



Toolkit and Knowledge Hub on Addressing Security and Human Rights Challenges in Complex Environments

Call for project partners

DCAF – the Geneva Centre for Security Sector Governance and the ICRC – the International Committee of the Red Cross are seeking expressions of interest from academic institutions, think tanks and policy research organisations committed to promoting security and human rights that would be interested to partner with us to continuously improve and update the ground-breaking DCAF-ICRC Toolkit and Knowledge Hub.

DCAF Geneva Centre
for Security Sector
Governance



ICRC

The partnership opportunity

Since 2012, DCAF and ICRC have worked in partnership to promote responsible business conduct when companies operate in complex environments. The *Addressing Security and Human Rights Challenges in Complex Environments Toolkit* and *Knowledge Hub* were developed in response to needs for practical guidance and support expressed by companies, governments and civil society organisations. Both these resources have had a major impact on the policies and practices of international companies and other stakeholders, contributing to the implementation of multistakeholder initiatives such as the Voluntary Principles on Security and Human Rights. In addition, translation of the Toolkit into French, Spanish and Chinese has enabled the promotion of good practice to a wide range of different actors and contexts.

To remain at the cutting edge, the Toolkit and Knowledge Hub should be regularly updated with good practices, tools and resources, and amended based on user feedback. In this respect, the DCAF-ICRC partnership has become a victim of its own success. Over time, the growth in demand for our work has meant that less time could be dedicated to the Toolkit and Knowledge Hub. We see this reality as an opportunity to expand our partnership, connect with complementary expertise and generate new thinking around our engagement. The partner will play a lead role in ensuring the Toolkit and Knowledge Hub remain relevant and fit-for-purpose, continuously evolving in order to achieve maximum impact.

We are looking for a partner that will work with us to develop and promote good practice in the field of business, security and human rights. The benefits include:

- Profiling your organisation in a partnership with two renowned organisations at the forefront of international efforts in the field of business, security and human rights;
- The opportunity to build on and take forward tools and resources that already benefit from high visibility and support from governments, companies and civil society actors around the world;
- Ability to engage with a draw on DCAF's extensive operational experience and partnerships through our field-based activities in complex environments.

We are not looking to hire a paid sub-contractor. Rather, we are seeking to forge a multi-year partnership with an academic, policy research, think tank or civil society organisation. Within this partnership, all parties will dedicate their own resources and expertise to help improve security and human rights practices on the ground.

Background

Our approach

- a) Living products: both the Toolkit and the Knowledge Hub should be regularly updated with new good practices, tools and resources, and amended based on user feedback.
- b) Practicality: these products aim to be implementation-oriented and to reflect user needs and field realities.
- c) Complementarity: we first build on existing resources and then develop new guidance wherever gaps have been identified.
- d) Knowledge sharing: all users are encouraged to share knowledge and materials so that they can be integrated in the Toolkit and made available to the wider public. Any confidentiality constraints can be raised with the project team and will be duly addressed.
- e) Non-prescriptive approach: it is up to the user to evaluate the utility of the guidance and how to adapt it to a specific situation or context.
- f) Review process: all products are reviewed by a multi-stakeholder group of experts on security, business and human rights issues, who provide feedback on format, content and relevance.

The Toolkit

The “Addressing Security and Human Rights Challenges in Complex Environments” Toolkit is intended to support companies and other actors facing security and human rights challenges in complex environments.

The Toolkit is grounded in extensive desk research of existing literature and tools addressing security and human rights related issues, combined with “headquarters” and field research. To develop the Toolkit, field missions to Colombia, Peru, the Democratic Republic of the Congo (DRC), South Africa, Ghana and Papua New Guinea were conducted. As part of the headquarters and field research, the project team held over 250 meetings with representatives from host and home governments, companies, CSOs, local communities and other relevant actors. These exchanges enabled the identification of real-life security and human rights challenges related to corporate operations, as well as good practices, tools and case studies that could help address those challenges.

The Toolkit has the form of an overall guidance document divided into four chapters:

- [Chapter 1](#), “Working with host governments”, provides guidance for companies on ways of engaging with the host government to address security and human rights issues.
- [Chapter 2](#), “Working with public security forces”, provides guidance for companies facing challenges related to public security arrangements around their area of operations.
- [Chapter 3](#), “Working with private security providers”, provides guidance for companies contracting private security companies when operating in complex environments.
- [Chapter 4](#), “Working with communities”, provides guidance for companies on how to improve relations with local communities around their area of operations.

