide much needed funding for a wide range of security-related needs. It is also an active supporter of the UK and Irish Inter-Agency Security Forum which is now developing into the European Inter-agency Security Forum (see page 7 of this issue).

ECHO Security Review II and the ECHO Security Handbook were launched at the recent annual conference of Humanitarian Aid Partners of the European Commission held in Brussels.

The DVD version of the Handbook brings together documents resulting from the two ECHO Security Reviews of 2004 and 2006.

The 2004 Security Review documents are:

- Generic Security Guide for Humanitarian Organisations
- Security Training Directory (updated in 2006)
- Report on the Security of Humanitarian Personnel

The 2006 Security Review documents are:

- Security Collaboration Guide
- Security Training Manual
- Security Training Modules

This article provides a brief overview of each of these documents.

Generic Security Guide for Humanitarian Organisations

This document offers guidance, tools and resources designed to assist organisations think through their

security policies and procedures. A comprehensive guide, it covers many aspects of security management and practice relevant to humanitarian organisations in the field and at HQ.

....documents in four languages: Arabic, English, French and Spanish

It is based on existing good practice drawing extensively from security manuals and documents produced by a wide variety of humanitarian NGOs, UN agencies and the Red Cross / Crescent Movement. A list of 42 annexes, templates and additional information provides a practical complement to the main text.

It is intended to be adapted to suit the needs of individual organisations and contexts and is a useful and accessible resource for both the newcomer to aid agency security management and the experienced practitioner.

Security Training Directory

Security training is an investment that not only helps save lives but also contributes to improvements in programme quality. A programme in an insecure location whose staff are not competent to manage their security is in danger of failing to achieve its goals.

IN THIS ISSUE

- 3 Promoting safety and security in Darfur
- 4 Anti-Vehicle Mines: Understanding and managing the risk
- 6 Safety First? First aid training for humanitarian staff
- 7 European Inter-agency Security Forum
- 8 Upcoming security training events

The Security Training Directory, updated in 2006, provides information about relevant training courses, including contingency planning, evacuation plans and procedures, mine awareness training, hostage survival and stress management. It does not provide guidance on the quality or detailed contents of courses but it is a help to managers in identifying suitable training for their staff.

Report on the Security of Humanitarian Personnel

This report reviews standards, practices and issues in security management relevant to people working in humanitarian programmes. It gives sources of information and guidance on security issues, including technical standards where they exist. It also includes examples of good practice for some areas of security management and sets out recommendations at the end of the report.

The aim of the modules is to provide aid agency managers with materials to support the training of staff in the field

Security Collaboration Guide

The goal of this guide is to enhance NGO security collaboration in the field by highlighting the various options available and the issues involved in establishing and maintaining security collaboration measures. There is advice on how to launch or improve collaborative initiatives but also on the pitfalls and challenges. It looks at recent NGO security collaboration initiatives in different contexts and identifies ingredients for success – and failure.

The guide makes the point that there are no blueprints or 'off-the-shelf' solutions to developing and maintaining NGO security collaborations. Instead it offers advice and raises awareness of the issues involved, rather than laying down step-by-step instructions.

Security Training Manual and Modules

The Security Training Manual is in two parts: the Trainers' Guide and the Training Modules. The Trainers' Guide provides information on preparing and running a security training course while the Training Modules are a set of 17 modules in Microsoft Word and PDF formats, together with associated PowerPoint files.

The aim of the modules is to provide aid agency managers with materials to support the training of staff in the field. The modules cover security procedures, policies and approaches and are divided into four sections:

- Core Modules (modules 1 – 6)
- Procedural Modules (7 – 10)
- Response Modules (11- 15)
- Personal Skills Modules (16 – 17)

They are not prescriptive but provide a framework for in-house training. The intention is to avoid trainers having to reinvent wheels and to that extent they provide a useful resource for the hard-pressed field manager or security adviser. For the materials to be effective they will need to be adapted to regional contexts and further modules that address threats specific to individual situations will need to be developed.

Funding Security

There is a short section on Funding Security that only appears in the printed Security Handbook, not on the DVD. It is a significant section because it clearly states ECHO's position on sharing responsibility for security with its partners.

