

Safety and Security Toolkit: Strengthening the Implementation of HIV Programs for and with Key Populations

MARCH 2018





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Safety and Security Toolkit: Strengthening the Implementation of HIV Programs for and with Key Populations

Created by the International HIV/AIDS Alliance,
a member of the Technical Advisory Group on Violence,
Stigma, and Discrimination Against Key Populations,
for the LINKAGES Project

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Alliance, India	House of Empowerment and Awareness in Tanzania (HEAT)
Alternatives, Cameroon	Human Rights Awareness and Promotion Forum (HRAPF), Uganda
Alternatives, Cote d'Ivoire	Icebreakers Uganda
Bar Hostess Empowerment and Support Programme (BHESP), Kenya	INERELA+GH, Ghana
Civil Society Coalition Human Rights and Constitutional Law, Uganda	International Network of People Who Use Drugs (INPUD)
Collaboration Network of Persons Living with HIV, Belize	Innovative Response Globally for Transgender Women and HIV (IRGT)
Community Health Education Services and Advocacy (CHESA), Tanzania	Jinsiangu, Kenya
Defenders Protection Initiative (DPI), Uganda	Joint United Nations Programme on HIV/AIDS (UNAIDS)
East African Sexual Health and Rights Initiative (UHAI EASHRI), Kenya	Kenya Medical Research Institute (KEMRI)
East and Horn of Africa Human Rights Defenders Project (EGAHRDP), Uganda	Kenya Network of People Using Drugs (KENPUD)
Eastern African Network of AIDS Service Organisations (EANNASO)	LaSky, Russia
Emergency Response Plan, Tanzania	Law Enforcement and HIV Network (LEAHN)
FARUG, Uganda	Men against AIDS Youth Group (MAAYGO), Kenya
FHI 360, Kenya	Global Forum on MSM & HIV (MSMGF)
Gays and Lesbians of Zimbabwe (GALZ)	Population Council, Nigeria
	Positive Vibes, Namibia

Population Services International (PSI), Thailand
 Society for Women against AIDS in Africa (SWAA)
 Sexual Minorities Uganda (SMUG)
 Sexual Rights Centre (SRC), Zimbabwe
 Social Health and Empowerment (S.H.E.)
 Feminist Collective of Transgender Women of Africa,
 South Africa
 Tanzanian Network of People Who Use Drugs
 (TANPUD)
 Tanzania Sex Workers Alliance (TASWA)
 TB HIV Care, South Africa
 Trans in Action, Belize
 Transgender Equality Uganda (TEU)
 Uganda Harm Reduction Network (UHRN)
 University of Manitoba, Kenya
 USHAHIDI Platform, Uganda
 Utunzi Rainbow Security Network, Uganda
 Wake Up and Step Forward Coalition (WASO),
 Tanzania
 Walter Reed Project, Uganda
 Women's Organisation Network for Human Rights
 Advocacy (WONETHA), Uganda
 Youth on the Rocks, Uganda

Abbreviations

CBO	Community-based organization	PSI	Population Services International
CRT	Crisis response team	REAct	Rights Evidence Action
CSO	Civil society organization	SHARP	Sexual Health and Rights Programme
LGBTI	Lesbian, gay, bisexual, transgender, and intersex	STI	Sexually transmitted infection
LINKAGES	Linkages across the Continuum of HIV Services for Key Populations Affected by HIV	SRHR	Sexual and reproductive health and rights
IHAA	International HIV/AIDS Alliance	TAG	Technical advisory group
NGO	Nongovernmental organization	UN	United Nations
PEPFAR	U.S. President's Emergency Plan for AIDS Relief	USAID	United States Agency for International Development

Introduction



Background

There is a growing awareness of the unacceptable scale and pernicious nature of chronic violence experienced by members of and individuals who work with key populations: men who have sex with men, people who inject drugs, sex workers, and transgender people. Evidence of the impact of such violence—on the safety and security of individuals, families, and communities—has been documented by a range of organizations and, in turn, has been the subject of national, regional, and global advocacy.

In recent years, a series of extreme situations in countries as diverse as Uganda, the Philippines, and Chechnya has highlighted that hostile environments and rights violations affect the safety and security not only of key population members, but also the people, organizations, and programs that support them. In this way, safety and security challenges can negatively affect all aspects of the HIV program cycle as illustrated in Figure 1, which is based on programmatic guidance produced by LINKAGES.¹

The specific harms caused to community-based organizations (CBOs) led by and/or serving members of key populations, who are acknowledged as vital to effective HIV programming, are also widely recognized. Many groups have found effective ways to mitigate the impacts of safety and security concerns and/or respond effectively in the face of violence, but a greater and more systematic investment is needed to identify and address safety and security in almost every context where HIV programming for key population occurs.

This toolkit was developed to help program implementers, particularly CBOs and others working in direct service delivery, to more effectively address safety and security challenges within their implementation of HIV programs for and with key populations. It is designed for use in hostile environments; for example, where members of key populations are criminalized and face elevated levels of stigma, discrimination, and violence. It seeks to amplify good programming through identifying and cataloging promising practices and tools, making overarching recommendations to address safety and security challenges, and providing a systematic approach

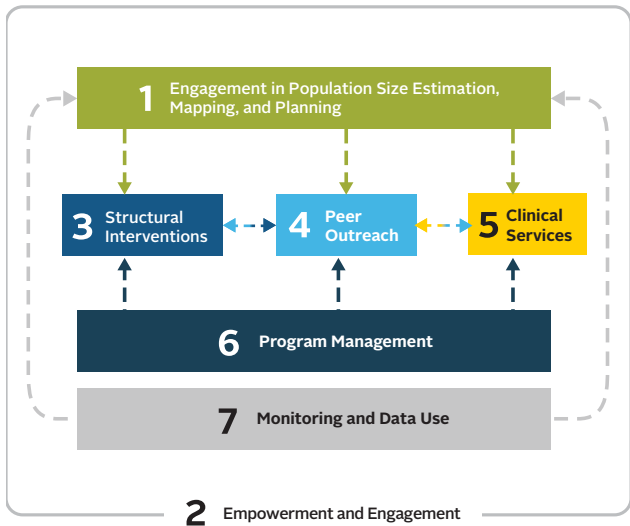
“When violence is directed at LGBT persons and CBOs, the effects extend well beyond the damage to the individual and the organization. The vital services offered by human rights organizations and CBOs are interrupted, and individuals who need services cannot access them. In some cases, numerous local organizations have shut down, leaving entire communities without access to safe and reliable HIV prevention and treatment resources. Even when CBOs continue to offer services after an attack, clients may become too afraid to visit their office, and the CBO may be unable to attract new staff or volunteers to support its work.”

Services Under Siege: The Impact of Anti-LGBT Violence on HIV Programs, Global Forum on MSM & HIV

(via checklists) to identify and respond to one's own safety and security gaps. It also clearly describes the context in which safety and security investments are needed and the importance of these investments for an effective HIV response.

The toolkit was developed by the International HIV/AIDS Alliance as a member of the Technical Advisory Group (TAG) on Violence, Stigma, and Discrimination against Key Populations. The TAG is convened by the Linkages across the Continuum of HIV Services for Key Populations Affected by HIV (LINKAGES) project, which is supported by the U.S. President's Emergency Plan for AIDS Relief (PEPFAR) through the United States Agency for International Development (USAID) and led by FHI 360. The toolkit includes extensive input from implementers working in East Africa, due to the growing safety and security concerns of many local partners in the region who—in collaboration with the International HIV/AIDS Alliance, LINKAGES, and other members of the TAG—implement programs for and with key populations. However, much of the content of the toolkit is relevant globally, and it is up to each implementer to determine whether a specific practice, recommendation, or resource is appropriate for their setting.

FIGURE 1: Examples of the impact of safety and security challenges on the seven program areas of HIV interventions for and with key populations



- 1** Violent attacks on staff members of a community group might deter people who inject drugs from participating in community-based research and mapping related to their health service needs.
- 2** An HIV program might not be able to employ or engage transgender community members if the office has been attacked and their safety cannot be guaranteed.
- 3** Hostility toward men who have sex with men from local powerholders (e.g., police) might make it challenging for HIV programs to link victims to the support they need.
- 4** Verbal and physical abuse on their way to/from work by local vigilantes might make sex worker peer educators fearful of continuing to conduct HIV outreach.
- 5** Doctors and nurses at a government HIV treatment clinic might be reluctant to support men who have sex with men if they fear experiencing stigma and abuse from other service users.
- 6** Managers of an HIV program for sex workers might be unable to meet their objectives if a large proportion of their energy and resources has to be used to address safety and security challenges.
- 7** A threatening environment—such as with regular police raids and cyberattacks—might make it difficult for HIV program implementers to ensure the safety and confidentiality of their electronic data on transgender people.

The toolkit contains three tools, as described in Figure 2. These tools can be combined or used alone, depending on the needs of each implementing organization. For example, a key-population-led CBO might start by reading and discussing *Tool 1: Review of Issues, Promising Practices, and Recommendations* to understand how other organizations have responded to safety and security challenges. They may then use *Tool 2: Checklists* to assess their efforts to address safety and security challenges and identify areas for improvement. As follow-up, they may select some

resources from *Tool 3: Annotated Bibliography* to address the gaps they identified; for example, they may review another organization’s guidance on increasing the safety of outreach activities to inform their own practices. Conversely, an implementing organization might begin by completing *Tool 2: Checklists* to identify gaps. They could then refer to *Tool 1: Review of Issues, Promising Practices, and Recommendations*, for relevant case studies, and *Tool 3: Annotated Bibliography*, for specific resources that meet their identified needs.

FIGURE 2: The three tools of the Safety and Security Toolkit

TOOL 1: Review	This report describes safety and security challenges faced by key population programs, details the impact of such challenges on the HIV response, and identifies promising practices and makes recommendations to help mitigate and respond effectively to safety and security challenges in programs for and with key populations.
TOOL 2: Checklists	These three practical checklists help program implementers systematically explore and make plans to respond to the safety and security needs of their organizations, of individuals who work for the organizations, and in the physical locations where they operate.
TOOL 3: Annotated Bibliography	This list of resources (e.g., case studies, policies, trainings, and guidelines) is organized by key population group. Each resource includes the year of publication, geographic scope, description of the relevant content, and information on how the resource can be accessed. The document includes summary remarks on the state of currently available resources and makes recommendations for needed investments.

Key terms and principles

All tools in the toolkit use working definitions of violence, safety and security, and workers that are informed by the resources and positions of a range of civil society organizations (CSOs), security experts, donors, and United Nations (UN) agencies (see Figure 3). A key principle helping to guide the toolkit's development was the understanding that HIV programs for and with key populations must strive to "first do no harm" with the further understanding that safety and security considerations are essential for fulfilling this principle.

The toolkit focuses on four key populations as defined by PEPFAR and used in the LINKAGES program:

- Men who have sex with men
- People who inject drugs
- Sex workers
- Transgender people

To incorporate all issues and resources of relevance to men who have sex with men and transgender people, this review also includes strategies and tools related to the wider communities of lesbian, gay, bisexual, and intersex people and transgender people (LGBTI).

This toolkit defines HIV programs as activities, services, and advocacy related to HIV prevention, care, support, and treatment. It primarily focuses on workers involved in the implementation of such efforts, who include paid staff as well as paid and unpaid volunteers, associates, contractors, and casual workers whether in initiatives run by key population members themselves (such as drop-in centers) or by other organizations (such as public health facilities that include key-population-friendly HIV clinics).

Examples of workers include:

- Outreach workers and community mobilizers/activists
- Peer educators/navigators
- Community health workers
- Community members
- Program directors and managers
- Program officers
- Drop-in center workers

FIGURE 3: Definitions

Violence against members of key populations violates their human rights and negatively impacts the ability of HIV programs to effectively respond to the epidemic. Violence refers to:

- Economic abuse (e.g., blackmail, robbery, a client refusing to pay, withholding economic resources)
- Psychological/emotional abuse (e.g., humiliation, bullying, verbal abuse, making someone feel afraid)
- Physical abuse (e.g., choking, hitting, kicking, use of a weapon)
- Sexual abuse (e.g., rape, groping, forced sex without a condom) in public or private settings
- Institutional and systemic violations of rights, including extrajudicial killings, deregistration, arbitrary arrest and/or detention, denial of the right to assemble, confiscation of essential HIV prevention commodities (e.g., condoms and lubricants)

Safety and Security

The terms security and safety are often used interchangeably, but do have different definitions. Security is primarily concerned with intentional acts of violence, aggression, and/or criminal acts against agency staff, assets, or property, whereas safety relates to unintentional or accidental acts, events, or hazards.²

Workers

The term worker is used throughout this document to describe individuals who are part of implementing HIV programs for and with key populations. It includes paid staff as well as paid and unpaid volunteers, associates, contractors, and casual workers.³

¹The principle of "first do no harm" is part of the Hippocratic Oath, which informs the ethical standards of physicians. In *A Framework for Ethical Engagement with Key Populations in PEPFAR Programs*⁴ the authors note the importance of community engagement as a key element of "first do no harm," particularly in hostile environments. This toolkit expands on that idea, exploring how to reduce the risk of harm to engaged community members and other implementers.

- Clinicians (e.g., doctors, nurses)
- Counselors and psychosocial support providers
- Office staff (e.g., receptionists)
- Support staff (e.g., drivers, guards)
- Community activists, advocates, and campaigners
- Lawyers and paralegals
- Allies and championsⁱⁱ

While not its primary focus, the toolkit acknowledges that the safety and security challenges experienced by the *implementers* of HIV programs also, inevitably, affect the *beneficiaries* of those services. Additionally, in many HIV programs for and with key populations, the staff, volunteers, and associates are themselves members of key populations. As such, they experience safety and security challenges in both their professional and personal lives.

Methodology and limitations of the toolkit

This toolkit is the product of four methodologies selected to identify insights, strategies, and resources from the published and grey literature, specific organizational practices, security experts, and individual members of key populations.

1. A desk review of existing resources on the websites of selected organizations, using word searches of key terms related to safety and security (such as violence, emergency, safety and security). Organizations were selected according to the criteria of being led by and/or serving key populations, in particular in East Africa, with experience related to safety and security, including partners of the International HIV/AIDS Alliance, FHI 360, and members of the TAG; and/or national, regional, or international organizations with known expertise in safety and security, such as human rights defenders.

2. Inputs from multiple stakeholders. A call for inputs was sent out via email and on social media sites to members of the TAG and partners of the International HIV/AIDS Alliance. The purpose of the call was to gain a thorough and wide-ranging perspective

into how organizations respond to everyday security challenges across the world. The call provided questions focused on identifying existing resources and promising practices. Contributors had the option to share resources or be interviewed. The call for contributions specifically asked whether organizations/ individuals wished to be named; their wishes are reflected in the case studies and tools shared in this document. In response to the call, organizations shared case studies, training manuals, operating procedures, policy reports, and other relevant documents.

3. Review of Rapid Response Fund.⁵ All applications submitted to the Rapid Response Fund, a project managed by the International HIV/AIDS Alliance and funded through the Elton John AIDS Foundation and PEPFAR, were reviewed. The fund provides Emergency Response Grants and Challenge Response Grants for interventions that respond to emerging, worsening, or anticipated safety and security situations that negatively impact access to HIV services for men who have sex with men and lesbian, gay, bisexual, and transgender individuals in 30 selected

ⁱⁱ These may include donors, family members, religious leaders, media, politicians, and law enforcement officers who promote the well-being of members of key populations. However, it should be acknowledged that some close family members, friends, or religious leaders may be perpetrators rather than friendly and supportive allies or champions. It depends on the context.

countries across Africa, Latin America, and the Caribbean. More information on the Rapid Response Fund can be found at <http://www.aidsalliance.org/rapidresponsefund>.

4. Workshop on Safety and Security in Nairobi, Kenya. In October 2017, representatives from key-population-led organizations, non-governmental organizations (NGOs), UN agencies, donors, and security organizations involved in responding to safety and security challenges were brought together to discuss the review and give feedback on the safety and security checklists and annotated bibliography. Representatives from each key population were present, with the transgender community represented by transgender women, due to their disproportionate burden of HIV. Most participants were based in or work in East Africa. The toolkit was then updated according to their input and the discussions at the workshop. The workshop also provided learning opportunities for participants who shared their challenges and successes in responding to safety and security threats in their contexts.

These methodologies collectively enabled the identification of a wide and deep range of experiences and resources related to safety and security in HIV programming for and with key populations. However, two important gaps remain. The first is that we identified relatively few resources that focus on sex workers and people who inject drugs. We sought to address this gap through calls for specific resources on working with sex workers and people who inject drugs and through equal representation of each key population at the workshop in Nairobi. The second gap is that many of the resources and case studies we identified failed to sufficiently distinguish between the needs of men who have sex with men and transgender people. The conflation of transgender women and men who have sex with men was particularly common

and problematic. Other materials treated the broader LGBTI community as one group, without meaningful distinction between the diverse individuals that fall under this umbrella term. To ensure that the unique experiences of transgender women and men who have sex with men were accurately and separately reflected, we created opportunities throughout the workshop for communities to speak to their own experiences and needs. We also separated resources in the annotated bibliography to distinguish those seeking to serve the broader LGBTI population from those specific to men who have sex with men or transgender people. However, the annotated bibliography—with almost no resources that are specific to transgender people and few for sex workers and people who inject drugs—and the case studies profiled in the review—which focus on LGBTI organizations instead of being more specific about those served—demonstrate that both gaps persist. Addressing these limitations is a critical consideration in future safety and security investments.

In addition to these gaps, it is important to note ways in which the toolkit was influenced by the characteristics of the inputs received. All four methodologies primarily identified resources and experiences focused on safety and security challenges that occur in *physical* spaces; thus, they are generally emphasized in the toolkit. However, many contributors acknowledged the growing importance of challenges in *virtual* spaces, such as harassment through mobile phones and the use of personal information shared on social media as evidence of wrongdoing and for the purposes of blackmail. Additionally, most of the resources and case studies identified focus on safety and security challenges that result in or could result in physical and sexual violence, even though it is increasingly acknowledged that psychological violence can be among the most damaging.⁶ Thus, while the toolkit primarily describes physical and sexual abuse, there is no intention to portray these as the only important forms of violence.

