



Case Study: How can companies use training and incentives to encourage public security forces to respect human rights?

Preview – Toolkit on Addressing Security and Human Rights in Complex Environments, new edition

The Challenge

National public security units assigned to extractive sites or other company operations often struggle with poor resources, capacities and equipment. At times, training schools themselves lack staff expertise and equipment needed for effective instruction. In many operational contexts, high turnover of public security is also endemic. These issues have serious security implications for companies and can cause work stoppage, delays in operations, grievances and trigger judicial proceedings.

Public security forces who are assigned to company operations can also present major challenges to communities such as lack of oversight on their conduct, mistrust and adverse reactions from communities, and use of force against civilians. High turnover of security officers also degrades the potential sustained impact of trainings and affects the professionalism of units. In the absence of a competent and dedicated public security force, illegal armed actors may step in to fill the gap.

Companies can reduce these risks by consulting and working closely with the competent national authorities to support training programmes. Companies can contribute content, lessons learned, experiences and good practices, contribute resources to national training programmes and partner with security and human rights experts and civil society on trainings. This constitutes an investment in the quality of security service provision, particularly in complex environments where public security may be weak or ineffective, in order to resolve problems with security provision in the long run.

Training for Public Security Forces: What Should Companies Do?

- **Conduct a risk analysis** that includes an assessment of the capabilities of public security forces. Assess knowledge, fitness and aptitudes, including knowledge of rules around use of force, human rights and international humanitarian law.
- **Seek to ensure that the host government understands and covers training needs.** Emphasise the need to enhance the quality of training for public security forces to improve respect for human rights and international humanitarian law. For companies in the extractive industry or for companies otherwise keen to follow good practices developed by the extractive industry, expectations related to provisions in the Voluntary Principles on Security and Human Rights should be clearly explained. These meetings should explicitly cover host government obligations relating to human rights, international humanitarian law and other standards, with particular emphasis on how these relate to public security.
- **Support national training programmes.** Engage with the relevant ministry (e.g. ministry of interior or ministry of defence) to identify how the company can contribute to improving training on human rights and international humanitarian law for public security forces. For instance, the company can provide budgetary or logistical support to existing national training programmes.

- **If significant gaps remain and the company feels compelled to provide additional training to public security forces, reach an agreement with relevant authorities** (e.g. ministries of defence and interior) regarding the content and regularity of the training.
- **Use the right language.** Use language that resonates with public security forces. Be specific; focusing on the rules for the use of force, presenting different scenarios and sharing good practices on how to respond to challenging situations can be a much more effective way of addressing security and human rights issues than talking about general principles or international norms.
- **Demonstrate the value of training to trainees.** This can be done, for example, by issuing certificates with an internationally recognised qualification or by creating incentives for participants. Express that participants who successfully complete the programme may qualify for additional skills-based training (e.g. first aid).
- **Support capacity-building programmes, including 'train the trainers' programmes.** These programs may engage current and future police and military trainers, civil society organisations, in-country working groups and host government actors. Ensure content is relevant, is sensitive to local contexts and maximises the outreach to community level.

Example of Good Practices

In 2012, oil companies discovered significant commercial oil reserves in Kenya's underdeveloped Turkana region, with an estimated 560 million barrels projected to be exported. Community expectations related to the economic benefits of the oil discoveries led to violent protests against companies. Civil society cited that the discontent was due to inadequate community engagement by the government and companies, as well as a lack of transparency surrounding payments, leading to social conflicts in the region. The deployment of armed national police created risks with excessive use of force in clashes with demonstrators.

Beginning in 2017, the Geneva Centre for Security Sector Governance (DCAF) worked in partnership with Safestainable (a training consultancy) and Tullow Oil in order to develop a three-day training course entitled 'Service with Dignity'. The training focused on police roles, responsibilities, ethics and professional practices, with policies and best practices drawn from National Police Service. After extensive engagement with stakeholders and a training need analysis, the project culminated in the organisation of four trainings of mixed groups of officers from Kenya's police service, including members of the Critical Infrastructure Protection Unit (CIPU). The CIPU provides security to different industries across Kenya, including extractive industries, hydro-energy, airport infrastructure, construction and other sensitive industrial sites.

In total, a pool of 16 Kenyan police instructors were fully trained to provide human rights trainings to their counterparts. During the roll-out sessions, 80 police officers were trained (58 men and 22 women). The training led to positive behaviour changes in the Turkana police and has improved relations between the police, the company and the community. The Kenyan police and Tullow Oil reported that following the training, police units located near company operations improved their practices in relation to use of force, de-escalation and management of conflict with the communities neighbouring their operations. This pilot training project showed the great potential of trainings and train the trainers programmes; the CIPU is expected to grow to 5,000 officers in the near future and may eventually expand to 10,000 officers deployed to a wide variety of critical sites throughout the country, such as hydro-electric dams and airports.

The Toolkit on Addressing Security and Human Rights Challenges in Complex Environments offers guidance to develop responsible security practices on the ground, in line with international standards. It was developed to support companies facing security and human rights challenges in complex environments.

The Toolkit, first developed in 2013, is structured as a practical handbook for companies. It pools a large set of resources and good practices related to human rights-compliant security management. It also proposes tools that help translate the good practices to a particular operational context. It furthermore assists companies in ensuring that human rights due diligence policies and processes are informing security arrangements. The Toolkit supports companies to contribute to the Sustainable Development Goals and to implement the UN Guiding Principles on Business and Human Rights, especially those companies operating in conflict-affected areas and otherwise complex environments.

In 2021, the Geneva Centre for Security Sector Governance (DCAF), the International Committee of the Red Cross and the Geneva Centre for Business and Human Rights partnered together to revamp the Toolkit with new case studies, cutting-edge good practices, practical tools and more.

The new edition of the Toolkit will be released on 16 June 2022. This fact sheet provides a preview of how the Toolkit will support companies in working with public security forces.