NGOs that sign the Framework Partnership Agreement with ECHO provide information as part of the assessment process on their security protocols. This is to demonstrate that they have a certain level of capacity in security matters. ECHO is fully committed to supporting its partners in their management of security issues and funds security and security training in a number of ways, including grants to NGOs, operational contracts and reviews using independent consultants. The Handbook expands on these forms of funding and indicates the flexibility that a donor like ECHO must have regarding funding requirements based on security considerations.

The ECHO website has already received in the region of 30,000 hits on the Security Reviews

Accessing the materials

The hard copy version of the Handbook provides a brief introduction to the outputs of the two reviews and includes a DVD with electronic versions of all the documents in four languages: Arabic, English, French and Spanish. There was only a limited print run of the Handbook but it is available electronically through the ECHO website (see below) and on the DVD.

The ECHO website has already received in the region of 30,000 hits on the Security Reviews at

http://ec.europa.eu/echo/evaluation/security_review_en.htm

DVDs are available free of charge by emailing echo-ngo-security@ec.europa.eu

ECHO was one of the first donors to appoint a full-time professional security co-ordinator. Mr Val Flynn is responsible for ECHO internal headquarters and field security management and has a remit to advocate for greater awareness of safety and security issues throughout the humanitarian community. Contact e-mail: Anthony-Val.Flynn@ec.europa.eu

Promoting safety and security in Darfur

Silva Lauffer, International Programme Director, argues for shared responsibility for NGO safety and security in Darfur, termed 'the worst humanitarian crisis in the world', and outlines how RedR-IHE's training programme is actively promoting this.

While the Sudanese President Omar Hassan Al Bashir and Ban Ki-moon, Secretary-General of the United Nations, encounter 'fundamental misunderstandings'¹ on what the strategy should be to reduce the level of suffering across Darfur, the humanitarian community continues to negotiate access to vulnerable people.

Approximately three million people are affected by the armed conflict just in the Sudan and about 23 per cent of those have still not been reached. Thirty thousand people were made homeless during one month alone and the growth of vulnerable people is outstripping the capacity of the camps for internally displaced people. Despite the Tripoli Agreement, cross-border violence between Chad and Sudan has further exacerbated the conflict in Darfur.

Insecurity in the region is greatly hampering the work of aid workers who not only need to gain access to those people affected but also to be safe while they work. In February this year eight aid convoys were ambushed, eleven vehicles hijacked and an unspecified number of humanitarian aid workers had to be relocated because of an armed break-in to their compound.

In light of these developments, the British government's Department for International Development (DfID) has continued to support RedR-IHE's operations in Sudan by funding its Safety and Security Learning Programme. This seeks to equip aid workers in Darfur with the skills and knowledge to manage safety and security in their organisations better and so run safer aid programmes..

RedR-IHE is offering courses in First Aid Training, Foundation of Staff Safety and Management of Staff Safety, as well as workshops on Trauma Management. To make it easier for aid workers operating in the heart of the conflict regions to attend training, RedR-IHE is running courses as close as possible to them. Through the assistance of host agencies courses have been convened in the three different regions of Darfur, in El Geneina, Nyala, El Fasher, as well as in Khartoum.

As part of a continuing commitment to build local capacity and support those at greatest risk, RedR-IHE is aiming to attract as many Sudanese nationals to training courses as possible. According to HPG Report 23 'Providing aid in insecure environments: trends in policy and operations', 79 per cent of all victims of attacks on NGOs worldwide are national staff. National staff are also the people best placed to build sustainable programmes within the country, which is why RedR-IHE places great importance

on offering dual-language courses and training materials in Arabic and English.

Feedback from the region indicates that RedR-IHE's training courses are fulfilling a unique need and benefiting many different types of people and organisations. Rosa, a trainer in Sudan recently observed: "Having worked with many NGOs, I have the impression that there is no other NGO doing the work that RedR-IHE is doing. Other NGOs are working on relief activities, which will end when agricultural and economic activities resume. RedR-IHE's Foundation of Staff Safety courses are useful because all of the information and skills from the course can be used by individuals, households, organisations and even companies."

Currently, RedR-IHE is preparing the development of an extension to its current programme which will include additional services such as Guard and Communications Training. This new phase is going to start in June and preparations are already underway.

It is important to note that although humanitarian workers have a responsibility to learn about the context of the environment they are working in and how to achieve acceptance and minimise risk, the responsibility for safety and security must be shared by NGO and non-NGO actors alike.