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Tool 1: Review of Issues, Promising Practices, and Recommendations



Purpose and content of Tool 1

This tool describes safety and security challenges faced by key population programs, details the effect of these challenges on the HIV response, and identifies best practices and recommendations to help program implementers mitigate and respond effectively to safety and security challenges in programs for and with key populations. Designed primarily for program implementers, it is Tool 1 of

a three-part toolkit, *Safety and Security Toolkit: Strengthening the Implementation of HIV Programs for and with Key Populations*. Additional information on the full toolkit, including the methodology by which it was developed, definitions of specific terms, and recommendations for using the three tools together can be found in the [Introduction to the toolkit](#).

FIGURE 1: The three tools of the *Safety and Security Toolkit*

<p>TOOL 1: Review</p>	<p>This report describes safety and security challenges faced by key population programs, details the impact of such challenges on the HIV response, and identifies promising practices and makes recommendations to help mitigate and respond effectively to safety and security challenges in programs for and with key populations.</p>
<p>TOOL 2: Checklists</p>	<p>These three practical checklists help program implementers systematically explore and make plans to respond to the safety and security needs of their organizations, of individuals who work for the organizations, and in the physical locations where they operate.</p>
<p>TOOL 3: Annotated Bibliography</p>	<p>This list of resources (e.g., case studies, policies, trainings, and guidelines) is organized by key population group. Each resource includes the year of publication, geographic scope, description of the relevant content, and information on how the resource can be accessed. The document includes summary remarks on the state of currently available resources and makes recommendations for needed investments.</p>

Section 1 of the review describes safety and security challenges, which range from death threats against peer educators and online harassment of workers (defined in the introduction) to damage to offices. It also catalogues the impact of such challenges on the availability, accessibility, and quality of HIV interventions as well as the health and well-being of individual workers directly at risk of violence.

Section 2 provides a framework for systematically thinking about responses to safety and security challenges and identifies promising practices that can be adapted and used around the world. In section 3, lessons learned about the characteristics of an effective response to safety and security challenges are translated into overarching recommendations to guide implementers' investments and thinking.

Section 1: Issues – nature and impact of safety and security challenges

1.1. NATURE OF SAFETY AND SECURITY CHALLENGES

This review identified an extensive number of safety and security challenges that can occur within the implementation of HIV programs for and with key populations. As illustrated below, these can affect individuals, organizations, and workplaces (see Figure 2). Studies and stakeholders note the chronic nature and “exceptional brutality” of such incidents against key populations, particularly in hostile environments.

Safety and security challenges often reflect wider political, religious, and legal contexts that permit, or even directly drive, discrimination, prejudice, and hate, for example, through laws and practices that criminalize certain communities. The collective result of these challenges is a pervasive climate of fear that threatens the existence of individuals and organizations and makes it extremely difficult, sometimes impossible, for them to work effectively, including in their critical role in the HIV response.

FIGURE 2: The nature of safety and security challenges within the implementation of HIV programs

Level	Examples of safety and security challenges	
Individuals involved in implementing HIV programs	<ul style="list-style-type: none"> • Murder • Physical attack (e.g., beating, stabbing, shooting) • Sexual assault, including rape • Mob attack • Verbal abuse and intimidation, including death threats • Intrusion of privacy (e.g., at home or in social media) • Blackmail and extortion • Defamation of character • Hate speech • Eviction from home 	<ul style="list-style-type: none"> • Outing by the media • Eviction from social groups (e.g., religious groups, family networks) • Police harassment, surveillance, and crackdowns, including unlawful arrest, detention, strip-search, and confiscation of commodities (e.g., condoms, lubricant, and needles) • Theft of property • Forced medical procedures • Threats to partners, children, and family
Organizations and offices involved in implementing HIV programs	<ul style="list-style-type: none"> • Offices ransacked and raided • Offices vandalized (e.g., windows broken, rooms set on fire) • Equipment (e.g., vehicles, mobile outreach units) damaged • Equipment (e.g., computers) stolen or confiscated • Email systems/social media hacked 	<ul style="list-style-type: none"> • Physical and online records destroyed • Commodities (e.g., condoms, lubricants) removed or stolen • Surveillance (e.g., by police or vigilantes) • Electricity or water supplies stopped or damaged • Defamation of organization's reputation

Figure 3 describes the many locations of safety and security challenges affecting HIV programming for and with key populations. These locations are in addition to abuses that often affect members of key populations in their personal lives, including violence in the home.² A list of the various perpetrators of violence responsible for safety and security challenges is in Figure 4.

FIGURE 3: Where do safety and security challenges occur?

- On the way to/from offices (e.g., on public transport)
- On the way to/from program activities
- In communities
- At offices
- At drop-in centers
- At clinics and other service delivery points
- At educational organizations
- In social settings (e.g., parties)
- At police stations
- At outreach locations (e.g., streets, bars, injection sites, HIV testing events)
- At decision-making locations (e.g., government meetings, officials' offices, religious organizations)
- During research activities (e.g., focus group discussions)
- In the media (e.g., in newspapers, on the television)
- Online (e.g., on Facebook, Instagram, or Grindr)

Each of these perpetrators can play both a *direct* role (such as a community vigilante who physically attacks an outreach worker) and an *indirect* role (such as a journalist whose article fuels the hate that inspires acts of violence).

Frequently, safety and security challenges are caused and/or sanctioned by the very institutions responsible

FIGURE 4: Who perpetrates violence and threatens safety and security?

- Law enforcement officers
- Local officials
- Landlords
- Community leaders
- Neighbors and community members
- Community mobs and vigilantes
- Disgruntled employees
- Family members and intimate partners
- Other members of key populations
- Brothel madams/pimps
- Service providers from other organizations
- Religious leaders
- Decision makers (e.g., politicians, judiciary)
- Journalists and the media
- Members of other civil society organizations (e.g., faith-based organizations)
- Educational institutions

for protecting communities. This, notably, includes the State.³ Through the enforcement of legislation that specifically criminalizes or unlawfully targets key populations (e.g., public morality legislation), states are either complicit in or actively facilitate human rights abuses. In addition, state actors (such as law enforcement) are often perpetrators of violence or fail to fulfill their duty to protect and respond to incidents of violence experienced by key population communities. Many of the experiences and resources identified through this review highlight the critical and harmful role of a culture of impunity that, in many contexts, makes the implementation of HIV programs for and with key populations inherently dangerous.

Figure 5 provides a small selection of the many case studies available on the real-life safety and security challenges within the implementation of HIV programs for and with key populations. These are taken from across the world, but primarily from East Africa.

FIGURE 5: Case studies—the nature of safety and security challenges within HIV programs for and with key populations

EXAMPLE: LGBTI ORGANIZATION, KENYA⁴

In Kenya, an LGBTI-led group providing psychosocial support and sexual and reproductive health and rights (SRHR) services to more than 500 youth was violently targeted by people in their neighborhood. A representative described: “People were shouting from floors below, they were shouting ‘kuna shoga hapa – there is a gay guy here.’ We got so scared when two men flashed a torch on our balcony through our window, and that is when we knew we were in serious danger and needed an emergency response plan.”

EXAMPLE: PSI, THAILAND⁵

Implementers of the CHAMPION-IDU Project by Population Services International (PSI) Thailand faced persistent challenges from law enforcement officials during their outreach work with people who inject drugs. Incidents ranged from the confiscation of health commodities to regular unlawful arrests and the physical and sexual abuse of field workers. A peer outreach worker reported: “When I carried needles to distribute to friends, it happened so often that I would come across a police checkpoint and would be arrested, would be forced to take a urine test for narcotics ... I don't want to travel on this route again, because they (the police) do not have any idea that I am doing this for my job.”

EXAMPLE: LGBTI ORGANIZATIONS, TANZANIA⁴

The Minister of Health for Tanzania stated that the country would ban HIV outreach projects aimed at gay men, while the Minister of Justice announced plans to suspend the registration of any CSO that supports homosexuality. These moves followed months of raids and threats from officials against organizations providing HIV services to the LGBTI community (accusing them of promoting homosexuality). This made it increasingly difficult for LGBTI organizations to operate, with incidents of staff being harassed or arrested, for example, while conducting training in communities.

EXAMPLE: ALTERNATIVES, COTE D'IVOIRE³

The office of Alternatives Côte d'Ivoire—which provides HIV services and advocacy for LGBTI people—was attacked four times during a single week. Laptops and desktop computers were stolen, while everything else in the office was destroyed, including electricity supply lines and emergency food supplies for people living with HIV. The organization was forced to suspend its activities and many of its members went into hiding for their personal safety.

EXAMPLE: LASKY, RUSSIA³

LaSky—an HIV clinic for LGBTI people in St. Petersburg, Russia—was stormed by two masked attackers wielding a baseball bat and gas gun. The attackers interrupted a weekly gathering of about 30 young LGBTI people and allies, firing into the crowd, beating participants, and shouting anti-gay insults. Two people were injured, including one who lost his eye in the attack.

EXAMPLE: FARUG, UGANDA⁶

In Uganda, the office of FARUG—a CSO supporting LGBTI community members—was broken into by unknown people. No members of the organization were present at the time, but evidence indicates that the perpetrators aimed to steal data and intimidate the staff. Computers, printers, a server, documents, and a database of members were stolen, while a jerry can of acid and a large metal pipe were placed in the compound.

1.2. IMPACT OF SAFETY AND SECURITY CHALLENGES

The following provides a selection of case studies on the impact of safety and security challenges within

the implementation of HIV programs for and with key populations. They represent a limited selection, with multiple other key population members, organizations, and countries also providing useful experiences.

FIGURE 6: The following chart provides examples of the impacts of safety and security challenges on both individuals and organizations/workplaces involved in HIV programs. These impacts are above and beyond the direct impact of violence on clients and potential clients, such as increased HIV risk, lower testing uptake, and reductions in initiation and adherence to treatment.

Level	Examples of impacts of safety and security challenges	
Individuals involved in implementing HIV programs	<ul style="list-style-type: none"> • Death • Physical injury (e.g., bruising, broken bones) • Mental health problems (e.g., anxiety, depression, suicide) • Short- and long-term trauma • Loss of privacy and anonymity 	<ul style="list-style-type: none"> • Loss of reputation (e.g., in local community) • Loss of employment and income • Loss of property and possessions • Fear (e.g., of going out alone) • Homelessness • Loss of liberty (e.g., due to arrest or detention)
Organizations and offices involved in implementing HIV programs	<ul style="list-style-type: none"> • Temporary or permanent closure • Forced relocation or going underground • Forced purchase of new equipment (e.g., computers) or managing without equipment • Deregistration as an organization • Damage to organizational profile and reputation • No/reduced access to program locations or particular clients • Reduced access to commodities 	<ul style="list-style-type: none"> • Increased need for safe spaces • Loss of staff (e.g., due to fear or ill health) • Provision of fewer and lower quality HIV interventions (e.g., testing events) • Inability to meet deliverables for programs funded by donors • Breakdown of referral systems • Withdrawal of partner organizations (non-key population) and isolation from mainstream civil society • Forced reassignment of time, resources, and energy to safety and security issues (detracting from core work and services)

“A major impact of a negative human rights environment is on the safety and security of LGBT-related services, including for HIV. This not only affects the people using the services, but those providing them—whether or not they themselves are LGBT. ... In some instances, organizations have had to fundamentally change how they work ... prioritizing the provision of safe spaces, development of emergency plans, and provision of a rapid response team.”

In the Face of Hostility: The Impact of a Negative Human Rights Environment on LGBT Communities, Organisations and HIV Programs, International HIV/AIDS Alliance

The following provides a selection of case studies on the impact of safety and security challenges within the implementation of HIV programs for and with key

populations. They represent a limited selection, with multiple other key population members, organizations, and countries also providing useful experiences.

FIGURE 7: Case studies—the impact of safety and security challenges

EXAMPLE: KENYA MEDICAL RESEARCH INSTITUTE (KEMRI), KENYA³

In 2010, a mob of several hundred people surrounded a clinic at KEMRI, which had an HIV program for men who have sex with men. The police arrived and attempted to disburse the crowd, but not before a man approaching the health center was beaten severely and doused in gasoline. The next day, a mob attacked and severely injured a volunteer at the clinic. The clinic suspended all activities. An activist said: “People used to get their antiretrovirals at KEMRI. While it’s been closed, there is no provision of condoms and lubricant, no medical services for this community. Some of these things, like lubricant, aren’t available anywhere else... Some of the men who were attacked are not sure they will be able to go back to work as peer educators.”

EXAMPLE: WALTER REED PROJECT, UGANDA⁷

In 2014, the police raided the Walter Reed Project, an HIV foundation working in Uganda. As a result, the U.S. Embassy decided to shut down the project, leaving LGBTI people living with HIV (many of whom had been evicted from their own homes) unable to access antiretroviral therapy and condoms.

EXAMPLE: LGBTI ORGANIZATION, SRI LANKA³

In 2011, a journalist from a newspaper posed as a gay man seeking care in order to gain access to an LGBTI community group offering HIV services. He then published an exposé on condom and lubricant distribution to gay men, naming the group and providing its address. As a result of the article and the public response, several CSOs had to stop operating while others shut down their websites and Facebook pages.

EXAMPLE: LGBTI ORGANIZATION, HAITI⁴

In Haiti, after a prominent politician denounced an LGBTI film and arts festival, a group of LGBTI peer educators had to stop their work (providing HIV testing and lubricants) because they were afraid of attacks and reprisals. In an application to the Rapid Response Fund at the International HIV/AIDS Alliance, they articulated a need to hire a security officer and provide security training to peer educators to enable the resumption of their activities with approximately 2,000 service users.

EXAMPLE: ALTERNATIVES, CAMEROON³

In Cameroon, the offices of an LGBTI rights lawyer were ransacked, resulting in the theft of confidential legal files. Unidentified assailants also set fire to the offices of Alternatives-Cameroun, a CBO providing HIV services to LGBTI people. Other service providers received death threats. Then, the director of an LGBTI CBO was found dead. His neck and feet had been broken and his face, hands, and feet had been burned with an iron. Following these attacks, four CBOs that had been providing HIV services to the LGBTI community shut down. A joint statement by several CBOs stated: “The pursuit of our various missions (prevention of sexually transmitted infections (STIs) and HIV, medical care, advocacy for rights, support of people imprisoned for their sexual orientation and/or gender identity) requires a minimum level of security, institutional support and financial support... We reject a partnership that reduces our associations to simply a labour force that must work in precarious, dangerous conditions.”

Section 2: Promising practices – responses to safety and security challenges

2.1. TYPES OF RESPONSES TO SAFETY AND SECURITY CHALLENGES

The review identified three types of responses to safety and security challenges within the implementation of HIV programs with and for key populations:

TYPE 1	PREVENTION AND PLANNING – strategies to prevent or plan for safety and security challenges
TYPE 2	IMMEDIATE RESPONSE – strategies to mitigate or stop safety and security challenges that are actively occurring
TYPE 3	LONGER-TERM RESPONSE – strategies to document safety and security challenges and build an enabling and protective environment

Examples of the strategies included in each type of response are provided in Figure 8. Many of the strategies overlap across the three types. For example, preventive strategies listed in Type 1 (e.g., developing a safety and security plan) could be *applied* in Type 2 (e.g., implementing a plan to respond to an active incident) and *strengthened* in Type 3 (e.g., engaging

with other stakeholders to support a plan). This reflects the crosscutting nature of safety and security challenges where both situations and responses are rarely one-dimensional and, instead, involve multiple, overlapping factors, actions, and roles.

“You have to make sure the service providers, the doctors, the outreach teams are safe ... you also have to make sure the recipients are safe. You might be providing them with medicine and care, but it might be outing them and making it more dangerous for them.”

“We designed Theories of Change very realistically and very honestly ... saying this is what we want to happen, and this is how it has to happen. But we recognised that this is Uganda and things can change very quickly in terms of LGBT issues and things can go very, very bad... The Anti-Homosexuality Bill was passed, and we had to go to the worst-case scenario Theory of Change... if we hadn't planned for that, the program [would have come] to a halt.”

