TERMS OF REFERENCE – SHORT TERM SECURITY CONSULTANT

IUCN-ESARO recognizes that risk management is an integral part of good management practice and is committed to establishing an organizational culture that ensures risk management is embedded as part of its program design and day to day operations.

The Regional Office (IUCN-ESARO) is seeking a Consultant who will undertake a short-term assignment aimed at developing the Regional Office's capacity to respond to specific security risks and vulnerabilities, develop a Security risk policy and make recommendations on appropriate security risk management strategies.

Specific deliverables:

1. Review and understand IUCN-ESARO's mandate and programmatic approach and in consultation and guidance from Management and other key staff/stakeholders, determine the organization's position, philosophy and practice with regard to security management and tolerance levels for various risks in volatile areas.
2. Advise on the proper approach to take in assessing the security threats faced by IUCN staff in the current or upcoming areas of project implementation within Kenya.
3. Develop a Security risk policy for ESARO outlining among others:
   a. The agreed principles that will inform ESARO's position with regard to security risk management.
   b. The weighting of potentially conflicting objectives and what determines the overriding decision – i.e implementing the mandate of the organization versus security concerns.
   c. Circumstances, if any, that would allow departure from the Security risk policy and who is to authorize such departure.
   d. Responsibilities and obligations of IUCN-ESARO with regard to the Security of its staff.
   e. Responsibilities and obligations of staff to adhere to an agreed personal code of behavior, reporting of incidents and exercising the right not to go into a danger zone or withdraw themselves from such without jeopardizing their careers.
   f. Embedding risk management as part of programme design and ensuring that Projects have in-built security controls and undergo a security risk assessment before inception.
   g. Setting the minimum standards of Security specification for IUCN-ESARO projects.
4. Conduct an accurate and thorough assessment of potential security risks and vulnerabilities on identified sites where IUCN projects are being implemented, determine appropriate management strategies and define the requisite security controls to mitigate identified risks.

5. Critically evaluate some of the existing models, practices and strategies (e.g a system with well defined security standards and procedures, a Community based strategy to security risk management, remote management of projects, outsourcing, risk transfer, etc), employed by a number of development/humanitarian organizations, and in line with IUCN-ESARO's mandate and specific project requirements, recommend an appropriate strategy or strategies to adopt under defined circumstances.
6. Develop a generic reference model for Security risk that will aid ESARO when designing new projects or assessing the need for continued operations in an existing location where a crisis may have escalated. This should give guidance on the appropriate methodology, coverage and expected deliverables of a Security risk assessment exercise.
7. Develop an emergency preparedness and crisis management plan for ESARO :-
   a. Assess the Regional Office's ability to respond to identified risks and vulnerabilities.
   b. Develop a customized crisis preparedness and management manual and a training kit .
   c. Develop a detailed crisis management plan.
8. Train staff in the Regional Office on the approved Security policy, general crisis management, how to implement the agreed crisis management plan and the different roles and responsibilities

Competency requirements

1. Advanced University degree in Security Management, Law, Sociology, Development Studies, Public Administration, Political Science or related fields.
2. At least 10 years progressive professional experience in development and/or humanitarian affairs with clear understanding of the Social, economic and political environments for the marginalized and/or transhumance communities in Kenya. Knowledge and experience in specific security hot spots in the Region will be an added advantage.
3. Field experience involved with negotiation, interaction among different stakeholders and coordination in post conflict and/or crisis situations is a must.
4. Team leadership and conflict resolution skills
5. Must be familiar with challenges and current trends around development and humanitarian programmes with experience in project design, implementation and impact analysis.
6. High level of computer literacy and familiarity with spreadsheets and statistical packages.
7. Excellent communication and report writing skills.

APPLICATIONS

Applicants are asked to submit their CV **in English** and a supporting letter of motivation along with the names and contact details of three referees, one of whom should be a recent employer. Applications should be submitted by e-mail before **19th October, 2011** to: IUCN Eastern and Southern Africa Regional Office   Email: earohr@iucn.org .

ONLY SHORTLISTED CANDIDATES WILL BE CONTACTED