The Toolkit is structured around real-life security and human rights challenges identified through consultations with a wide variety of stakeholders. These are included in the list of [Challenges](#). The document has internal links, so that by clicking on one challenge in the list the user is automatically directed to the page where that challenge with its corresponding guidance is presented. **Users do not need to read the whole document, they just have to read the list of Challenges, identify the challenges they are facing and click to access the relevant pages.** Each challenge is presented on a separate page with a series of related non prescriptive good practices that should be adapted to the local context.

Good practices are in many cases followed by a reference to a source document, where more information or guidance can be found. This comes back to the rationale of the project – developing new insights and bringing together resources in one user-friendly set of guidance. Practical tools such as

checklists and case studies are also key components of the Toolkit. These are geared towards supporting project-level implementation.

Knowledge Hub

The “Security and Human Rights” Knowledge Hub is a web platform that brings together relevant guidance documents, tools and case studies. It can be accessed at www.securityhumanrightshub.org. As a public website, it is available to all interested stakeholders.

While the Toolkit includes references to just a selection of key resources, the Knowledge Hub aims to bring together on one site a much wider selection of resources related to security and human rights issues.

The Knowledge Hub also includes a News Feed which focuses on the release of new policies, guidance, tools, projects and mechanisms aiming to improve respect for human rights and international humanitarian law in the management of corporate security in complex environments.

Users of the Knowledge Hub can subscribe to a regular Newsletter that will keep them informed about new uploads, recent updates to the Toolkit, and related news.

Target audience

The primary audience for the Toolkit and Knowledge Hub is any kind of company facing security and human rights challenges in complex environments. The resources are useful for company staff working in a wide range of functions, those dealing with security, government relations, business and human rights, corporate social responsibility, community relations, and legal issues.

In addition, the underpinning logic of the DCAF-ICRC partnership is to promote joined-up working across stakeholder groups. A range of actors including governments, multilateral organisations, CSOs and industry associations committed to promoting security, development and respect for human rights provide additional target audiences.

Criteria

What kind of partner are we looking for?

We are looking for a partnership with an academic, policy research, think tank or civil society organisation with a focus on business, human rights and security that is committed to work with us to ensure the Toolkit and Knowledge Hub remain cutting-edge resources offering the best guidance to relevant stakeholders. The partner should be able to dedicate specialised research capacity to enable the updating and continuous improvement of these resources.

It is essential that the partner shares the commitment of DCAF-ICRC to constructive multistakeholder engagement and to a practical, implementation-focused approach. Potential partners should be committed to working under a partnership model with each party bringing its own resources to the table.

DCAF and ICRC are seeking a long-term partner. For the purposes of this proposal, applicants should commit to working with us for a period of 3 years.

What is the timeframe for applications?

The closing date for this call for proposals is 29 February 2020. Applications should be sent by email to Ms. Anna Marie Burdzy, a.burdzy@dcaf.ch

Any Questions?

Interested organisations can send their inquiries to: Ms. Anna Marie Burdzy, a.burdzy@dcaf.ch

Process

The proposal (maximum 5 pages) should set out how the interested organisation would approach the partnership with DCAF and ICRC.

The proposal must include the following:

1. Motivational statement explaining why the applicant wishes to partner with DCAF and ICRC;
2. Clear methodology and implementation plan for the updating and continuous improvement of a) the Toolkit and b) the Knowledge Hub as 'living resources';
3. Innovative proposals on how to further develop and promote these resources with different stakeholder groups;
4. Evidence of track record of applied research / tools development in the field of business, human rights and security;
5. Description / bios indicating specific expertise in this subject area that will be dedicated to the project;
6. An analysis of how the applicant will sustain its contribution to the partnership – in terms of human and financial resources – over a 3-year period;
7. Availability to engage with DCAF-ICRC on this project beginning Q2 2020 with the objective to deliver an initial update of the Toolkit / Knowledge Hub by Q4 2020.

A technical evaluation will be undertaken by DCAF and ICRC based on the information provided in the narrative proposal. The proposal will be evaluated against the following criteria:

Criteria	Weight
Methodology and approach	40%
Expertise / capacity within partner organisation	30%
Innovation	20%
Motivation to engage with DCAF-ICRC	10%

DCAF and ICRC will review independently each project. Following this review, the team will meet, share notes and comments, in order to decide on the preferred partner. We will then follow up directly with this organisation.

All applicants will be notified about the final status of their application.