Representatives of Icebreakers Uganda

FIGURE 8: Types of responses to safety and security challenges within the implementation of HIV programs for and with key populations

<p>TYPE 1: PREVENTION AND PLANNING Strategies to prevent or plan for safety and security challenges</p>	<p>TYPE 2: IMMEDIATE RESPONSE Strategies to mitigate or stop safety and security challenges that are actively occurring</p>	<p>TYPE 3: LONGER-TERM RESPONSE Strategies to document safety and security challenges and build an enabling and protective environment</p>
<p>KEY STRATEGIES:</p> <ul style="list-style-type: none"> • Prioritizing safety and security as an organization: Prioritizing safety and security in all strategies and decisions, such as about where activities occur (e.g., location of drop-in centers), how services are delivered (e.g., outreach workers always in pairs), and how resources are allocated (e.g., contingency budget for crises). • Developing safety and security plans: Developing organizational plans/theories of change (supported by budgets) to prevent, mitigate, or respond to safety and security scenarios. • Building security platforms/response teams: Working with other stakeholders (e.g., CSOs, police, lawyers) to build platforms to prevent/urgently respond to safety and security challenges. This includes monitoring the media, coordinating a crisis response team, and creating a directory of organizations/resources that can be called upon when safety and security challenges occur. • Developing safety and security protocols: Developing organizational protocols and standard operating procedures to implement safety and security plans and platforms and include these in proposals. • Developing emergency-readiness tools and building individuals' capacity to use them: Preparing tools (e.g., phone trees, know-your-rights cards) to deploy during incidents and building beneficiaries' and implementers' understanding of their rights when issues occur. • Conducting risk and security assessments: Implementing risky/security assessments for activities, locations, and partners, and implementing preventative measures according to findings. • Strengthening human resources policies: Integrating safety, security, and well-being into organizational human resources policies (e.g., on health insurance), processes (e.g., for staff induction), and services (e.g., provision of trauma counseling). • Training personnel: Training staff, volunteers, and partners in knowledge and skills to prevent/respond to physical and virtual safety and security challenges (e.g., self-defense, first aid, and safe passwords). • Taking preventative measures: Taking practical, up-front measures to prevent or mitigate safety and security incidents (e.g., installing closed-circuit television, using encryption and other methods to secure communications and data, creating WhatsApp groups to immediately notify program staff and community members if a location or event is no longer safe). • Developing consistent messages about the purpose of the project: Developing and training peer educators and other workers to give consistent messaging about the purpose of their activities in case someone is stopped by the police or other authorities, having a designated spokesperson who can speak to the media if needed, and training all workers on how to reach the spokesperson. • Setting up documentation systems: Establishing systems (e.g., databases) to record safety and security incidents. 	<p>KEY STRATEGIES:</p> <ul style="list-style-type: none"> • Implementing emergency plans, teams, and tools: Deploying prepared strategies (e.g., emergency response teams, phone trees) to respond to safety and security incidents and coordinate with other stakeholders. • Providing practical emergency support: Providing or facilitating emergency support (e.g., medical care, safe space, legal advice, counseling) to the people targeted. • Providing emergency funds: Providing or facilitating access to emergency funds to address safety and security incidents (e.g., to pay for medical costs or relocation). • Making immediate changes to security measures: Urgently modifying practical safety and security measures (e.g., hiring guards, changing locks, installing electric fencing). • Making immediate changes to working practices: Urgently modifying individual, organizational, or program practices (e.g., relocating offices, changing outreach sites). • Documenting what happened: Completing incident forms or databases to immediately capture the facts of safety and security incidents. 	<p>KEY STRATEGIES:</p> <ul style="list-style-type: none"> • Compiling evidence: Systematically documenting safety and security incidents and using the data to inform advocacy and exchange experiences with other key population groups. • Making strategic changes to how we work: Using evidence and documenting cases to make longer-term, strategic changes, such as service delivery method, to respond to the safety and security context. • Building coalitions: Linking with other national/regional/global key population organizations and other sectors (e.g., human rights groups) to work collectively on safety and security issues. • Advocating to decision makers: Advocating to decision makers (e.g., government) on the impact of safety and security challenges and the changes needed (e.g., to laws). • Sensitizing key stakeholders (e.g., police, health workers, religious leaders, media) about safety and security challenges and their roles in responses. • Taking legal action: Conducting strategic litigation or campaigning for legal redress on safety and security (including engaging with Human Rights Commissions).

2.2. PROMISING PRACTICES IN RESPONDING TO SAFETY AND SECURITY CHALLENGES

Through the review of strategies and responses, a number of promising practices were identified. Brief case studies are provided below for illustrative purposes. These are taken from across the world, but with an emphasis on East Africa. Their selection was based on strategies that have been implemented in real life, have been documented in some form, demonstrate some positive outcomes, and

have potential to be adapted or replicated for use with and for other key populations and in other contexts. These case studies represent a limited selection, with several other organizations and countries also providing useful examples. The case studies highlight the iterative nature of safety and security challenges and responses. Rarely is one strategy used in isolation. Also, as depicted in the case studies below, multiple overlapping types of actions often are required to adequately address a challenge.

FIGURE 9: Promising practices for Type 1 responses to safety and security challenges

TYPE 1: Prevention and planning—strategies to prevent or plan for safety and security challenges	
Key strategy	Example
Prioritizing safety and security as an organization	Positive Vibes, Southern and East Africa: ⁹ In recognition of the significant threats faced by personnel and service users involved in its HIV programming for LGBTI communities, Positive Vibes made safety and security an organizational priority. They developed a safety and security policy, based on a consultation process. The policy includes practical guidance for staff, volunteers, partners, associates, and consultants to prevent and respond to threats, harassment, violence, and arrest such as “staff, volunteers, associates, and consultants must carry a valid ID with them at all times.” It also includes checklists for event/program planning (asking questions such as “have we nominated a security point person?”) and scenario planning (based on scenarios such as “what happens if the police raid your office?”).
Developing safety and security plans	SMUG and Icebreakers Uganda: ¹⁰ In anticipation of the Anti-Homosexuality Act in Uganda, partners in the Sexual Health and Rights Program (SHARP), coordinated by the International HIV/AIDS Alliance, conducted preparedness work. For example, Sexual Minorities Uganda (SMUG) developed a security and business continuity plan that outlined key measures to protect the organization, offices, and staff in the case of heightened security challenges. Examples of measures included avoiding use of the SMUG office (with staff working from home or in less visible organizations), acquiring software for secure communication by telephone and computer, and mapping alternative travel routes for staff. Similarly, Icebreakers Uganda developed a methodology to identify the changes/results they wanted to see and the steps required to achieve them. This included thinking through and planning actions to address different situations, including worst-case scenarios.
Building security platforms/response teams	Emergency Response Plan, Tanzania: ¹¹ In 2016, diverse key population groups came together to develop a response to government actions against CSOs and key populations, including police raids, deregistration threats, social media outings, illegal arrests, and a ban on lubricant distribution via social marketing. The result was the Tanzania Emergency Response Plan, which brings together key population groups and other partners, including development agencies and international NGOs. The platform is supported by three committees (legal, advocacy, and safety and security), an oversight committee, a coordinator, and a fiscal agent. Results have included establishing hotlines for any key population individual to reach a member of the committees in case of an emergency, securing safe spaces or relocation support for individuals experiencing safety and security incidents, identifying a pool of committed lawyers and facilitating legal support to bail out arrested individuals and defend them in court, and providing training on sensitization for law enforcement staff and on physical/digital safety and security issues for key population leaders.
Developing safety and security protocols	CHAMPION-IDU Project, Thailand: ⁵ In response to significant threats against the providers and users of harm reduction services for people who inject drugs—and in recognition of its duty of care—the CHAMPION-IDU Project by PSI Thailand developed a comprehensive safety and security plan. This was based on an assessment and supported by a crisis management policy, a crisis response operational plan, site-specific crisis response plans, and implementation tools. The tools included a standard operating procedure to improve community-level collaboration with law enforcement. This provided guidance for interacting with the police—emphasizing being polite, always telling the truth, protecting the confidentiality of clients, and documenting encounters. The procedure was supported by other measures, including tools (e.g., identification cards) and emergency support (e.g., a bail fund for staff if arrested).

TYPE 1: Prevention and planning <i>(continued)</i>	
Key strategy	Example
Developing emergency-readiness tools and building individuals' capacity to use them	TaNPU, Tanzania: The Tanzanian Network of People Who Use Drugs (TaNPUD) and Médecins du Monde have trained staff, volunteers, and network members on their rights. To support this work, they developed a Know Your Rights card to use in case of arrest, explaining their rights and responsibilities as well as those of the police. Reports suggest that the police are less likely to harass people who have the card with them. The card supports the work of the TaNPUD Crisis Response Team that, with 15 members, works in different areas of Dar es Salaam. Results include negotiating individuals' release from police custody and arranging bail to prevent pre-trial imprisonment.
Conducting risk and security assessments	LINKAGES Haiti: ¹² After safety and security concerns limited the ability of clinic staff to work hours that were convenient to members of key populations—such as evenings—a security assessment was conducted. Recommendations included steps to improve on-site security, such as increasing the height of perimeter walls, hiring on-site security guards, keeping the front gate locked at all times, and establishing a mandatory check-in procedure at the front gate for all visitors. Specific recommendations for peers involved in mobile clinic outreach efforts included standardizing the text on ID cards and training police to recognize the ID cards of outreach workers.
Strengthening human resources policies	SRC, Zimbabwe: ¹³ The Sexual Rights Centre (SRC) supports groups who experience violations related to sexual rights, including sex workers and LGBTI people. From the start, the organization was aware of the risks of its work, taking steps such as having staff travel in groups and building relations with human rights lawyers. However, after the detention and beating of its director while on outreach, the Centre stepped up its institutional response to safety and security. This included systematically integrating staff health into organizational policies, such as with 10 percent of time dedicated to wellness-related activities. SRC also made it compulsory for every staff member to take part in external supervision sessions and, following a staff survey, introduced measures such as team-building sessions. The wellness program has helped staff deal with trauma and handle stress. It has been especially important for those who identify as sex workers or LGBTI and are affected both professionally and personally.
Training personnel	Collaborative Network of Persons Living with HIV, Belize: ¹⁴ The Collaborative Network of Persons Living with HIV has provided safety training to transgender women staff and community members, focusing on everyday situations, such as using public transport. The training gives practical advice on physical and emotional safety, such as dealing with aggressive people, never posting your location on social media, and avoiding areas known for violence. It is complemented by sensitization of stakeholders, such as bus companies, police, and government officials.
Taking preventative measures	Trans in Action, Belize: ¹⁴ In Belize, the transgender community faces regular harassment and violence, including within the implementation of HIV programs. One response has been to establish communication systems among staff, volunteers, and community members to maintain contact with each other—such as during program activities or advocacy events—while also protecting confidentiality. The systems include WhatsApp groups, chat rooms, and private Facebook pages. They enable people involved in the programs to immediately contact each other and seek help in times of safety and security threats.
Developing consistent messages about the purpose of the project	Population Council, Nigeria: ¹⁵ In Nigeria, the staff of the Population Council's key population partners have faced a range of safety and security threats. Examples include police raids and arrests during peer education sessions and harassment by local vigilantes. To help address this risk, they develop risk communication plans before fieldwork begins in a given location. The plan provides practical support, such as messages for staff and volunteers to use in case of being stopped or arrested. The messages are developed collectively by the appropriate teams (such as peer educators) to ensure a consistent story and to de-escalate reactions (such as by explaining that work with men who have sex with men is about sexual health rather than sexual orientation).
Setting up documentation systems	USHAHIDI Platform, Uganda: ¹⁶ In response to human rights violations against CSOs and human rights defenders in Uganda, including those working with key populations and implementing HIV programs, Defenders Protection Initiative set up the USHAHIDI Platform. This provides a mechanism to collect, report, and respond to safety and security incidents that are registered by organizations and individuals. The platform enables visual documentation of evidence (see https://defendersprotection.org/ushahidi/) and mapping where incidents occur (see https://dpi.ushahidi.io/views/map).

FIGURE 10: Promising practices for Type 2 responses to safety and security challenges

TYPE 2: Immediate response—strategies to mitigate or stop safety and security challenges that are actively occurring	
Key strategy	Example
Implementing emergency plans, teams, and tools	Pehchan Programme, India: ¹⁷ In response to frequent violence faced by its men who have sex with men, transgender, and hijra staff, volunteers, and community members, Pehchan developed crisis response teams (CRTs) among its 200 CBO partners in 18 states of India. Each team met regularly and had five to 15 members, comprised of a multidisciplinary team of program staff, outreach workers, community volunteers, and legal resource people. They enabled the program to act quickly in situations of crisis, provide support, and document incidents. Trained staff in each CBO were on call 24 hours a day to respond immediately, with people in crisis calling a dedicated phone number. Over 90 percent of incidents were responded to within 24 hours. The teams had access to experienced legal advisors and health care providers. Each CRT established detailed protocols for handling crises and had access to emergency funding for legal aid, transport, and post crisis CRT meetings. They were advertised in the community and complemented by ongoing sensitization work among local stakeholders including the police and media.
Providing practical emergency support	REAct, Uganda: ^{7,18} Rights-Evidence-Action (REAct) is a secure, IT-based system that is owned and managed by grassroots organizations. It was developed by the International HIV/AIDS Alliance and BENETECH, and has been used in 19 countries. The system helps to address human rights barriers to HIV programs by collecting evidence and facilitating a response, aiming to help individuals/organizations and inform HIV programming and advocacy. Uganda was one of the first countries to pilot REAct. The system, managed by SMUG, includes a small grants scheme and additional support for exceptional emergency situations. The majority of REAct responses have involved the provision of shelter, medicines, and personal protection measures. The system's data informed a research report in which SMUG documented 264 violations. SMUG has also shared data in its partnership with national/regional legal and human rights organizations, including the Human Rights Awareness and Protection Forum and the East and Horn of Africa Human Rights Defenders Project.
Providing emergency funds	Rapid Response Fund, International HIV/AIDS Alliance: ¹⁹ The Rapid Response Fund supports organizations providing HIV services to men who have sex with men and LGBT people whose work is threatened by stigma, discrimination, and violence. It issues grants of up to \$20,000 in 29 countries in Eastern and Southern Africa, West and Central Africa, and Latin America and the Caribbean. The International HIV/AIDS Alliance manages the fund, which is financially supported by the Elton John AIDS Foundation and PEPFAR. Its Emergency Response Grants fund interventions responding to immediate threats to communities and HIV services. Examples of funded activities are the relocation of premises following forced eviction, post violence psychosocial support, post-exposure prophylaxis, urgent hospital and medical supplies (related to HIV), and emergency safety measures for service providers. Applications are reviewed and each decision is made within two working days (subject to verification checks). Other emergency response mechanisms that serve all four key populations are available. See Annex 1 for more information.
Making immediate changes to security measures	GALZ, Zimbabwe: ²⁰ In Zimbabwe, Gays and Lesbians of Zimbabwe (GALZ) and other CBOs experienced a series of serious security incidents, including offices being raided by the police, computers taken, staff threatened and blackmailed, and staff members attacked during an office party (by community members using iron bars, bottles, and fists). This led to LGBTI and men who have sex with men clients going underground and not seeking services, including for HIV. In response, GALZ and its partners took urgent steps, including relocating offices and introducing security cameras and guards. These were complemented by longer-term measures such as developing a security plan, decreasing paperwork (to reduce the paper trail), and holding dialogue with the police and media (emphasizing the importance of working with men who have sex with men to respond to HIV).

TYPE 2: Immediate response <i>(continued)</i>	
Key strategy	Example
Making immediate changes to working practices	CHESA, Tanzania: ²¹ In Tanzania, Community Health Education Services and Advocacy (CHESA) faced police crackdowns, blackmailing of staff, and media harassment (with journalists storming their offices and recording alleged evidence of promoting same-sex relations). These crackdowns posed a serious threat to the organization's HIV programming for men who have sex with men and other key population groups. One of CHESA's immediate responses was to slow down its peer-to-peer activities to avoid them being misinterpreted as efforts to recruit people into same-sex relationships. A further response was to constantly update CHESA's hot spot map of Dar es Salaam, identifying the new and changing venues (such as bars, beaches, and private addresses) where HIV and other services can be provided more safely.
Documenting what happened	Utunzi Rainbow Security Network, Kenya: ²² Utunzi is a collaboration of Hivos East Africa; Nyanza, Rift Valley, Western LGBTI Network; and National Gay and Lesbian Human Rights Commission. It is a security platform that allows individuals and organizations to report human rights violations against LGBTI people, respond to emergency security situations, track violations, and share information (including through a searchable database). Reports of violations can be made via SMS, email, an online form, Twitter, or Facebook. They are received by the Utunzi team and responded to either directly or through referrals to organizations on the ground. Responders are selected based on their geographic location, expertise, and capacity. Examples of responses include providing legal aid and supporting relocation.

FIGURE 11: Promising practices for Type 3 responses to safety and security challenges

TYPE 3: Longer-term response – strategies to document safety and security challenges and build an enabling and protective environment	
Key strategy	Example
Compiling evidence	Avahan programme, India: ²³ In India, Avahan, an HIV program for sex workers and other key populations, established a crisis response system to address the high levels of violence experienced by those providing and receiving services. A key element of the system was recording the details of incidents that occurred and actions taken as soon as possible. The details were entered into databases and reports through which data were collated, such as the number of sex workers reporting physical or sexual violence and the type of perpetrators (police, client, etc.). The resulting information could be used for multiple purposes including as evidence to inform court cases, CSO planning, and advocacy with decision-makers.
Making strategic changes to how we work	MARPI clinic/Icebreakers Uganda/SHARP Programme, Uganda: ¹⁰ Within an increasingly hostile environment for work with men who have sex with men, Icebreakers Uganda developed a partnership with MARPI, a key population clinic run by a CSO under the Ministry of Health. This enabled Icebreakers Uganda to continue its strategy of outreach to increase access to and uptake of services for men who have sex with men. Icebreakers Uganda covered the costs of staff, travel, medicines, and commodities, while being accompanied by MARPI staff. Icebreakers Uganda/MARPI provide HIV counseling and testing, screening for STIs, prevention commodities (such as condoms and lubricants), and information on HIV and SRHR. They also make referrals to state hospitals, such as for HIV treatment. Icebreakers Uganda uses its network of LGBTI community groups and peer educators to mobilize men who have sex with men to come to a specific location, but, as MARPI also targets the general public, sex workers and men who have sex with men are reached <i>invisibly</i> .
Building coalitions	Civil Society Coalition on Human Rights and Constitutional Law, Uganda: ^{6,24} A Civil Society Coalition on Human Rights and Constitutional Law was built to ensure a strong and coordinated response to safety and security threats posed by Uganda's Anti-Homosexuality Bill. The Coalition's 50 members from across different movements includes women's rights, sex worker, refugee, LGBTI, and HIV organizations. It enabled such movements to mobilize around the rights of LGBTI people and to ensure a coordinated legal response to the bill. See Figure 12 for more on engaging with international and regional stakeholders.
Advocating to decision-makers	Harm reduction programs, Kyrgyzstan: ²⁵ In Kyrgyzstan, police often arrested people found carrying used syringes on their way to harm reduction sites. Each time the police staked out a drop-in center or a safe needle exchange program, it undermined the trust of service users and reduced uptake. In response, the CSOs conducted advocacy on the harmful impact of police harassment to the country's response to HIV. This targeted the Ministry of Internal Affairs and convinced them to issue Order 389, instructing the police not to interfere with HIV services, including methadone programs, safe needle exchange, and outreach work. The order was complemented by the revision of national guidelines on police involvement in the country's HIV strategy, plus countrywide training of officers.
Sensitizing key stakeholders	MAAYGO, Kenya: ²⁶ In response to raids on their offices and arrests of staff for illegally promoting homosexuality, Men against AIDS Youth Group (MAAYGO) engaged with local stakeholders (local chiefs, village elders, religious leaders, and government officials) to build understanding of the importance of their work in the national response to HIV. MAAYGO also reached out to the police provincial officer, presenting evidence of how harassment by law enforcement agencies was a barrier to men who have sex with men and the wider community accessing essential HIV services. This led to a partnership that involved MAAYGO starting a psychosocial support group for police officers living with HIV, providing monthly sensitization sessions to officers, and facilitating training on HIV and SRHR at the Regional Police Training Centre. In return, the police provided security at MAAYGO activities, including with nonuniformed police officers supporting moonlight outreach sessions.

