Tool 4: Security planning

Security planning involves making a plan to reduce the risks of harm to implementers associated with any given activity. At the same time this is also likely to benefit beneficiaries and the broader community. This tool should therefore be used to plan for security in relation to each of the organisation or programme's activities and each of the most important security concerns related to that activity.

A separate plan would be needed for each drop-in centre, each outreach location or activity, (with different plans for in-person and online outreach), etc.

These plans should also be reviewed over time. It is suggested that this be done during routine programme team/planning meetings so that it becomes a core part of planning, rather than a separate activity.

Security plans should be informed by the information and analyses done using tools 1, 2 and 3.

Plans can take the form of a simple table:

Security plan for :	[Insert activity name here]		
Date security plan developed/last reviewed:			
Person responsible:	[This is the person within the organisation that should lead on ensuring this plan is implemented]		
Risk to be addressed:	[Describe the risk in as much detail as possible, e.g. including the location, time, activity, persons]		
Threats	Vulnerabilities	Existing capacity	Required capacity
[Describe the threats that make this risk more or less likely to happen]	[Describe what makes the programme / the workers vulnerable to this risk]	[Describe current measures used to reduce the risk]	[Describe what more will be done to reduce the risk, in terms of working methods, equipment, procedures etc; also describe how these will be acted on. Think about how to reduce vulnerabilities and increase your programme's capacity to respond in each case]

Here is an example of a completed table for risks faced during outreach to key populations in bars:

Security plan for :	Outreach to bars by sex worker peer educators
Date security plan developed/last reviewed:	1/1/2020
Person responsible:	A. Manager
Risk to be addressed:	Risk of workers being physically assaulted during outreach to bars

Threats	Vulnerabilities	Existing capacity	Required capacity
Verbal abuse, including threats of physical violence, have occurred since the project began and have recently increased; the perpetrators are often the bar owners who do not want outreach to occur in their business	Outreach is done by sex workers who are unlikely to report abuse; outreach occurs at night on a regular basis; transport is on foot; bar owners do not want the outreach workers to encourage sex workers to use condoms because they believe clients will pay less	Peer outreach workers wear ID cards that show they are connected to the Ministry of Health and include a phone number to reach a local trained police officer; peers work in pairs; peers have pre-paid airtime in case of emergency; peers are trained in how to describe their work in non controversial way; their locations are tracked using a log book; they have safe havens in each neighbourhood they work in as they are known and respected by the sex workers.	In addition to the existing capacity, begin sensitizing bar owners to decrease their abusive behaviours.

If risks to the outreach workers remain high relocate activities to other places where sex workers gather. |

Although each activity requires its own security plan, it is very likely that different plans will include similar measures. Programme managers should therefore review all the plans and identify whether some measures can be taken jointly, for instance in relation to training staff or allies; or purchasing equipment that can be used to make all activities safer.

Consider also prioritising developing security plans for the most significant threats that your programme faces.