Details of the RedR-IHE security and safety training courses in Sudan are listed on page 8 of this publication. Silva Lauffer can be contacted at silva.lauffer@redr.org



RedR-IHE Training in El Geneina, April 2006

¹Statement by Jean-Marie Guehenno, Under-Secretary-General for Peacekeeping Operations to the Security Council meeting on 19 March; UNMIS News Bulletin

Anti-Vehicle Mines: Understanding and managing the risk

Greg Crowther was Programme Manager of the Mines Advisory Group (MAG) in Angola between 2004 and 2006. During that time he experienced first hand the detrimental effects that the risks posed by anti-vehicle mines had on humanitarian post-conflict work. Here he provides advice on how aid agencies can properly evaluate the threats.

“On 11 October 2004, staff from Save the Children UK were travelling from Hariba to Mushbat when they drove over an anti-vehicle landmine. They were driving late in the day in a single vehicle and had fuel stored in the car. The driver of the vehicle suffered burns to 20 per cent of his body, whilst the remaining staff in the vehicle were burned to death. The driver was forced to walk three hours to report the incident due to lack of communications equipment in the vehicle. According to GOS (Government of Sudan) military reports, military patrols had not used the area for four months due to Sudan Liberation Army movements.”

Excerpt from UN Mine Action Service, Sudan Incidents and lessons learned

The threat

Anti-vehicle mines (AVMs) present a distinct and serious security threat to civilians and humanitarian aid workers in several post-conflict countries around the world, notably Angola, Sudan, Afghanistan and Eritrea. They present a particular threat when used on roads as these mines are designed to disable or destroy armoured vehicles and are much larger than anti-personnel mines.

Although accurate and comprehensive casualty data is limited, research suggests that AVMs have killed over 1,500 civilians in five countries during the period between 2000 and 2005. Landmine Action has identified over 15 international humanitarian organisations that have had staff killed or injured by AVMs, far more than have lost staff to anti-personnel mines or other unexploded devices.

‘The driver suffered burns to 20 per cent of his body, the rest of the staff were burned to death’

The way in which organisations respond to this threat can have very wide-ranging implications for local people. If organisations delivering aid decide that certain routes are too dangerous to use, large populations may be cut off from basic humanitarian assistance, such as food aid distribution, vaccination campaigns and water and sanitation programmes. Critical humanitarian programmes may be suspended including refugee repatriation and reintegration activities. For an aid agency, however, continuing to use a road populated by AVMs might leave it vulnerable to accusations of failing in its ‘duty of care’. A difficult balance needs to be found between the humanitarian imperative to provide assistance and the risks that are accepted by an organisation and its staff.

Assessing the threat

It is important that humanitarian agencies are in a position to analyse and evaluate the information they are given. They need to understand the type of risk factors and indicators used during a detailed threat assessment of roads. These should include confirmed use of AVMs, evidence of AVM incidents along specific roads and reports

of AVM explosions from both institutional sources, such as hospitals, and informal sources, such as communities living alongside roads. By examining these factors it is possible to get a sense of how high the actual threat may be on a given road.

General information about AVMs in a region is available from sources including security co-ordination agencies and mine action co-ordination centres but a specialist agency should carry out a detailed assessment of specific routes.

Vulnerability assessment

Humanitarian organisations can use some basic indicators to understand their vulnerability to an AVM incident, both in terms of the likelihood of coming across an AVM and the possible impact. Some of these relate to the overall capacity or vulnerability of the organisation while others relate to using particular stretches of road. This highlights the need for specific risk assessment for every route or area of operation.

By combining information about the potential level of the threat and examining their vulnerability to that threat, organisations can decide whether the overall risk level is ‘tolerable’ in relation to their operational objectives and the humanitarian needs they are addressing. Equally, they can identify areas where vulnerabilities can be reduced through introducing training, new procedures or specialist assets.



© Paul Davies / Landmine Action

A road in Sudan is marked with red and white stones to indicate the presence of anti-vehicle mines. The majority of suspect roads are not marked.