TYPE 3: Longer-term response (continued)	
Key strategy	Example
<p>Taking legal action</p>	<p>SHARP programme, Kenya:²¹ In Kenya, the partners involved in SHARP, Kenya AIDS NGO Consortium (KANCO), MAAYGO, and ISHTAR, experienced multiple safety and security challenges within their HIV work. Examples include police arrests, raids, and abuse of staff (for promoting homosexuality); aggression from the public; blackmail; eviction from houses by landlords; threats from religious leaders; and hate speech in the media. The partners' took a range of legal actions. These included documenting human rights violations to inform strategic litigation, training paralegals to support the victims of blackmail, and providing referrals for advice and litigation by legal experts at organizations such as the National Gay and Lesbian Human Rights Commission.</p>

FIGURE 12: Engaging with international and regional stakeholders

When safety and security issues occur, local actors often wish to inform or seek support from international and regional stakeholders such as global and regional key population networks, international NGOs, UN agencies, security experts, donors, and embassies. To increase the efficiency with which support can be made available, it is important that local actors establish pathways of communication with regional and international stakeholders. It is also vital that all regional and international stakeholders who wish to play a supportive role understand that any action they take must be at the request of and with feedback from local actors, as those operating on the ground are both most aware of what is needed as well as most vulnerable to the effects of any inaction or action taken.

While the focus of this toolkit is safety and security during periods of chronic violence, safety and security challenges can escalate quickly—for example, in the case of sudden mass arrests of peer educators and/or program beneficiaries. For more recommendations on the role of regional and international actors when safety and security concerns intensify, please see *When Situations Go from Bad to Worse: Guidance for International and Regional Actors Responding to Acute Violence Against Key Populations* (LINKAGES).



Section 3: Recommendations – to inform the response to safety and security challenges

The review identified a number of lessons learned about responding to safety and security challenges in HIV programming for and with key populations. Below, these lessons are translated into recommendations to help inform current and future programming:

- 1. Maintain good practice principles.** Responses to safety and security should follow the same good practice principles as other aspects of HIV programming for and with key populations. Examples include:

 - *Do no harm*—prioritizing the well-being of key populations and ensuring that actions do not make situations worse in either the short- or long-term.
 - *Nothing about us without us*—ensuring that responses are informed and led by key population members themselves.
 - *Rights-based approach*—ensuring the rights and dignity of key populations are protected and respected and responses do not, for example, require them to compromise their identity or their access to health care.
 - *Country-led/owned approach*—ensuring that decisions are made by local/national organizations (where appropriate and useful, supported by regional and international stakeholders).
- 2. Never assume safety and security. Make it a priority.** Safety and security in programs for key populations should never be assumed or left to chance. Situations can change and deteriorate rapidly and with far less control to mitigate or stop them once they have arisen. Even if an organization is, for example, a partner of a government program or funded by an international donor, it does not guarantee protection or immunity from danger.

“We cannot put our gender identity on and off as if it is a dress, our gender identity is our gender identity.”

Transgender woman from Tanzania at the Safety and Security Workshop, Nairobi

Safety and security safeguards should be an organizational priority and an essential component of all HIV programming for and with key populations. Such safeguards are not a luxury or added extra, but a necessity. When activities to promote safety and security are not explicitly included in donor requests for proposals, it is important to lobby for their inclusion in budgets and workplans. This applies to all environments, but especially in those of extreme hostility. It supports the recommendations of normative guidance, such as the World Health Organization guidelines²⁷ and key population implementation tools,^{14,23, 28,29} that prevention and action in response to violence against key populations is a *critical enabler* of effective responses to HIV.

- 3. Provide a safe and secure workplace. It is the employer’s responsibility.** Much remains to be done to ensure safe and secure environments for people who implement HIV programs for and with key populations. Many donors do not fund safety and security activities in their programming, and staff members working for resource-constrained organizations are too often left responsible for their personal safety and security. Global standards require that employers bear and fulfill an ethical duty of care to ensuring the safety and security of their employees (e.g., guidelines provided by the International Labour Organization).³⁰ In the case of CBOs where

resources are limited, donors need to be stronger advocates for safety and security in programming and provide a means for implementing organizations to budget and plan for safety and security so that they can uphold their duty of care to their employees.

4. **Plan your response.** Prevention and response measures for safety and security should be carefully identified and mapped out within a plan that is developed, known, and owned by the whole of an organization or institution. The plan should be rationalized, systematic, and informed by evidence in the relevant local context. It should identify critical threats and risks to safety and security and provide a clear, step-by-step guide for what actions should be taken, by whom, and when. A successful plan complements the emergency plans of key partners, such as key-population-friendly HIV clinics.
5. **Invest in your responses.** Preventing and responding to safety and security challenges does not just happen. It requires resources, including time, capacity building, and commitment. It also needs financial investment, with the inclusion of a budget line in all relevant programs and the allocation of adequate resources. As a principle, upfront investment in planning and prevention is significantly easier and more cost-effective than having to take reactive measures (such as relocating an office). Setting aside funds to support outreach workers or others who experience harm, for example, to cover hospital fees in case of violence, also demonstrates to staff and volunteers that an organization is committed to their well-being.
6. **Understand risk and risk appetite.** Planning for and responding to safety and security challenges requires an understanding of the nature and scale of risk faced by individuals, organizations, and programs. As articulated by organizations such as Protection International (see Figure 13³¹), this involves not only identifying the risk that is faced, but also assessing the threat that the risk poses, the vulnerabilities experienced, and the capacities needed to respond.

FIGURE 13: Calculating risk

$$\text{RISK} = \frac{\text{THREATS X VULNERABILITIES}}{\text{CAPACITIES}}$$

Action on safety and security is based on an appreciation that every individual, organization, and program has a different level of comfort with and tolerance of risk. An organization's emergency plan should not, for example, be based solely on the *risk appetite* of the director, who may, personally, be more used to, or prepared to face threats. Realistically, in hostile environments, it is likely that all work with key populations will be associated with *some* degree of risk. However, no one should feel forced to take risks that they are uncomfortable with. All staff should have—preferably *before* violence occurs—the opportunity to think through and articulate what they, personally, are comfortable doing. Examples of options include accepting the level of risk, reducing the level of risk, sharing the risk, or avoiding the risk.³² Once the individual levels of risk appetite are understood, people and their organizations can make informed decisions about how to respond to actual risks that are identified.

Different levels of *compromise* appetite are also involved in responding to risks and to safety and security incidents. For example, while some key population peer educators may consider it pragmatic and acceptable to blend in and integrate their work into mainstream services, others may consider this a violation of their identity. Furthermore, it is critical to avoid or strongly address scenarios of victim-blaming where they occur. For example, individuals who do not wish to blend in should not be seen to have deserved or been responsible for violence that they experience.

7. **Understand the drivers and context.** Responses to safety and security incidents need to be informed not only by the immediate causes (the trigger) but the longer-term influencing factors (the root causes). As illustrated (see Figure 14,

a tool developed by the International HIV/AIDS Alliance for the SHARP Program with men who have sex with men), examples of such drivers include religious intolerance and punitive laws.

An interactive version of this tool is available at: [http://www.aidsalliance.org/our-impact/the-](http://www.aidsalliance.org/our-impact/the-sharp-programme/safety-and-security)

[sharp-programme/safety-and-security](http://www.aidsalliance.org/our-impact/the-sharp-programme/safety-and-security).

Equally, responses must be tailored to the specific context—cultural, political, legal, etc.—in which challenges occur. What may be feasible and effective in one context (e.g., dialogue with the police) may be impossible or cause harm in another.

FIGURE 14: Understanding the drivers



Religious intolerance

This interactive feature allows users to click on an element to learn more. For example: campaigns by religious leaders to limit or remove the rights of MSM contribute to punitive laws and stoke the homophobia and discrimination faced by MSM.

Source: International HIV/AIDS Alliance. <http://www.aidsalliance.org/our-impact/the-sharp-programme/safety-and-security>

8. Be mindful of the personal. Safety and security responses must be based on a constant mindfulness that staff and volunteers for HIV programs who are themselves members of key populations face double vulnerability in both their professional and personal lives. Policies, plans, and resources should address this, recognizing that risks to individuals do not finish at the end of the working day. Policies should also address the major impacts on people's mental health—including anxiety, stress, and depression—of supporting the long-term HIV response.

"You can only be a good activist if you are alive and well."

LGBT activist, Uganda, at the Safety and Security Workshop, Nairobi

9. Take a differentiated approach. Responses to safety and security should not be one size fits all and, instead, should recognize and be adaptive to the differences and dynamics among people, organizations, and communities. It is especially important to consider nuanced issues related to:

- ▶ **Gender.** For example, in some contexts, staff members who are cis-female, transgender, or cis-male with more feminine gender expressions may be especially vulnerable to gender-based violence within the implementation of HIV programs and, in turn, may need more and/or different prevention and response measures compared to other colleagues.
- ▶ **Different groups and subgroups of key populations.** There are issues to consider:
 - **Between key populations.** For example, staff members working with specific key populations (such as people who inject

"Violence, whether threatened or actual, and fear of being a target, can deter men who have sex with men from accessing HIV information and services. It can also prevent clinics and community-led organizations from providing information and services to them. Many health services designed for men who have sex with men are provided by organizations led and staffed by local men who have sex with men. Those who provide these services, along with grassroots advocates for funding and policy changes to support these services, are among the most visible members of their communities, making them especially vulnerable to violence."

Implementing Comprehensive HIV and STI Programs with Men Who Have Sex with Men: Practical Guidance for Collaborative Interventions MSMGF, UNAIDS, UNDP, UNFPA, World Bank, PEPFAR and USAID

drugs) will need safety and security responses tailored to concerns relating to overdose, drug interaction, and safe injecting practices. Also, some key populations may face unique challenges within responses to incidents (such as if transgender people lack official documentation and may therefore be unable to lodge an official complaint).

- **Within key population programs.** For example, safety issues may be different when doing outreach with sex workers on the street compared to those who work in brothels, in residences, or online.
- **Multiple identities.** For example, staff working in HIV programs that support individuals who belong to more than one key population group may be vulnerable to multiple safety and security challenges and require a unique set of responses as a result. For instance, staff members supporting sex workers who inject drugs may need to carry a range of commodities (syringes, condoms, etc.) that might heighten their risk of arrest³³ and detention.

10. Get to know your foes, not just your allies. It is critical to try to reach out to the individuals and institutions that either directly or indirectly lay behind safety and security challenges. This may

involve building relationships with stakeholder groups such as the police, religious leaders, and community leaders. Such partnerships may take time and require significant patience, but can bring important rewards, for example with such stakeholders becoming members, rather than opponents, of local emergency response teams.

Taking time to make personal connections and learn from other groups working with different communities is a useful tactic. For example, Transgender Equality Uganda organized a dialogue with a police officer after many sex workers, predominantly young women, were arrested and beaten. The police officer was able to relate to the story as a father and has now become a useful contact for emergency situations.²

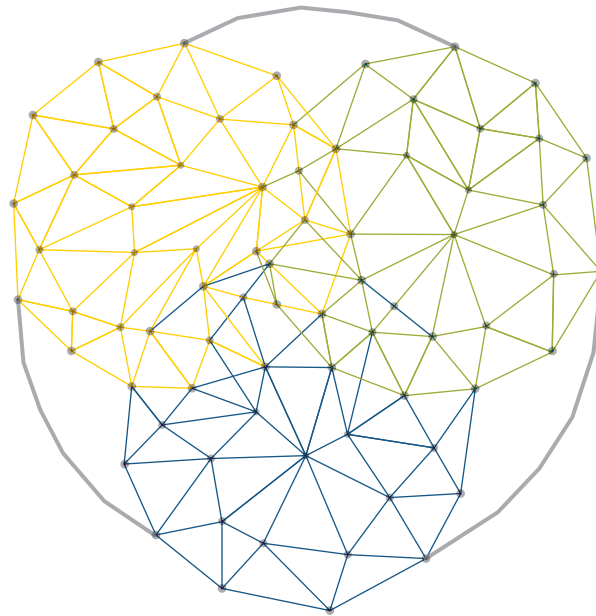
"There is a need to show we are worthy of respect because of our human value as individuals."

Transgender woman at the Safety and Security Workshop, Nairobi

- 11. Take a holistic, comprehensive, and flexible approach.** Safety and security challenges in key population communities and HIV programs are rarely one-dimensional. They also change over time. As such, responses need to be:
- ▶ **Holistic**—addressing physical, psychosocial, and digital safety and security, as suggested by the Tactical Technology Collective [see Figure 15³⁴]. Responses should involve both inward-facing initiatives (e.g., developing an emergency plan) and outward-facing initiatives (e.g., building relations with local stakeholders).
 - ▶ **Comprehensive**—using a multilevel and multifaceted approach [see Figure 16¹⁴] and combining all three types of responses (prevention and planning, immediate, and longer-term), as outlined in Figure 8.
 - ▶ **Flexible**—having the potential to modify plans and adapt quickly and effectively, such as in response to a sudden change in the security environment.

FIGURE 15: A holistic approach to safety and security**Holistic Security**

- △ **Physical Security**
Threats to our physical integrity. Threats to our homes, buildings, vehicles.
- △ **Psychosocial Security**
Threats to our psychological well-being.
- △ **Digital Security**
Threats to our information, communication, and equipment.
- Holistic security analysis, strategies, and tactics.

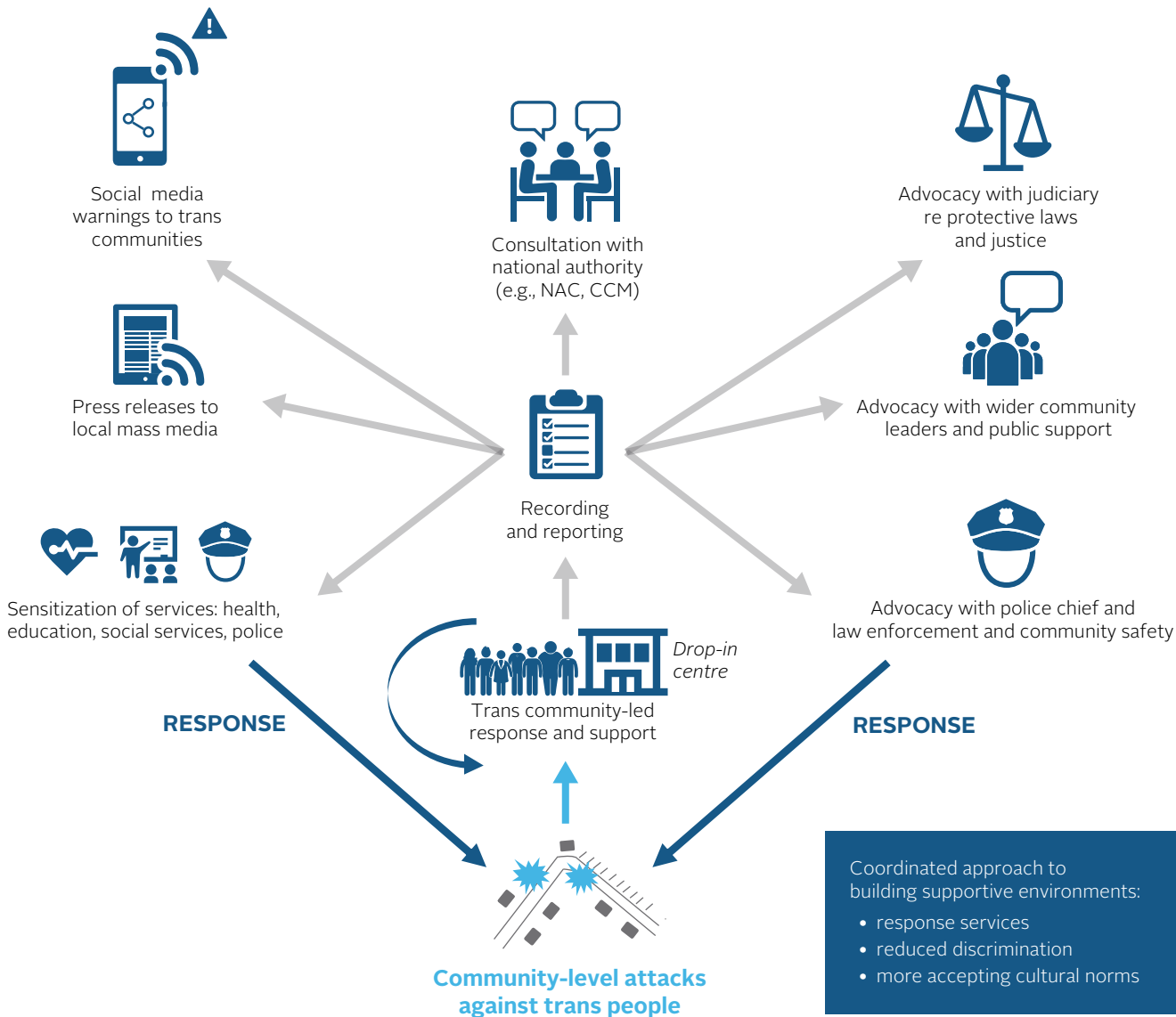


Source: Tactical Technology Collective 2016 Holistic Security A Strategy Manual for Human Rights Defenders

12. Be together. Find strength and knowledge in working collectively. Be aware of safety and security as a collective. While each key population has distinct safety and security challenges, overlaps exist. Sharing challenges, successes, and questions

provides an opportunity to learn from and reflect critically on experiences, strategies, and resources that can then be leveraged to strengthen safety and security responses.

FIGURE 16: A comprehensive approach to violence within programs for transgender people



Source: TRANSIT Implementing Comprehensive HIV and STI Programs with Transgender People

Annex 1 – Emergency response

RESOURCE LIST | EMERGENCY RESPONSE

Support for responding to human rights violations and security threats

This resource list explains international support available for human rights defenders and organizations that work with LGBTI people and men who have sex with men (MSM), sex workers, or people who inject drugs in the case of human rights violations or security threats. It is meant for digital use. PLEASE DO NOT PRINT.



What do they do? Dignity for All is a consortium of organizations focused on safety and security for LGBTI communities. Dignity can provide:

- (1) **Emergency financial assistance** to LGBTI human rights defenders (HRDs) or organizations who are threatened because of their work. Support can address urgent needs such as temporary relocation, security, medical expenses, legal representation, and dependent support.
- (2) **Security, opportunity, and advocacy rapid response (SOAR) grants** for short-term interventions to help civil society organizations (CSOs) counteract urgent threats or take advantage of unexpected opportunities to protect or advance LGBTI human rights.
- (3) **Preventative security workshops** that help CSOs and HRDs increase their security awareness, develop security plans, and gain skills to keep themselves and their communities safer.

Where do they provide support? Global (anywhere)

Who can apply? HRDs or CSOs with a proven history of LGBTI activism. CSOs do not need to be officially registered.

To find out more or apply—[click here](#).
Or email info@dignitylgbti.org



What do they do? The Rapid Response Fund, managed by the International HIV/AIDS Alliance, issues grants for interventions that respond to new or worsening situations that impact HIV services for LGBTI individuals and MSM. They issue:

- (1) **Emergency Response Grants**, to respond to immediate threats to MSM and the LGBT community, and the HIV services that they need, and where action must happen very quickly to be effective. For example, supporting the relocation of individuals forced out of their homes, who need help to find and access friendly HIV services in their new location.
- (2) **Challenge Response Grants**, to respond to urgent situations that require an intervention that may take place over several months (typically up to 6 months) and will contribute to the removal of barriers to accessing HIV services. For example, engaging with local government in response to sudden policy developments affecting access to HIV services for MSM and LGBT people.

Where do they provide support? 29 countries in sub-Saharan Africa, Latin America, and the Caribbean. [See list](#).

Who can apply? Grants can be provided to CSOs led by or working closely with LGBTI people or MSM.

To find out more or apply—[click here](#).



What do they do? Front Line Defenders provides support in the form of advocacy, emergency support for those in immediate danger, grants to pay for the practical security needs of human rights defenders, trainings and resource materials on security and protection, opportunities for human rights defenders dealing with extreme stress, and an emergency 24-hour phone line. They aim to approve emergency grants within 48 hours.

Where do they provide support? Global (anywhere)

Who can apply? Human rights defenders and their organizations

To find out more or apply—[click link](#).



What do they do? Urgent Action Fund for Women's Human Rights provides grants to women and transgender human rights defenders at critical moments. They intervene quickly when activists are poised to make great gains or face serious threats to their lives and work. A list of their grants to date can be found [here](#). They respond to requests within 72 hours and have funds on the ground within 1-7 days.

Where do they provide support? Asia, the Middle East, Central and Eastern Europe, and North America

Who can apply? Women and transgender human rights defenders

To find out more or apply—[click here](#).

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Tool 2: Checklists on Safety and Security Within the Implementation of HIV Programs for and with Key Populations for an Organization, an Individual, and the Workplace



Purpose and content of Tool 2

This tool provides practical checklists to help program implementers systematically explore and make plans to respond to the safety and security needs of their organizations, individuals who work for the organizations, and in the physical locations where they operate. It was developed with key-population-led community groups in mind, as well as other service providers, such as those at key-population-friendly clinics. It is Tool 2 of a three-part toolkit, *Safety and Security Toolkit: Strengthening the Implementation of HIV Programs for and with Key Populations* (Figure 1). Additional information on the full toolkit, including the methodology by which it was developed, definitions of specific terms, and recommendations for using the three tools together can be found in the [Introduction to the toolkit](#).

The questions included in the checklists align with the promising safety and security practices presented in *Tool 1: Review of Issues, Promising Practices, and Recommendations* and are taken from several resources¹ that are described in more detail in the *Annotated Bibliography*. Additionally, both Tool 1 and Tool 3 contain practices and resources that implementers might consider using based on the gaps they identify through completing the checklists. It is important to remember that there is no one-size-fits-all approach to mitigating and responding to safety and security challenges. This tool is designed to help program implementers create, adapt, and implement policies and procedures that meet the specific needs of their diverse contexts.

FIGURE 1: The three tools of the *Safety and Security Toolkit*

<p>TOOL 1: Review</p>	<p>This report describes safety and security challenges faced by key population programs, details the impact of such challenges on the HIV response, and identifies promising practices and makes recommendations to help mitigate and respond effectively to safety and security challenges in programs for and with key populations.</p>
<p>TOOL 2: Checklists</p>	<p>These three practical checklists help program implementers systematically explore and make plans to respond to the safety and security needs of their organizations, of individuals who work for the organizations, and in the physical locations where they operate.</p>
<p>TOOL 3: Annotated Bibliography</p>	<p>This list of resources (e.g., case studies, policies, trainings, and guidelines) is organized by key population group. Each resource includes the year of publication, geographic scope, description of the relevant content, and information on how the resource can be accessed. The document includes summary remarks on the state of currently available resources and makes recommendations for needed investments.</p>

Tool 2 includes three checklists to explore safety and security challenges at three levels:

- 1: Checklist for organizations – groups of people working together toward a common goal
- 2: Checklist for individuals – workers, paid and unpaid, associated with an organization

3: Checklist for workplaces – the physical locations where work is taking place

It also includes short instructions on using the checklists, as well as scenarios to test and strengthen your efforts to address safety and security.

¹Key resources that informed the checklists include *How to Plan for Safety and Security When Implementing Activities with Key Populations*, International HIV/AIDS Alliance, 2014; *Safety and Security Action Planning Workshop: Haiti*, LINKAGES, PEPFAR and USAID, 2017; *Positive Vibes: Safety and Security Guidelines (Draft)*, Positive Vibes, 2016; and *Community Led Crisis Response Systems: A Handbook Based on the Experiences of the Avahan India AIDS Initiative*, Avahan India AIDS Initiative and the Bill and Melinda Gates Foundation, 2013

How to use the checklists

These checklists aim to be user-friendly, posing straightforward questions to support you in planning and implementing actions to improve attention to safety and security in the implementation of HIV programs for and with key populations. The tool is designed to complement, not replace, organizations' more detailed strategies and policies on areas such as security, risk management, and protection to ensure that the full range of safety and security issues is addressed.

Identifying needs and opportunities in advance

Conducting a safety and security needs assessment before implementing Tool 2 is recommended.

This might involve hiring an expert to brief your organization on the pressing safety concerns that pose a risk for your program or staff. The assessment may include a review of relevant details of the criminal law and examples of how others from your community have responded to those laws; contact information of local allies within the police and other law enforcement agencies who may be able to assist your group; any hot spots where the prevailing social attitudes are particularly hostile and might jeopardize outreach; and a mapping of recent violence in your area that could be linked to threats to you and your program or organization.

Completing the checklists

The key workers involved in reviewing the checklists and implementing activities in response to identified gaps are the members of a safety and security management team. If no such team exists, the first step in this process is to form one (Figure 2).

FIGURE 2: Safety and security management team

MEMBERS

The size and composition of this team will vary depending on the size of your organization. Each organization should identify a **safety and security focal point**—someone who coordinates the organizational response, who has been trained in safety and security, and who updates colleagues on internal safety and security policies.

Ideally, the safety and security management team should include:

- Safety and security focal point
- One person from senior management
- One or two staff from different levels in the organization

RESPONSIBILITIES

Beyond the completion of the checklists, the duties of the safety and security management team should include making strategic decisions about, developing procedures for, and coordinating the implementation of safety and security policies.

Once the team is formed, you should collectively agree on when you will use the checklists. The checklists can be used regularly, as part of routine safety and security planning in your organization or program. For example, you could review the checklists every six months at a meeting of the safety and security management team. They can also be used when a specific safety and security incident occurs to help you systematically think about options for mitigating future harms.

Whenever the checklists are used, they should be completed in a safe and secure space where it is possible to speak openly. Because Tool 2 is designed to inform policies and procedures governing activities at all locations where program design, implementation, and monitoring occurs, the safety and security team should visit those sites to better understand the unique needs in different settings.

Addressing identified gaps

When you complete the checklists, you will identify safety and security strengths and weaknesses.

When you identify a weakness, or gap, you have two immediate options within the toolkit. Looking at the row in which you identified a gap, refer to the column on the far-left to determine the type(s) of safety and security responses that could address this gap. You can then use this information to refer back to the relevant portion of the review (Tool 1). Or, you can look at the annotated bibliography (Tool 3) to identify resources that directly address the gap you have identified. Alternatively, or concurrently, you could share the gap(s) you have identified with other implementers working in your area, as they may have already developed strategies or tools that meet your needs.

Once you know the strategies or resources that could help you address any gaps, you may find that you need additional funding—for example, to implement a safety and security training, to hire an expert to help you develop and implement safety and security policies, or to create an emergency response fund that can be drawn on in the case of a safety and security incident. While it is possible to address many safety and security challenges without additional funding, raising and appropriately allocating resources may be an important role for the safety and security management team. This could include advocating to donors about the importance of safety and security and ensuring that all grant proposals include a budget line for safety and security.

One low- or no-cost way to address identified gaps, particularly as they relate to making services available to victims of violence, is through referral.

Some questions in the checklists discuss services that could be needed after a safety and security incident (e.g., psychosocial counseling/support, medical care, or legal assistance). Whenever such service gaps are noted, consider what services your organization can provide and when it is more appropriate and sustainable to rely on the expertise of trusted partners.

Considerations throughout the process: communication, confidentiality, and review

It is important that the safety and security management team communicates consistently with and has opportunities to receive feedback and questions from other workers at the organization. While the team's communication is not limited to this activity, in regards to Tool 2, the team should share the results from completing the checklists, next steps to address gaps, and any updated information—such as changes to emergency procedures or the contact information for the safety and security focal point—as it becomes available.

When communicating with others working within the program or to external audiences about cases of violence, including when using this information to complete the checklists, respect confidentiality by keeping identifying information as private as possible. The principle of “do no harm” should be at the center of (1) all decisions regarding what, how much, and with whom information about specific incidents should be shared and (2) the actions taken both when completing the checklists and whenever supporting victims of violence.

As with any tool, the checklists' usefulness will be determined by how they are used. Each time the safety and security management team uses the checklists, include time to discuss the tool itself. Update and revise as needed to best fit your needs and your local context. After a specific incident where safety and security have been violated, review the tool to see how it could be strengthened to help prevent or respond to a similar incident in the future. The safety and security focal point (Figure 2) may lead these efforts.

Checklists

1: CHECKLIST FOR ORGANIZATIONS

"Organizations" refers to groups of people who are working together for a common cause. This checklist is useful for organizations that are formally registered as well as those that are considering registration and/or are operating as informal networks.

Type of response to safety and security challenges ⁱⁱ	Do we have the following in place?	Yes	No
1: Prevention and planning	1. Results from a mapping exercise and/or needs assessment that inform our planning for safety and security?		
1: Prevention and planning	2. An organizational safety and security policy?		
1: Prevention and planning	3. An anonymous reporting system to cover fraud, abuse, and violence in the workplace?		
1: Prevention and planning	4. A policy to protect whistle-blowers? <i>This means a policy in place that assures the protection of all workers so that they can report cases where ethical standards have been disregarded, or safety and security breaches have been witnessed in the workplace, without fear of retaliation.</i>		
1: Prevention and planning 2: Immediate response 3: Longer-term response	5. An understanding of our organizational safety and security policy among all relevant workers (e.g., in terms of what it is, what it covers, and how it can be used)?		
2: Immediate response	6. An emergency response plan outlining the actions to be taken in the case of an urgent safety and security incident (e.g., a telephone tree, a safe meeting place identified)?		
2: Immediate response	7. An understanding among relevant workers of their own—and others'—roles and responsibilities for operationalizing our emergency response plan?		
1: Prevention and planning	8. A clear decision-making process for different types of safety and security issues and situations (e.g., with attention to who is consulted and who makes final decisions)?		
1: Prevention and planning 2: Immediate response 3: Longer-term response	9. An organizational safety and security focal point person (e.g., someone who is the coordinator of the organizational response, who has been trained in safety and security, and who updates colleagues on policies)?		
1: Prevention and planning	10. A standing agenda item for organizational meetings that enables safety and security updates and discussions?		
1: Prevention and planning	11. A budget for ongoing work on safety and security (i.e., to roll out the organizational safety and security policy, such as through training workers or increasing office security)?		
2: Immediate response	12. A budget to address urgent safety and security incidents (i.e., to implement the emergency response plan, such as through covering emergency medical costs and providing a safe house)?		

ⁱⁱ"Type of response" refers to the three types of response to safety and security challenges identified and explained in detail in *Tool 1: Review of Issues, Promising Practices, and Recommendations*. The three types are 1: prevention and planning; 2: immediate response; and 3: longer-term response.

1: CHECKLIST FOR ORGANIZATIONS (CONTINUED)			
Type of response to safety and security challenges	Do we have the following in place?	Yes	No
1: Prevention and planning	13. An understanding among relevant workers of how to access the budgets (e.g., in terms of who has authorization)?		
3: Longer-term response	14. A working relationship with a lawyer or law firm that, as required, can provide legal help to our organization in relation to safety and security?		
3: Longer-term response	15. A working relationship with key external stakeholders (e.g., the police and community leaders) who can support our organization in relation to safety and security?		
1: Prevention and planning	16. Integration of safety and security issues into our organization's human resources policies (e.g., on health insurance) and processes (e.g., for orientation of new workers)?		
2: Immediate response	17. Systems for workers to document the details of safety and security incidents that occur (e.g., through log books and a database)?		
2: Immediate response	18. Clear referral pathways for health services (e.g., for injuries, for psychosocial counseling/support, for any other medical needs) after a safety or security breach has occurred?		
1: Prevention and planning	19. A designated spokesperson prepared to speak to the media who is known by other workers who can refer to him/her?		
3: Longer-term response	20. A clear pathway for communicating with regional and international stakeholders to keep them informed about safety and security challenges and request their support if/when desired?		
	21. Any additional points? <i>Add your own.</i>		

2: CHECKLIST FOR INDIVIDUALS

“Individuals” refers to workers, for whom an organization has a duty of care to protect their safety and security. While policies and procedures should also provide for the safety and security of clients or service users when visiting or engaging with an organization, these are beyond the scope of this checklist.

Type of response to safety and security challenges	Do we have the following in place?	Yes	No
1: Prevention and planning	1. Guidelines for specific types of workers – such as outreach workers and peer educators – outlining their roles and responsibilities and sources of support in relation to safety and security?		
1: Prevention and planning	2. Training for workers (e.g., covering first aid and nonaggressive communication) to support them to prepare for and respond to safety and security challenges?		
1: Prevention and planning 2: Immediate response 3: Longer-term response	3. A range of support for workers (e.g., counseling, workers' meetings) to enable them to share their experiences, concerns, and ideas about safety and security?		
1: Prevention and planning	4. A consistent and noncontroversial message for all workers to use to explain their work (e.g., to the police or community leaders)?		

2: CHECKLIST FOR INDIVIDUALS (CONTINUED)			
Type of response to safety and security challenges	Do we have the following in place?	Yes	No
1: Prevention and planning	5. A system to ensure that there are safe routes for all workers to the office and outreach activities?		
1: Prevention and planning	6. Communication systems for workers to keep in touch on an on-going basis (e.g., through a WhatsApp group) and in an emergency (e.g., through a phone tree)?		
1: Prevention and planning	7. Protocols for managers to track workers (e.g., addressing how regularly to check in and confirm return from an activity)?		
2: Immediate response	8. Up-to-date lists of friendly contacts (e.g., among the police, public health professionals, and community leaders) who can provide support in an emergency?		
2: Immediate response 3: Longer-term response	9. Safe havens identified (e.g., in communities where outreach occurs) where workers can go in case of threat?		
1: Prevention and planning	10. Information materials (e.g., ID cards and “know your rights” cards) to support workers?		
	11. Any additional points? <i>Add your own.</i>		

3: CHECKLIST FOR WORKPLACES

A “workplace” is a physical location, including places such as an office, an outreach site, or a drop-in center.			
Type of response to safety and security challenges	Do we have the following in place?	Yes	No
1: Prevention and planning	1. Results from a mapping exercise or needs assessment that identified security and safety vulnerabilities at our workplaces?		
1: Prevention and planning	2. A system to assess, plan, and implement appropriate physical security for our work place (e.g., security guard, alarms, cameras)? <i>If using cameras, hidden or visible, be sure to consider confidentiality and authorization to access footage.</i>		
1: Prevention and planning	3. A clear admission procedure to monitor workers, volunteers, and visitors entering and leaving our workplace?		
1: Prevention and planning	4. A process to verify identity that is respectful of gender identity, that can enable self-disclosure, and can honor gender identity during a visit?		
1: Prevention and planning	5. A system to record communication in the workplace, such as a telephone/visitors log of people getting in touch?		
2: Immediate response 3: Longer-term response	6. A system to track disruptive behavior and identify if or when previously disruptive visitors return?		