Table showing indicators and multiplying factors of AVM Vulnerability

| Indicator | Likelihood of an incident is INCREASED by... |
|--|---|
| Number of journeys | More frequent journeys along road |
| Driver training | Little or no dedicated driver training |
| Mine awareness training, specifically regarding road usage | Little or no mine awareness training |
| Journey planning procedures | Ineffective or unused journey planning procedures |
| Wet or dry season | Travel in wet season |
| Indicator | Impact of incident is INCREASED by... |
| Types of vehicles in use | No mine protected vehicles |
| Number of people per vehicle | More people in each vehicle |
| Journey planning procedures | Ineffective or unused journey planning procedure |
| Mine action agency support | No mine action agency to provide support |
| First aid training | Little or no first aid training amongst staff |
| Medical evacuation | Ineffective medevac procedures |



© Paul Davies / Landmine Action

Destroyed military vehicles at the side of the road are a key indicator of anti-vehicle mines. The verges of roads should always be avoided.

Reducing the risk

There are several practical measures aid agencies can introduce to reduce the risk of AVMs. These include:

- Protected vehicles - armour plating on the underside of a vehicle, correctly fitted and configured.
- Journey planning – effective journey planning, good communication procedures and guidelines for using vehicles.
- Driver training – ensuring that all drivers receive adequate training
- Landmine safety training - delivered by specialist mine action agencies, this training includes identifying threats and gives guidelines for using roads in regions with AVMs
- First aid training – increases the chances of someone in a convoy being able to keep casualties alive until professional medical assistance is available.

In the future?

To date humanitarian organisations have had little guidance on understanding the possible threats from AVMs, in managing and reducing the risks or in liaising with the range of specialist agencies offering sometimes conflicting advice. Tools for management decision making have been very limited. But the decisions taken on these issues affect lives. The decision not to use certain roads due to a suspected threat from AVMs can have a devastating impact on communities dependent on humanitarian assistance.

‘Humanitarian organisations have lost more staff to AVMs than anti-personnel mines’

By understanding how to better evaluate the threat from AVMs and the level of organisational vulnerability, it may be possible to implement measures that reduce the risk to a tolerable level. Good security management on this issue is not only about reducing risk to agency staff – it is also about ensuring that all feasible measures have been taken to allow continued support to vulnerable civilians.

Greg Crowther has recently worked for Landmine Action on a variety of research and policy issues. This article is based on a report released in November 2006 by Landmine Action ‘Anti-Vehicle Mines – Understanding the Impact, Managing the Risk: A resource for security management.’ The full report is available along with associated training materials from www.landmineaction.org, or contact Portia Stratton, Landmine Action, 1st Floor, 89 Albert Embankment, London SE1 7TP, UK. Tel: +44 (0)20 7820 0222. Greg Crowther can be contacted at gcrowther@landmineaction.org

Safety First?

Lucy Hodgson is a humanitarian professional who has been active in the sector since 1994. She outlines the risks that aid agencies run by not providing adequate first aid training for field staff and reaps the benefits of a practical first aid course.

Cost-saving on first aid training could cost lives

In the context of the “war on terror” and diminishing humanitarian space, international agencies have been increasingly concerned about staff safety and security. Most aid agencies now say that the safety and security of their staff is a primary institutional objective and admit that there are risks involved in sending people to hazardous places. International organisations now invest more time and resources into improving security management systems, practices and training. They are even reducing aid workers’ vulnerability by taking protective measures and lowering their exposure to threats. Yet there is a great lack of first aid training and appreciation of how it can protect staff and lessen the impact of hazards.

Staff not trained in basic first aid

It is astonishing the number of aid agencies who do not ensure that sufficient staff at both HQ and field level are capable and qualified to administer basic first aid. Some that do provide first aid training send staff on courses more suitable to a European office environment, where the main course of action is to register the accident or illness in a logbook, and call an ambulance. Other agencies invest time and money into developing first aid kits containing an array of medicines and tools which few, if any, of their field staff are qualified or capable to use.

International agencies, whose role is to provide life-saving or life-supporting aid to people living in emergency or disaster areas, should ensure that their staff have the vital first aid skills to save their colleagues. To save costs by not providing this basic training to a significant number of their field staff could be seen as contrary to their overall aims and objectives.

First aid training can save lives

Several organisations offer first aid training to first responder level and beyond, and bespoke courses can be arranged to meet the specific needs of relief and development agencies. For UK based staff there is also the possibility of getting free training from local authorities in return for joining the register of community based volunteers.