3: CHECKLIST FOR WORKPLACES (CONTINUED)			
Type of response to safety and security challenges	Do we have the following in place?	Yes	No
1: Prevention and planning	7. Risks identified relating to communication materials (e.g., posters and leaflets) displayed publicly and awareness of any risks they might bring (e.g., in the case of a police raid)?		
1: Prevention and planning	8. A policy to help identify if or when unauthorized access to files has taken place or if materials have been tampered with (e.g., a clean desk policy ⁱⁱⁱ)?		
1: Prevention and planning	9. Measures to protect physical information in the work place (e.g., locked filing cabinets, anonymous codes for client files)?		
1: Prevention and planning	10. Measures to protect electronic data (e.g., back-up system, encryption of files) and procedures in place to prevent hacking?		
2: Immediate response 3: Longer-term response	11. Procedures in place to destroy files/data if required?		
2: Immediate response	12. A procedure for first-line response to a safety or security incident at the workplace and roles and responsibilities clearly communicated with all workers (e.g., who to contact and steps to be taken)?		
1: Prevention and planning	13. Clear exit and client flow signage at the workplace, to guide the movement of visitors and to mark areas that are restricted access for workers only?		
1: Prevention and planning	14. Bathrooms that are safe and gender neutral, for everyone to use?		
1: Prevention and planning	15. Rules or a code of conduct in place about appropriate behavior for workers and visitors at the workplace?		
1: Prevention and planning	16. Organizational registration information (if registered) clearly visible (e.g., displayed on a wall, printed on sign-in sheets)?		
1: Prevention and planning	17. A system to assess and plan the location of workplaces to mitigate potential risk for workers?		
1: Prevention and planning	18. Guidelines or protocols for social media and internet representation of the workplace (e.g., taking of photos and tagging the location of the workplace online by clients and workers)?		
	19. Any additional points? <i>Add your own.</i>		

ⁱⁱⁱA clean desk policy dictates how workers must leave their desks at the end of the day, often requiring that they clear their desks of all papers. These policies are thought to reduce the risk of information theft, fraud, and security breaches that can occur because sensitive information is left unattended and visible.

Scenarios to test existing responses to safety and security

The following scenarios were designed for the safety and security management team to discuss. They aim to test and strengthen your work related to safety and security at all three levels addressed by the checklists and help you determine if your policies and procedures are “fit for purpose.”

After completing the checklists, which only allow you to respond “yes” or “no,” you may find it useful to talk through each of these scenarios to determine to a greater degree whether the policies and procedures you have in place are sufficient to manage each of these cases. For example, discussing scenario #1 under “for organizations” may help you realize that your emergency response plan still needs to be strengthened, even if you answered “yes” to question 6 (Do you have an emergency response plan outlining the actions to be taken in the case of an urgent safety and security incident?) on the “for organizations” checklist above. You may also want to add your own scenarios for discussion, based on what has been happening in and around your community.

Your answers to these scenarios can also help you think concretely about content to include in any new safety and security policies and procedures that the checklists helped you determine are needed. Identifying gaps in this way may also help you focus on specific promising practices in *Tool 1: Review of Issues, Promising Practices, and Recommendations* or specific materials in *Tool 3: Annotated Bibliography*.

For organizations: Ask yourselves ‘What would we do as an organization if ...?’ in each of the following examples:

1. The local safety and security situation suddenly gets much worse, with daily reports of verbal/

physical abuse against key populations involved in our HIV program?

2. Two security incidents happen at the same time—one affecting our director, one a volunteer peer educator—and both need us to implement our emergency response plan?
3. We have to use a large amount of our budget to address urgent safety and security needs (e.g., security for the office, software to protect online files), and we do not have sufficient funding to meet our original targets?
4. A worker reports that he or she has been harassed by another worker?
5. *Develop your own scenario, based on what happens in your context.*

For individuals: Ask yourselves ‘What would I do if ...?’ in each of the following examples:

1. As an outreach worker, I am arrested by the police, my ID is taken, and the police will not say where I am being held?
2. After an HIV outreach activity among a key population community, a client posts photos of the outreach workers and community members on Facebook and tags them?
3. A manager receives a call from a volunteer peer educator, saying that she doesn’t know where she is and has been beaten up, and then her phone turns off?
4. I am arrested or detained by the police and questioned about the work of the organization?
5. I am doing outreach and my intuition says that I am walking into a dangerous situation, but I feel responsible to keep going because people are waiting for services?
6. *Develop your own scenario, based on what happens in your context.*

For workplaces: Ask yourselves 'What would we do in our workplace if ...?' in each of the following examples:

1. Our office is raided by the police and they take all our files and computers?
2. A hostile article about our organization is printed in the newspaper and gives the address of our office?
3. A program officer is working alone in the office one evening and hears a group of people outside shouting aggressively?
4. The first person arriving to the office in the morning notices files out of place and suspects that there has been a break-in?
5. One of the workers is physically assaulted on the way to providing outreach services?
6. *Develop your own scenario, based on what happens in your context.*



Tool 3: Annotated Bibliography of Resources to Address Safety and Security Challenges within the Implementation of HIV Programs for and with Key Populations



Purpose and content of Tool 3

This *Annotated Bibliography* presents a range of practical resources— such as case studies, policies, and guidelines—relating to safety and security within the implementation of HIV programs for and with key populations. They are divided into five sections, with the first including resources that are not specific to any one key population.

- Key general resources
- Men who have sex with men
- People who inject drugs
- Sex workers
- Transgender people

In addition to cataloging and describing relevant resources, this tool reviews the state of currently

available resources and makes recommendations for needed investments in this area. It is designed primarily for program implementers seeking safety and security resources and is Tool 3 of the three-part *Safety and Security Toolkit: Strengthening the Implementation of HIV Programs for and with Key Populations* (Figure 1). Additional information on the full toolkit, including the methodology by which it was developed, definitions of specific terms, and recommendations for using the three tools together can be found in the [Introduction to the toolkit](#).

FIGURE 1: The three tools of the *Safety and Security Toolkit*

<p>TOOL 1: Review</p>	<p>This report describes safety and security challenges faced by key population programs, details the impact of such challenges on the HIV response, and identifies promising practices and makes recommendations to help mitigate and respond effectively to safety and security challenges in programs for and with key populations.</p>
<p>TOOL 2: Checklists</p>	<p>These three practical checklists help program implementers systematically explore and make plans to respond to the safety and security needs of their organizations, of individuals who work for the organizations, and in the physical locations where they operate.</p>
<p>TOOL 3: Annotated Bibliography</p>	<p>This list of resources (e.g., case studies, policies, trainings, and guidelines) is organized by key population group. Each resource includes the year of publication, geographic scope, description of the relevant content, and information on how the resource can be accessed. The document includes summary remarks on the state of currently available resources and makes recommendations for needed investments.</p>

Overview of resources

The process of compiling this *Annotated Bibliography* identified a number of issues about the scale and nature of available resources. These include that:

- **Resources specific to safety and security challenges within the implementation of HIV programs for and with key populations are inadequate.** While there are many resources (such as reports and guides) that address violence against key population communities, there are relatively few that focus on the safety and security challenges experienced by people and organizations implementing HIV programs for and with such groups. There are even fewer that provide practical guidance.
- **Many important experiences and strategies remain undocumented or unpublished.** While many key population organizations in East Africa and beyond face safety and security challenges on a day-to-day basis, their experiences and responses are often undocumented (remaining “in people’s heads”) or unpublished (being in internal or draft form rather than a format that can be easily shared with other organizations).
- **Existing resources provide an important knowledge bank.** While limited in number, the existing resources on addressing safety and security serve as a vital knowledge bank of real-life experiences, strategies, and lessons. They are an invaluable source that can be shared, adapted, and replicated by others, including in the East Africa region.
- **A large proportion of the identified existing resources address LGBTI people.** In order to acknowledge and avoid the conflation of men who have sex with men and transgender women, resources for LGBTI people appear under key general resources with other resources that describe safety and security approaches for more than one key population.
- **Some of the more generic existing tools require adaptation to maximize their use.** Some of the resources identified through the desk review and call for inputs do not, strictly speaking, respond to the specific remit of this project. For example, they address safety and security for “human rights defenders” (as opposed to HIV program implementers) or provide case studies (as opposed to practical tools). However, they present significant potential—in terms of extrapolating the strategies and lessons that they share and applying them to the staff involved in HIV programs for and with key populations.

Annotated bibliography

1. KEY GENERAL RESOURCES

1.1. HOW TO PLAN FOR SAFETY AND SECURITY WHEN IMPLEMENTING ACTIVITIES WITH KEY POPULATIONS		
Organization: International HIV/AIDS Alliance	Year: 2014	Scope: Global
<p>Description: Eight-page guidance on planning for safety and security in the implementation of HIV activities with key populations in hostile environments. Has sections on:</p> <ul style="list-style-type: none"> Practical steps for organizations, such as nominating a safety and security point person, making a phone tree of all staff and volunteers, issuing ID cards to all staff and volunteers, mapping where you work and the closest safe zones, having safety discussions during staff meetings, and logging incidents. Gives specific advice for contexts where the risk threshold is high, such as setting up a rapid response team, installing alarms or security guards, and identifying safe houses. Additional steps for individuals, that address safety in the office (e.g., being aware of journey routes, being clear about safety measures, and encrypting sensitive data) and in the field (e.g., ensuring that your mobile phone is fully charged, traveling in pairs, and identifying a safe haven). Useful tools, providing an organizational checklist of safety and security measures and tools to have in place an exercise on “What would you do if ...?” to think through and practice safety and security scenarios 		
Access: rapidresponsefund@aidsalliance.org		

1.2. KEY POPULATION IMPLEMENTATION GUIDE		
Organization: U.S. Agency for International Development (USAID), Linkages Across the Continuum of HIV Services for Key Populations Affected by HIV (LINKAGES), U.S. President’s Emergency Plan for AIDS Relief (PEPFAR), and FHI 360	Year: 2017	Scope: Global
<p>Description: Guide (72-page) for the implementation of HIV programs for key populations within the LINKAGES initiative. Addresses relevant aspects of safety and security within all seven program areas and their supporting program elements. Particular emphasis in <i>Program Area 3: Structural interventions</i>.</p> <ul style="list-style-type: none"> <i>Element 3.1. Establish a system to respond to incidents of violence, abuse, harassment, and discrimination against key population members</i>—providing 17-step guidance on how to establish and run a crisis response system, with the guidance supported by references to useful resources and notes on key points. Examples of steps include “1. Discuss the different forms of crisis response with key population members, and assess whether existing mechanisms in the community might serve as a basis for organizing more formal responses to crises” and “2. Help the key population community understand that violence is not an acceptable norm, and that they deserve protection from violence as a matter of human and civil rights.” <i>Element 3.2. Identify, design, and implement strategies for violence prevention with the key population community and with power holders</i>—providing 13-step guidance supported by references to resources and notes on key points. Examples of steps include “1. Ask key population members whether they have found ways to prevent violence, and determine whether these strategies can be systematically extended to protect and empower more of the key population community through contacts between peer outreach workers and key population members; informal or formal group meetings at the drop-in center; organized workshops and trainings; and training of the program staff and other service providers” and “2. Use existing structures at the county or district level (like technical working groups for key population members) in advocacy efforts to address violence against key populations.” 		
Access: https://www.fhi360.org/sites/default/files/media/documents/resource-linkages-implementation-guide.pdf		

1.3. MY SECURITY COMPANION		
Organization: Defenders Protection Initiative	Year: -	Scope: Global
<p>Description: Ten-page guide for human rights defenders on addressing safety and security within their work and personal lives. Provides summaries of key tips on:</p> <ul style="list-style-type: none"> • “Security begins with you” (e.g., determine the likelihood and impact of a threat) • ICT (information and communication technology) security (e.g., enable two-step verification on mobile devices) 		
<p>Access: admin@defendersprotection.org</p>		

1.4. SAFETY AND SECURITY ACTION PLANNING WORKSHOP: HAITI		
Organization: Linkages Across the Continuum of HIV Services for Key Populations Affected by HIV (LINKAGES), U.S. President’s Emergency Plan for AIDS Relief (PEPFAR), and U.S. Agency for International Development (USAID)	Year: 2017	Scope: Haiti
<p>Description: PowerPoint presentation (84 slides)* sharing the results of a rapid assessment of the safety and security situation for key populations in Haiti, within the context of HIV programs. Addresses safety and security at the levels of site/facility, individual, program, and systems. Provides eight recommendations, many supported by tips and tools for putting them into practice.</p> <p>Recommendation 1: Take steps to improve on-site (facility-level) security. Tools include:</p> <ul style="list-style-type: none"> • Tips to improve on-site security • Template to assess on-site security (listing minimum standards and assessing gaps/improvements to be made) <p>Recommendation 2: Establish safety/security protocols for on-site and outreach activities. Tools include:</p> <ul style="list-style-type: none"> • Six steps to establish safety and security protocols • Guidance on what should be written in a safety and security protocol • Safety tips for outreach workers • Role plays of safety and security scenarios <p>Recommendation 3: Establish crisis response system so key populations have immediate access to support. Tools include:</p> <ul style="list-style-type: none"> • Three minimum steps for establishing a crisis response system • Examples of materials to publicize a crisis response system <p>Recommendation 4: Build knowledge among key populations about their human/legal rights, violence, safety tips, and how to seek help. Tools include:</p> <ul style="list-style-type: none"> • Safety tips for key population community members 		
<ul style="list-style-type: none"> • Security and free time (e.g., keep in mind that your private relations may affect your security) • Travel security (e.g., inform and always update someone of your whereabouts) • “Who I run to” (e.g., national/local human rights organizations) <p>Recommendation 5: Train outreach workers to ask key populations about violence and provide first-line support</p> <p>Recommendation 6: Sensitize brothel owners and engage them as allies in protecting key populations</p> <p>Recommendation 7: Establish referral networks (health, psychosocial, and legal services). Tools include:</p> <ul style="list-style-type: none"> • Framework for a referral network • Activity to map resources in a referral network, including examples of maps produced in workshops • Steps to establish and maintain an effective referral network • Example of a printed referral network <p>Recommendation 8: Sensitize and train police as allies in protecting key populations’ rights. Tools include:</p> <ul style="list-style-type: none"> • Practical tips for working with the police at national/state, field, and hot spot level • Topics to address training for the police 		
<p>* Presentation summarizes information and recommendations provided in more detail in <i>Safety/Security Rapid Assessment Report: LINKAGES Haiti</i>, Kim Dixon, LINKAGES, 2017.</p>		
<p>Access: rdayton@fhi360.org</p>		

1.5. POSITIVE VIBES: SAFETY AND SECURITY GUIDELINES (DRAFT) + SAFE TO BE ME THE POSITIVE VIBES POLICY ON SAFETY AND SECURITY: FROM CONCEPTION TO FRUITION		
Organization: Positive Vibes	Year: 2016	Scope: Southern and East Africa
<p>Description: Seven-page organizational guidelines, plus 11-page case study about development of an organizational policy on safety and security within programming for key populations.</p> <p><i>Positive Vibes: Safety and Security Guidelines (Draft)</i>—responding to different types of threats (e.g., crime, sexual violence, public disturbance). Addresses:</p> <ul style="list-style-type: none"> • Precautions for staff and volunteers to take (e.g., providing supervisor with an itinerary, having valid identification) • What to do if an incident occurs (e.g., communicate with emergency contact person, follow organizational procedures for cases of injury or arrest) • Management coordination of safety and security • Recommendations to partner organizations—both general (e.g., nominate security personnel) and in contexts of high risk (e.g., establish rapid response team) • Safety of documentation • Safety of participants 		
<p>Provides organizational checklists asking key questions to address safety and security in relation to:</p> <ul style="list-style-type: none"> • Programmatic activities/events (e.g., “Have we nominated a security point person?” and “Do we have a working relationship with a lawyer, law firm, or AIDS Legal Network for advice or support when required in the particular country?”) • Scenario planning (e.g., “What happens if an angry government official turns up at your office or event?” and “What happens if your outreach worker is arrested?”) <p><i>Safe To Be Me – The Positive Vibes Policy on Safety and Security: From Conception to Fruition</i>—describing the context to the policy (in countries such as Tanzania and Uganda) and the process used to develop and share it (internally and externally). Outlines how the policy is based on proactive risk analysis, an increased focus on preparation/capacity strengthening, and shared reasonability. Emphasizes the role of the senior management team and the steps involved in stakeholder management. Lists the policy’s practical steps for precautions and guidelines for programmatic activities/ events and scenario planning. Also lists strategies to address the wider context of safety and security threats (e.g., building relations with the police, engaging with progressive religious organizations).</p>		
Access: info@positivevibes.org		

1.6. PRE-ASSESSMENT OF SAFETY AND SECURITY THREAT TEMPLATE / POST-ASSESSMENT OF SAFETY AND SECURITY THREAT TEMPLATE AND SECURITY GUIDELINES / PROPOSED EVIDENCE-BASED SECURITY FLOW CHART		
Organization: Positive Vibes	Year: -	Scope: Southern and East Africa
<p>Description: Templates/guidelines/flow chart to conduct safety and security-related processes to support HIV programming with key populations:</p> <ul style="list-style-type: none"> • Pre-assessment of safety and security threats—to forecast safety and security threats and identify a response 		
<ul style="list-style-type: none"> • Post-assessment of safety and security threats—to document threats that occurred, responses made, outcomes seen, and lessons learned • Assessment of security at a location—to assess the context-specific threats and support decision-making about appropriate locations 		
Access: info@positivevibes.org		

1.7. HOLISTIC SECURITY: A STRATEGY MANUAL FOR HUMAN RIGHTS DEFENDERS + HOLISTIC SECURITY: TRAINERS MANUAL		
Organization: Tactical Technology Collective	Year: 2016	Scope: Global
<p>Description: Manual (94-page)—plus 107-page trainers' guide—to support human rights defenders to maintain their well-being in action through a holistic approach that integrates physical, psychosocial, and digital security. Strategy manual is divided into three parts:</p> <p>Part 1: Prepare—addressing people's individual strategies for health and well-being, personal beliefs, sources of resilience, and instinctive responses to threat and danger. Provides subsections on:</p> <ul style="list-style-type: none"> • What is holistic security for human rights defenders? — including models for understanding holistic security and activities to reflect on existing security protections, and understanding how traumatic experiences affect our perceptions • Individual responses to threats—including outlining the different types of individual responses to threats and providing an activity on self-awareness within recognizing and reacting to threats • Inner beliefs and values • Team and peer responses to threats • Communicating about security within teams and organizations—including creating space for discussion by building trust within teams, regularly scheduling talks about security, and fostering a culture of nonviolent communication <p>Part 2: Explore—providing a series of steps to analyze the sociopolitical context and draw conclusions about threats that may arise. Has subsections on:</p> <ul style="list-style-type: none"> • Overall framework for context analysis • Situation monitoring and analysis—including activities on situational monitoring and mapping actors • Vision, strategy, and actors • Understanding and cataloging our information—including an activity on mapping information ecosystems • Security indicators—including an activity on identifying security indicators in your life and developing a stress-level table • Identifying and analyzing threats—including activities on threat brainstorming, reflection on perceiving threat, and threat inventory <p>Part 3: Strategize—working on the identified threats to create security strategies and develop plans and agreements to maintain well-being in action. Subsections on:</p> <ul style="list-style-type: none"> • Analyzing our responses to threats • Building new approaches to security • Creating security plans and agreements • Security in groups and organizations • Improving the positive impact of your security measures and reducing possible impact: the do-no-harm approach <p>Trainers' manual starts by outlining good practice facilitation skills (e.g., with a checklist for creating a safe space), then provides a series of sessions and participatory activities based on the contents of the strategy manual.</p>		
<p>Access: https://holistic-security.tacticaltech.org/ckeditor_assets/attachments/39/hs_complete_hires.pdf and https://holistic-security.tacticaltech.org/ckeditor_assets/attachments/60/holisticsecurity_trainersmanual.pdf</p>		

1.8. SECURITY TO GO: A RISK MANAGEMENT TOOLKIT FOR HUMANITARIAN AID AGENCIES		
Organization: European Inter-Agency Security Forum	Year: 2017	Scope: Global
<p>Description: Toolkit (69-page) to support international and national organizations (nonsecurity experts) to quickly set up basic safety, security, and risk management systems in new contexts or rapid onset emergency situations, in particular in environments where the risk levels have changed due to human or natural causes. Provides sections on:</p> <p>• Planning and preparedness, with subsections on:</p> <ul style="list-style-type: none"> • Module 1: Security risk management process • Module 2: Actor mapping and context analysis • Module 3: Risk assessment tool • Module 4: Security strategies—acceptance, protection, and deterrence <ul style="list-style-type: none"> • Module 5: NGO security coordination and other sources of support • Module 6: Security plan • Module 7: Security of facilities • Module 8: Communications and information security • Module 9: Travel safety—airports, vehicles, and other means of transport • Response • Support services, with subsections on: <ul style="list-style-type: none"> • Module 10: Hibernation, relocation, and evacuation • Module 11: Medical support and evacuation • Module 12: People management 		
<p>Access: https://mhpps.net/?get=263/Security-to-go_A-Risk-Management-toolkit-for-humanitarian-Aid-Agencies3.pdf</p>		



1.9. STAND UP! SECURITY GUIDE FOR HUMAN RIGHTS DEFENDERS IN AFRICA		
Organization: Defend Defenders: East and Horn of Africa Human Rights Defenders Project	Year: 2017	Scope: Africa
<p>Description: Guide (33-page) to security management and digital safety, with practical tools and strategies for human rights defenders to better understand the opposing and supporting factors in their environment, identify their vulnerabilities, and create new capacities to respond to adversity. Divided into two books:</p> <ul style="list-style-type: none"> • <i>Book One</i> covers personal, physical, and organizational security planning, with sections on: <ul style="list-style-type: none"> • Concepts, including defining key terms, understanding why security matters, and outlining the key steps for security management • Context analysis, including identifying key factors to consider • Security incidents, including examples of incidents and ways to respond • Threat analysis, including defining threat • Risk assessment, including defining risk, outlining the steps in risk assessment, and understanding the factors that contribute to risk • Security planning, including what a security plan is, how to develop and implement a plan, and practical ways to put safety measures in place • Protection measures, including national, global, and regional commitments • <i>Book Two</i> covers digital security for devices, accounts, and communications, addressing risk assessment, basic device security, security of data on devices, security of data moving through networks, account security, and mobile security. 		
Access: https://www.defenddefenders.org/wp-content/uploads/2017/04/StandUp.pdf		
1.10. DEFENDING HUMAN RIGHTS: A RESOURCE BOOK FOR HUMAN RIGHTS DEFENDERS: SECOND EDITION		
Organization: East and Horn of Africa Human Rights Defenders Project	Year: 2012	Scope: East and Horn of Africa
<p>Description: Resource book (77-page) for human rights defenders providing theoretical frameworks on international and regional protective instruments, a field security approach, trauma and coping strategies, advocacy for human rights, and social media campaigning. Chapter 6 specifically addresses safety and security issues for sexual minorities.</p>		
Access: https://www.defenddefenders.org/wp-content/uploads/2011/07/EHAHRPD_Resource_book_ENG.pdf		

1.11. NEW PROTECTION MANUAL FOR HUMAN RIGHTS DEFENDERS + GUIDE FOR FACILITATORS FOR THE NEW PROTECTION MANUAL FOR HUMAN RIGHTS DEFENDERS		
Organization: Protection International	Year: 2009	Scope: Global
<p>Description: Manual (215-page) and facilitators' guide (126-page) providing detailed guidance for human rights defenders. Manual is divided into two parts:</p> <p><i>Part 1: Risk, Threat Assessment and Other Tools</i></p> <p>1.1 Making informed decisions about security and protection, including:</p> <ul style="list-style-type: none"> • Force field analysis tool (to assess resisting/supporting/unknown forces) • Steps and matrix to produce a stakeholders' analysis <p>1.2 Assessing risk, including:</p> <ul style="list-style-type: none"> • Tool to calculate level of risk • Chart to assess information needed to assess vulnerabilities and capacities <p>1.3 Understanding and assessing threats, including:</p> <ul style="list-style-type: none"> • Five steps to assess a threat • Three steps to react urgently to a threat <p>1.4 Security incidents, including:</p> <ul style="list-style-type: none"> • Chart to establish the probability of direct, crime, and incidental aggression <p>1.5 Preventing and reacting to attacks</p> <p>1.6 Drawing a global security strategy</p> <p>1.7 Preparing a security plan, including:</p> <ul style="list-style-type: none"> • Steps for drafting a security plan • Items to include in a security plan <p>1.8 Improving security at work and home, including:</p> <ul style="list-style-type: none"> • Checklist for choosing a good office location • Checklist for office security • Checklist for an office security review <p>1.9 Security for women human rights defenders</p> <p>1.10 Security in armed conflict areas</p> <p>1.11 Security in communication and information technology</p> <p><i>Part 2: Organizational security</i></p> <p>2.1 Assessing organizational security performance, including:</p> <ul style="list-style-type: none"> • Security wheel to self-assess security performance <p>2.2 Making sure security rules and procedures are followed, including:</p> <ul style="list-style-type: none"> • Steps for staff to observe security rules and procedures <p>2.3 Managing organizational shift toward an improved security policy, including:</p> <ul style="list-style-type: none"> • Steps to develop a security improvement plan • Steps to take in cases of noncompliance with a security policy <p>Facilitators' guide provides step-by-step instructions for facilitating training workshops on the New Protection Manual for Human Rights Defenders.</p>		
<p>Access: http://protectioninternational.org/wp-content/uploads/2012/04/Protection-Manual-3rd-Edition.pdf and http://protectioninternational.org/wp-content/uploads/2014/04/PI-FACILITATORS-GUIDE_EN.pdf</p>		



1.12. SECURITY RISK MANAGEMENT: A BASIC GUIDE FOR SMALLER NGOS

Organization: European Interagency Security Forum	Year: 2017	Scope: Global
<p>Description: Guide (78-page) aimed at smaller NGOs as an easy-to-use security resource to help them demystify security risk management</p> <ul style="list-style-type: none"> • Fulfilling duty of care: Meeting a basic of duty of care, defining risk attitudes, establishing a security culture, and resourcing security risk management • Developing a framework: Essential building blocks of a security risk management framework and how they fit together • Governance and accountability: Creating an effective security risk management structure • Policy and principles: Developing a security policy and establishing security requirements • Operations and programs: Risk management process, security risk assessments and plans, security arrangements, and support 		
<ul style="list-style-type: none"> • Travel management and support: Determining travel risks, travel security procedures, security information and analysis, security briefings, and travel monitoring • Awareness and capacity building: e.g., security training • Incident monitoring: Incident reporting procedures, incident report forms, and incidence logging and analysis • Crisis management: Establishing a crisis management structure, crisis management plans, and assistance providers and support • Security collaboration and networks • Compliance and effectiveness monitoring: Monitoring compliance and security audit and reviews • Supporting resources 		
<p>Access: https://www.eisf.eu/library/security-risk-management-a-basic-guide-for-smaller-ngos/</p>		

1.13. HUMAN RIGHTS DEFENDERS AT HIGH RISK: SECURITY CONSIDERATIONS FOR THEIR FAMILIES AND PERSONAL LIVES

Organization: Protection International	Year: 2014	Scope: Global
<p>Description: Guide for human rights defenders (36-page) to address safety and security for themselves and their families. Outlines nine rules, supported by key points:</p> <ul style="list-style-type: none"> • Protect information (e.g., agreeing how to handle phone calls) • Record and analyze security incidents (e.g., entire family learning to gather information on suspicious incidents) • The family must know how to react to any incident (e.g., always having contacts for the fire brigade, hospital, and police) • A safe home (e.g., establishing escape routes and discussing them with your family) 		
<ul style="list-style-type: none"> • Know the environment in which we live (e.g., observing the surroundings and people when leaving the house) • Know the public and private means of transport (e.g., before you get in a car, have a look around and inside the vehicle) • Safe leisure activities (e.g., letting a trusted person know your whereabouts and expected time for returning home) • Security at mass events (e.g., checking to see who is standing at your side and if they are observing you) • Specific measures for women human rights defenders (e.g., consider options for responding to sexual assault) 		
<p>Access: https://protectioninternational.org/wp-content/uploads/2015/09/Online-NO3_HRDS-AT-HIGH-RISK_SECURITY-CONSIDERATIONS-FOR-THEIR-FAMILIES-AND-PERSONAL-LIVES-310315.pdf</p>		

1.14. WORKBOOK ON SECURITY: PRACTICAL STEPS FOR HUMAN RIGHTS DEFENDERS AT RISK		
Organization: Frontline Defenders	Year: 2011	Scope: Global
<p>Description: Guidance (109-page) for human rights defenders at risk of security threats. Contains six chapters:</p> <p><i>Chapter 1: Introduction</i></p> <p><i>Chapter 2: Assessing risk</i>—including outlining the types of risk; risk formula (risk = threats x vulnerabilities ÷ capacities), and risk matrix to assess the probability of risk</p> <p><i>Chapter 3: Analyzing threats</i>—including a case study based on five key questions to analyze threat, a list of situation awareness skills, and steps for threat reduction</p> <p><i>Chapter 4: Well-being and stress</i>—including outlining what stress is and tools for well-being</p> <p><i>Chapter 5: Creating security plans</i>—including outlining the three types of strategies (acceptance, protection, and deterrence); how to develop a personal security plan (with examples); how to develop an organizational security plan (and the steps involved); traffic light system to assess alert level; and contents of an organizational security plan</p> <p><i>Chapter 6: Understanding your context</i></p>		
<p><i>Annexes</i> provide a series of tools to support analysis and planning:</p> <ul style="list-style-type: none"> • Example of a SWOT analysis • Example of context analysis questions • Discussing risk and threat with illiterate communities • General capacities identified by human rights defenders • Checklist: Office security • Checklist: Home security • Checklist: Protection for others: clients, witnesses, survivors • Checklist: Demonstrations • Checklist: Detention/arrest/abduction/kidnap • Checklist: Assault, including sexual assault • Checklist: Traveling to rural areas • Checklist: Administrative measures • Checklist: Defamation of human rights defenders • Checklist: Computer and phone security • Surveillance technology and methodology • Overcoming resistance to security planning 		
<p>Access: https://www.frontlinedefenders.org/en/resource-publication/workbook-security-practical-steps-human-rights-defenders-risk</p>		

1.15. PROTECTION HANDBOOK FOR HUMAN RIGHTS DEFENDERS		
Organization: Frontline Defenders	Year: 2016	Scope: Global
<p>Description: Handbook (22-page) providing quick reference guidance on safety and security for human rights defenders. Addressing:</p> <ul style="list-style-type: none"> • <i>Why we should worry about the protection of human rights defenders</i> • <i>Assessing risk: threats vulnerabilities and capacities</i>—including key concepts, assessing levels of risk (according to indirect and targeted threats), steps to reduce threats (e.g., increasing perception that attackers will be caught) and coping strategies (e.g., reinforcing protective behaviors) • <i>Understanding and assessing threats</i>—including dealing with declared threats and five steps to assess a threat 		
<p>Access: https://www.frontlinedefenders.org/en/resource-publication/protection-handbook-human-rights-defenders</p>		



1.16. THE POWER TO TACKLE VIOLENCE: AVAHAN'S EXPERIENCE WITH COMMUNITY LED CRISIS RESPONSE IN INDIA

Organization: Avahan India AIDS Initiative and the Bill and Melinda Gates Foundation	Year: 2009	Scope: India
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Description: Report (40-page) documenting Avahan's experiences of working with sex workers, MSM, and transgender people to set up and implement community-led crisis response teams. Explains the background of state-condoned violence, compounded by lack of protected legal status. Includes attention to the:

- *Components of a crisis response team:* trained crisis response system members, legal support system, response protocol, infrastructure (mobile phone network and communicating about the system), monitoring and documentation system, and links with other social service providers and rights groups
- *Resources needed and members of a response team:* dispatcher (receiving calls and sending out teams to respond),

legal advocate, counselor, social worker, and data collector and reporter

- *Program's lessons learned*

Provides case studies about crisis response teams, including Karnataka Health Foundation, Bangalore—with violence affecting a peer outreach worker supporting hijra and MSM communities; and Hindustan Latex Family Planning Promotion Trust, Andhra Pradesh—with violence affecting a female outreach worker supporting sex workers.

Access: https://docs.gatesfoundation.org/documents/avahan_powertotackleviolence.pdf

1.17. COMMUNITY LED CRISIS RESPONSE SYSTEMS: A HANDBOOK BASED ON THE EXPERIENCES OF THE AVAHAN INDIA AIDS INITIATIVE

Organization: Avahan India AIDS Initiative and the Bill and Melinda Gates Foundation	Year: 2013	Scope: India
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Description: Handbook (146-page) providing practical guidance about how to set up and implement a crisis response system within HIV programs for key populations. Provides:

Section 1: General guidelines, with subsections on:

- An overview of a crisis response system, including what it is, why it matters, and what resources it requires
- Steps in creating and implementing a crisis response system:
 - Assess the need for and nature of crisis response
 - Organize the crisis response team
 - Train the team members
 - Implement crisis response
 - Report and analyze data
 - Educate the key population and the police
 - Build public acceptance and support for crisis response
 - Manage crisis response and integrate it with advocacy

Section 2: Best practices from Avahan's programs in India, with subsections on:

- The structure of crisis response
- Who should be on the team?
- What are the infrastructure expenses?
- How are team members selected?
- How long do team members serve for?
- How are team members supported?
- Legal support

- Crisis response teams and advocacy committees
- Steps in response to a crisis
- Communication system

Section 3: Documentation from Avahan's programs in India, providing practical tools and resources on:

- Position description for advocacy committee
- Position description for core advocacy group
- Hotline card
- Crisis response card
- Crisis response business card
- Hotline business cards
- Hotline posters
- Legal resources card
- Communication chain within a crisis response system
- Communication chain within a crisis response system
- Sample operational guidelines for a crisis response system
- Crisis incident report form
- Crisis incident register
- Crisis incident report form
- Crisis report card ("Pink Card") for female sex workers
- Crisis report card ("Pink Card") for MSM
- Crisis documentation form ("Green Form")
- Monthly narrative form ("Yellow Form")

Access: [https://docs.gatesfoundation.org/documents/Community%20Led%20Crisis%20Response%20\(Web\).pdf](https://docs.gatesfoundation.org/documents/Community%20Led%20Crisis%20Response%20(Web).pdf)

1.18. SERVICES UNDER SIEGE: THE IMPACT OF ANTI-LGBT VIOLENCE ON HIV PROGRAMS		
Organization: Global Forum on MSM and HIV (MSMGF)	Year: 2015	Scope: Global
<p>Description: Report (41-page) documenting the nature and impact of violence against LGBT communities throughout the world, within the context of HIV programs. Includes data on violence gathered from the 2014 Global Men's Health and Rights Survey. Outlines the:</p> <ul style="list-style-type: none"> • Categories of violence (e.g., medical, media incited, state sanctioned) 		
<ul style="list-style-type: none"> • Connection between violence and HIV • Impact on HIV service providers and organizations (illustrated by brief case studies) <p>Makes safety and security-specific recommendations to donor organizations, health institutions, and LGBT-led community-based organizations.</p>		
Access: http://msmgf.org/wp-content/uploads/2015/12/MSMGF-ViolenceBrief9_Final-120215.pdf		