Casualties’ lives can be saved by the attention of a ‘first responder’ - trained in minimum basic life support techniques and the use of a defibrillator (to regulate heart rate) – who is able to give emergency treatment within 15 minutes. In remote environments with inadequate emergency medical services, the only available responders may be staff within the same organisation, so it is essential that agencies include first aid training into staff induction and development policies to reduce risks in the field.

Ex+med First Responder Training

To improve my own first aid skills I attended the Ex+med First Responder course which teaches basic life support techniques to people working in remote and/or hostile environments, including the UK. The course is approved by the Royal College of Surgeons and comprises three half days of teaching and a half day practical and written exam on the final day. The course was taught by trainers with a mix of professional, medical, NGO and military backgrounds. Courses can be tailor-made to meet specific requirements of relief and development agencies, but the one I attended was a ‘regular’ course. Most participants were former or serving British Military personnel looking to become private security professionals in Afghanistan and Iraq.

After a quick introduction, the course started with a one-hour overview of everything that was going to be covered over three days including: Injury following road traffic collisions, ballistic assault and violent assault, basic life support, automated external defibrillation, providing oxygen, dealing with an unconscious casualty, circulatory system, shock, controlling bleeding, head injuries, medical emergencies, fractures, dislocations, burns, poisons, eye injuries, reporting accidents and environmental illnesses.

The Hereford-based course contained lectures, question and answer, and – most impressively - lots of practical training in two scenario training rooms, with desert and woodland/jungle themes complete with fading light, soundtracks and even the odd snake, and a collapsed building area, with smoke and a musty feel. Practising skills within these environments adds to both authenticity and urgency. Written-off vehicles are used for practical demonstrations of road traffic incidents with a trapped casualty; we probably had too much fun, cutting our ‘casualty’ out of the wreckage with a mixture of hacksaws and brute force while trying to prevent further C spine injury.

Ex+med is one of many training providers offering this level of first responder training. Their instructors’ credibility and experience - in environments such as Afghanistan, Indonesia and the Middle East - together with the training centre’s practical facilities make it an interesting and appropriate course for those working in aid in hostile environments.

Lucy Hodgson (lucy.hodgson@saferaccess.org) works as part of the Safer Access Network (www.saferaccess.org) which provides training, operational support and practical assistance to help relief and development organisations safely and effectively work with their beneficiaries.

Information about the Ex+med training course can be found at www.exmed.co.uk

European Inter-agency Security Forum

On 6 February 2007 20 participants drawn from 14 NGOs, a Red Cross national society, two donor government agencies, ECHO and two NGO networks attended the inaugural meeting of the European Inter-agency Security Forum (EISF) in Brussels. The EISF is a group of security focal points from European international agencies concerned about the risks surrounding humanitarian relief operations today.

In response to this concern the Forum will seek to encourage collaboration and security advocacy among European agencies with the following general objectives:

- Encourage better security management practices among participating agencies
- Discuss common issues and network between agencies through sharing experiences
- Enhance collaboration amongst agencies
- Facilitate the efficient sharing of security information
- Provide a forum to network with other representative bodies and collectively advocate for improved practice in security management within the humanitarian aid sector.

The inaugural meeting focussed on 'Security advocacy' and 'Options for closer collaboration and forum structure' with active discussion groups on each topic. Participants agreed that it was valuable to meet together to enhance collaboration on security matters at HQ level and in the field. It was also felt that a wider membership would better reflect a truly European forum and that members from southern and eastern Europe in particular should be encouraged to join.

Forum membership is open to NGO security focal points or managers in the humanitarian aid sector who have a key responsibility for security within their agency. Agencies must be European based NGOs that have their registered

headquarters and operational centre in Europe and who manage, or are responsible for, staff and programme activities in the field.

Security focal points from three donor agencies (ECHO, DFID and SDC) attended the February meeting. Security focal points from other donor agencies will be welcome at future meetings to help facilitate engagement between operational agencies and donors. Membership, however, will only be open to aid agency staff and will not be extended to freelance security consultants or private security companies.

A steering group acts as a focal point for the organisation of meetings, follow up action points and to agree the agenda and minutes. If you are an agency security focal point or manager of a European-based agency with a responsibility for security you are welcome to join the Forum by contacting members of the current steering group:

Heather Hughes (Oxfam GB), Nick Downie (Save the Children UK), Kiruja Micheni (Christian Aid), Max Grolleron (ACF France), Jan Davis (RedR-IHE) and Glen Petterson (Norwegian Refugee Council).

The next meeting of the Forum is scheduled for Monday June 11th 2007 in Paris. The agenda includes a discussion on the use of private security providers by humanitarian agencies and a case study on the security incident resulting in the tragic death of ACF staff members in Sri Lanka in August 2006.

If you are not already a member please consider joining the Forum and attending the next meeting by contacting a member of the Forum Steering Group.

Jan Davis (jan.davis@redr.org) on behalf of the EISF Steering Group

Consultancy Services

Over the past few years RedR-IHE has been providing a unique service to the humanitarian community in the form of a tailor-made training service. It covers all aspects of humanitarian work, but by far the most popular is that relating to security.

This reflects the changing needs of the sector, moving away from an emphasis on pure training towards a more holistic approach in managing complex security issues. RedR-IHE is therefore offering a more flexible service providing tailor-made solutions to specific problems faced by client agencies. Demand for personal security training has increased significantly in recent years and a complete training package has been developed which can be

tailor-made and delivered at convenient locations worldwide.

Security management is an important topic in the tailor-made programme, including ever more frequent requests to include crisis management training, combined with the provision of other services, such as security audits, as well as running courses in personal security.

Recent bespoke training services have been provided to: Swiss Development Co operation (SDC)
The American Jewish World Service (AJWS)
Oxfam GB
Contact sarah.last@redr.org for more information

Upcoming security training events

UK

| | | |
|----------------------------------|----|--------------|
| HQ Security Management Workshop | UK | 4 – 7 June |
| Personal Security in Emergencies | UK | 18 - 22 July |
| Security Management Workshop | UK | September |

Contact training@redr.org

USA

| | | |
|---------------------------------|-----|------------------|
| Senior Level Security Seminar | USA | 24 – 25 April |
| HQ Security Management Workshop | USA | 30 April – 2 May |

Contact training@redr.org

Chad

| | | |
|---|-----------|--------------|
| Security Management Workshop (<i>in French</i>) | N'djamena | 14 - 16 June |
| Security Management Workshop (<i>in French</i>) | Abeche | 23 - 25 June |

Contact training@redr.org

Sudan

| | | |
|----------------------------|----------|--------------|
| Management of Staff Safety | Khartoum | 22-24 April |
| Foundation of Staff Safety | Darfur | May and June |

Contact Suhail.Esmat@redr.org

Kenya

| | | |
|--------------------------------------|---------|---------------|
| Security Management Workshops | Nairobi | May and July |
| Personal Security in Emergencies | Nairobi | June and July |
| Security Training for Drivers | Nairobi | June and July |
| Guards Training | Nairobi | June and July |
| Car Jacking – Avoidance and Response | Nairobi | June and July |

Contact applications@redrea.org

Sri Lanka

| | | |
|--------------------------------------|-----------------------|------------------|
| Personal Safety and Human Security | Columbo and Districts | June and October |
| Security Training for Drivers | Columbo and Districts | June and October |
| Safety and Human Security Management | Columbo and Districts | June and October |

Contact applySL@redr.org



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RedR-IHE believes in a world in which sufficient competent and committed personnel are available and responding to humanitarian needs.

RedR-IHE relieves suffering caused by disasters by selecting, training and providing competent and committed personnel to humanitarian programmes, worldwide.

ONLINE REGISTER OF SECURITY SPECIALISTS

If you have security related experience with an aid agency or in a leadership role with the military or police then consider signing up to the RedR-IHE Recruitment Database. You can join online quickly and conveniently by visiting <http://onlinejobs.redr.org>. Once you've created your profile, you can apply for jobs online. To remain active on the database and receive regular information on available jobs, you will need to regularly update your experience and availability.

There is a constant demand for people with the right background and experience to fill a range of security related posts as a security officer or in an advisory, management or training role.

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CONTRIBUTIONS

to the Security Quarterly Review are welcome. If you wish to write an article request a copy of "Guidelines for Contributors" from jan@redr.org Contributions to be sent to the editor, Jan Davis, at the same address