1.19. ASSESSING AND MANAGING RISK: A GUIDE FOR ACTIVIST ORGANIZATIONS AND STAYING SAFE—SEXUALITY AND SOCIAL JUSTICE TOOLKIT		
Organization: Sexuality, Poverty and Law Programme, Institute of Development Studies, University of Sussex	Year: -	Scope: Global
<p>Description: Online toolkit for LGBTI activists on staying safe. Includes sections on:</p> <ul style="list-style-type: none"> • Assessing and managing risk, providing a guide based on Protection International's Protection Manual for LGBTI Defenders. Includes information and tools to: Understand your context <ul style="list-style-type: none"> • Understand your context 		
<ul style="list-style-type: none"> • Conduct a stakeholder analysis • Conduct a forcefield analysis (to understand influential forces and strategies to address them) • Staying safe, including information and tools on creating digital safe spaces (including conducting a digital risk assessment) and creating safe spaces through coalitions 		
Access: http://msmgf.org/wp-content/uploads/2015/12/MSMGF-ViolenceBrief9_Final-120215.pdf		

1.20. PROTECTION MANUAL FOR LGBTI HUMAN RIGHTS DEFENDERS		
Organization: Protection International	Year: 2010	Scope: Global
<p>Description: Manual (184-page) providing information and tools on safety and security for LGBTI communities. Includes chapters on international law and instruments to protect rights, political analysis (to inform decisions about security), risk assessment (considering threats, vulnerabilities, and capacities), organizational image, understanding threats/incidents and preventing aggression, violence against LGBTI people and defenders, psychological impact on security, communication and information technology, improving security at work/home, assessing organizational security performance, and ensuring security procedures are followed. Also includes practical guides to:</p> <ul style="list-style-type: none"> • Analyze the political and external environment (e.g., through using a "force field" tool and stakeholder matrix) 		
<ul style="list-style-type: none"> • Analyze risk at different levels (e.g., individual, organizational) • Assess threat • Define security incidents and steps to address them • Prevent and react to aggression • Develop an emergency plan for security incidents • Address computer, internet, and e-mail security • Improve security at home and in offices (e.g., through checklists) • Assess security (e.g., through using a "security wheel") • Develop and monitor a security plan 		
Access: https://protectioninternational.org/wp-content/uploads/2012/04/LGBTI_PMD_2nd_Ed_English.pdf		

1.21. TRAUMA AND VIOLENCE: FACILITATOR GUIDE		
Organization: Pehchan Programme, India HIV/AIDS Alliance	Year: 2013	Scope: India
<p>Description: Facilitator guide (36-page) for training module on trauma and violence within community systems strengthening for programming with MSM and transgender and hijra communities. Includes sections on:</p> <ul style="list-style-type: none"> • Typology and forms of violence • Impact of violence 		
<ul style="list-style-type: none"> • Violence and vulnerability to HIV • Violence and community • Strategies to address trauma and violence • Developing an action plan for your local context <p>Includes a guide to the Pehchan model of crisis response team.</p>		
Access: rapidresponsefund@aidalliance.org		

1.22. SURVEILLANCE AND COUNTER SURVEILLANCE: FOR HUMAN RIGHTS DEFENDERS AND THEIR ORGANIZATIONS

Organization: Protection International	Year: 2014	Scope: Global
<p>Description: Guide (32-page) focusing on surveillance (observing the activities of people or groups from a position of power or authority). Chapter 4 focuses on counter surveillance (checking and curtailing surveillance), including attention to:</p> <ul style="list-style-type: none"> • How to know if we are being watched • Counter-surveillance actions to detect surveillance or being followed • Counter-surveillance when coming out of the house or office • Counter-surveillance in public transport • Counter-surveillance by car • Counter-surveillance for female rights defenders • Counter-surveillance information to protect information 		
<p>Access: https://protectioninternational.org/wp-content/uploads/2015/10/Online-NO2_SURVEILLANCE-AND-COUNTER-SURVEILLANCE-FOR-HUMAN-RIGHTS-DEFENDERS-AND-THEIR-ORGANISATION-310315.pdf</p>		

1.23. SPEAKING OUT! ADVOCACY EXPERIENCES AND TOOLS FOR LGBTI ACTIVISTS IN SUB-SAHARAN AFRICA

Organization: Amnesty International	Year: 2014	Scope: Sub-Saharan Africa
<p>Description: Toolkit (68-page) to equip LGBTI activists and organizations with key concepts and tools on advocacy. Includes a section on safety and security, with attention to physical security, digital security, and self-care. Addresses safety and security issues within strategic planning for advocacy.</p>		
<p>Access: http://www.amnesty.ca/sites/amnesty/files/speaking_out.pdf</p>		

1.24. LESSONS FROM THE FRONT LINES: EFFECTIVE COMMUNITY-LED RESPONSES TO HIV AND AIDS AMONG MSM AND TRANSGENDER POPULATIONS

Organization: amFAR and Global Forum on MSM and HIV (MSMGF)	Year: -	Scope: Global
<p>Description: Twenty-eight-page report analyzing the factors (such as safe spaces) needed for effective HIV programs for MSM and transgender people. Provides case studies of successful programming that includes attention to safety and security issues, such as:</p> <ul style="list-style-type: none"> • <i>Centre for Popular Education and Human Rights, Ghana</i>—responding to abuse from the police and church activists, for example by conducting “love and trust” workshops for MSM, community theatre, and advocacy toward other CSOs working on HIV • <i>Blue Diamond, Nepal</i>—developing safe spaces to deliver HIV and other services, alongside legal rights work with law enforcement, government, and media stakeholders • <i>Bandhu Social Welfare Society, Bangladesh</i>—advocating for policy change and conducting dialogue with key stakeholders, such as the police, government, lawyers, human rights groups, and the media 		
<p>Access: http://www.amfar.org/uploadedFiles/_amfarorg/Around_the_World/Lessons-Front-Lines.pdf</p>		

1.25. TOOLS AND TACTICS FOR THE LGBTI COMMUNITY IN SUB-SAHARAN AFRICA

Organization: Security in a Box, in collaboration with Frontline Defenders and Tactical Technology Collective Sub-Saharan Africa	Year: -	Scope: Sub-Saharan Africa
<p>Description: Online guide providing step-by-step guidance to LGBTI communities on digital security for different types of phones and computers. Also provides 16 tactics guides on different aspects of digital security, such as “how to assess your digital security risk,” “destroy sensitive information,” and “keep your online communication private.”</p>		
<p>Access: https://securityinabox.org/en/lgbti-africa/</p>		

1.26. IN THE FACE OF HOSTILITY: THE IMPACT OF A NEGATIVE HUMAN RIGHTS ENVIRONMENT ON LGBT COMMUNITIES, ORGANIZATIONS AND HIV PROGRAMS		
Organization: International HIV/AIDS Alliance	Year: 2016	Scope: Global
<p>Description: Policy brief (20-page) addressing the hostile human rights environment faced by LGBT people throughout the world. The brief is based on experiences from more than 40 countries and information from the LGBT Rapid Response Fund. Describes the nature of human rights violations and their impact at different levels (individual, family, community, systems and services, and national). Describes the impact of the environment on:</p> <ul style="list-style-type: none"> LGBTI organizations, including their staff, offices, programs, advocacy, communications, partnerships, and funding Programs for health and HIV, including in terms of the seeking of services, types of services needed, safety of services, delivery of services, continuum of services, and costs and planning of services 		
<p>Access: https://www.clac.cab/portfolio-item/face-hostility-impact-negative-human-rights-environment-lgbt-communities</p>		

1.27. FROM TORMENT TO TYRANNY: ENHANCED PERSECUTION IN UGANDA FOLLOWING THE PASSAGE OF THE ANTI-HOMOSEXUALITY ACT 2014, 20 DECEMBER 2013—1 MAY 2014		
Organization: Sexual Minorities Uganda (SMUG)	Year: 2014	Scope: Uganda
<p>Description: Report (28-page) documenting the impact of the Anti-Homosexuality Act on the safety and security of LGBTI organizations and community members. Addresses reports of violence against LGBTI people; intimidation of LGBTI community; loss of property, home, or income; and psychosocial impact of the Anti-Homosexuality Act.</p>		
<p>Access: http://sexualminoritiesuganda.com/wp-content/uploads/2014/11/SMUG-From-Torment-to-Tyranny.pdf</p>		

1.28. 'AND THAT'S HOW I SURVIVED BEING KILLED': TESTIMONIES OF HUMAN RIGHTS ABUSES FROM UGANDA'S SEXUAL AND GENDER MINORITIES		
Organization: Sexual Minorities Uganda (SMUG)	Year: 2015	Scope: Uganda
<p>Description: Report (52-page) documenting 264 violations against LGBTI people from May 2014 to December 2015, after Uganda's Anti-Homosexuality Act was withdrawn.</p>		
<p>Access: http://sexualminoritiesuganda.com/wp-content/uploads/2016/04/And-Thats-How-I-Survived_Report_Final.pdf</p>		

1.29. ACCESSING U.S. EMBASSIES: A GUIDE FOR LGBT HUMAN RIGHTS DEFENDERS		
Organization: The Council for Global Equality	Year: 2012	Scope: Global
<p>Description: Forty-two-page guide for human rights defenders available in English, French, and Spanish. The guide helps individuals and NGOs operating outside the United States to “understand how U.S. embassies work; how to call on U.S. diplomats to support their human rights goals; how to access U.S. support, including both technical and financial support; and how to frame requests in ways that will appeal to strategic U.S. priorities.”</p> <p>It includes sections on:</p> <ul style="list-style-type: none"> What do U.S. embassies do in the face of human rights concerns? How do U.S. embassies offer assistance? How are U.S. embassies organized? How to ask for support? 		
<p>Access: http://www.globalequality.org/newsroom/latest-news/1-in-the-news/175-council-releases-ngo-guide-to-human-rights-</p>		



2. MEN WHO HAVE SEX WITH MEN

2.1. IMPLEMENTING COMPREHENSIVE HIV AND STI PROGRAMS WITH MEN WHO HAVE SEX WITH MEN: PRACTICAL GUIDANCE FOR COLLABORATIVE INTERVENTIONS

Organization: Global Forum on MSM and HIV (MSMGF), United Nations Programme on AIDS (UNAIDS), United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), World Health Organization (WHO), World Bank, U.S. President's Emergency Plan for AIDS Relief (PEPFAR), and U.S. Agency for International Development (USAID)

Year: 2015
Scope: Global

Description: Program guidance (the 'MSMIT', 264-page) that integrates safety and security within comprehensive HIV programming for MSM, including in:

- *Chapter 2 (Addressing Violence)*—including forms of violence, perpetrators, and types of responses (such as documenting incidents, raising awareness about rights, redress, working for legal and policy reform, and fostering police accountability). Also includes strategies to promote safety, such as crisis response teams.

- *Chapter 4 (Health Care Services Delivery)*—including how to set up and operate a safe space.
- *Chapter 5 (Using Information and Communication Technologies [ICT])*—including ICT-related safety and ethical concerns for program staff.
- *Chapter 6 (Program Management)*—including issues to consider for programming in difficult or dangerous contexts.

Access: http://www.unfpa.org/sites/default/files/pub-pdf/MSMIT_for_Web.pdf

2.2. SEXUAL HEALTH AND RIGHTS PROGRAMME TECHNICAL MEETING: NAIROBI, 5-6 OCTOBER 2015

Organization: SHARP Programme, International HIV/AIDS Alliance

Year: 2015
Scope: Global

Description: Report (50-page) of a partners' meeting of the SHARP Programme, including a day's activities focused on safety and security. Documenting the presentations and discussions relating to:

- *Session 7: Country presentations on safety and security*—with presentations from Zimbabwe (GALZ); Tanzania (SANA, TACOSODE and CHESA); Kenya (MAAYGO, KANCO, and ISHTAR); and Uganda (SMUG and IBU)
- *Session 8: Panel presentation and discussion*—focusing on presentations by Human Rights Awareness and Promotion Forum, Uganda; National Gay and Lesbian Human Rights Commission; and Defenders Protection Initiative, Uganda

- *Session 9: Planning for safety and security when implementing MSM projects*—outlining the key components of a security plan (description of the organization/project/activity; objectives of the plan; description of the possible risks; risk factors and vulnerability; risk prevention and mitigation measures) and people responsible for monitoring risk levels and updating the risk plan
- *Session 10: What lessons can we take away and share with others*

Access: rapidresponsefund@aidsalliance.org

2.3. KENYA COUNTRY PRESENTATION ON SAFETY AND SECURITY: SHARP PROGRAMME

Organization: ISHTAR, Men Against AIDS Youth Group (MAAYGO) and Kenya AIDS NGOs Consortium (KANCO)

Year: -
Scope: Kenya

PowerPoint presentation (9-slide) summarizing SHARP Uganda's experiences, responses, and lessons about safety and security issues. Examples of responses include:

- Conducting dialogue with law enforcement agencies

- Identifying safer hot spots for outreach work
- Training paralegals
- Moving organizational offices
- Introducing security guards and closed circuit television

Access: rapidresponsefund@aidsalliance.org

2.4. DAL: GUIDE ON SECURITY PLANNING

Organization: Arab Foundation for Freedoms and Equality (AFE) and M-Coalition

Year: 2015
Scope: Middle East and North Africa

Description: Guide (25-page) for MSM activists, based on real-life experiences, on how to plan for and respond to security incidents. Includes sections on:

- Political analysis
- Risk assessment
- Threat assessment

- Security in the office/home
- Security incidents analysis
- Security planning

Annex provides guidance on how to develop a security plan without professional support.

Access: (In Arabic) <http://afemena.org/m-coalition/wp-content/uploads/2016/10/DAL-manual1.pdf>

2.5. SAFETY AND SECURITY		
Organization: Sexual Health and Rights Programme (SHARP), International HIV/AIDS Alliance	Year: -	Scope: Kenya, Tanzania, Uganda, and Zimbabwe
<p>Description: Webpages describing the safety and security issues experienced and responses provided within the SHARP Programme. Includes video testimonies and case studies, such as about:</p> <ul style="list-style-type: none"> • <i>Icebreakers Uganda</i>—responding to the Anti-Homosexuality Act • <i>GALZ, Zimbabwe</i>—responding to an attack on end-of-year party <p>Includes a graphic illustrating the key factors that affect safety and security within programming for MSM, such as hostile media, homophobia, and religious intolerance.</p>		
Access: http://www.aidsalliance.org/our-impact/the-sharp-programme/safety-and-security		

2.6. SUPPORTING COMMUNITIES OF MEN WHO HAVE SEX WITH MEN IN KENYA, TANZANIA, UGANDA AND ZIMBABWE: HIGHLIGHTS OF THE THREE-YEAR SEXUAL HEALTH AND RIGHTS PROGRAMME (SHARP)		
Organization: SHARP Programme / International HIV/AIDS Alliance	Year: -	Scope: Kenya, Tanzania, Uganda, and Zimbabwe
<p>Description: Report (31-page) of the three-year SHARP programme implemented in Kenya (with ISHTAR and MAAYGO), Uganda (with SMUG and Icebreakers Uganda), Tanzania (with CHESA and SANA), and Zimbabwe (with GALZ). Includes a section sharing responses to safety and security challenges, including:</p> <ul style="list-style-type: none"> • Risk assessments • Rapid response team • Local safety networks • Practical steps to reduce security risk • Advocacy on safety and security issues • Legal support • REAct community-based human rights monitoring and response system • Sensitization programs <p>Includes case studies, such as of MAAYGO's work to sensitize local chiefs, government, and police. Analyzes lessons learned, highlighting a "safety first" approach.</p>		
Access: rapidresponsefund@aidsalliance.org		

2.7. RESPECT, PROTECT, FULFILL: BEST PRACTICES GUIDANCE IN CONDUCTING HIV RESEARCH WITH GAY, BISEXUAL, AND OTHER MEN WHO HAVE SEX WITH MEN (MSM) IN RIGHTS-CONSTRAINED ENVIRONMENTS		
Organization: The MSM Initiative—amfAR, International AIDS Vaccine Initiative (IAVI); Johns Hopkins University—Center for Public Health and Human Rights (JHU-CPHHR); and United Nations Development Program (UNDP)	Year: Revised 2015	Scope: Global
<p>Description: Guidance (35-page) on conducting HIV research among MSM, integrating attention to safety and security within the design and implementation of projects, and the roles and responsibilities of research institutions and community organizations. Includes case studies that describe conducting research in different social and legal contexts, such as the Kenya Medical Research Institute (that responded to attacks against research participants). Annex provides example questions for researchers, including to address the protection of research organizations and participants (such as "Have you developed policies for dealing with hostile/intrusive media that may blame MSM for 'spreading HIV' in a country?" and "Have you ensured safe storage of any data that would link participants' sexual orientation information or behavioral practices?").</p>		
Access: http://www.amfar.org/uploadedFiles/_amfar.org/In_The_Community/Publications/MSMguidance2011.pdf		

2.8. VIOLENCE PREVENTION AND RESPONSE FOR MEN WHO HAVE SEX WITH MEN: TAKE CHARGE; BE SAFE		
Organization: National AIDS and STI Control Programme (NASCOP), Kenya	Year: 2017	Scope: Kenya
<p>Description: Eight-page illustrated guide for use by peer educators working with men who have sex with men and for individual gay men or other men who have sex with men. It describes:</p> <ul style="list-style-type: none"> • Types of violence and common perpetrators of violence against men who have sex with men • Men who have sex with men's rights under the constitution of Kenya • Where/how to find help if violence occurs • How peers and other first-line responders can support a victim of violence • Safety tips and information • A table that can be filled in with local phone numbers to call in case of violence 		
Access: helgarkmusyoki@gmail.com		

3. PEOPLE WHO INJECT DRUGS

3.1. IMPLEMENTING COMPREHENSIVE HIV AND HCV PROGRAMS WITH PEOPLE WHO INJECT DRUGS: PRACTICAL GUIDANCE FOR COLLABORATIVE INTERVENTIONS

Organization: International Network of People who use Drugs (INPUD), United Nations Office on Drugs and Crime (UNODC), United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), World Health Organization (WHO), United Nations Programme on AIDS (UNAIDS), World Bank, U.S. President's Emergency Plan for AIDS Relief (PEPFAR), and U.S. Agency for International Development (USAID)

Year:
2017

Scope:
Global

Description: Program guide (the IDUIT, 175-page), integrating attention to safety and security within guidance on comprehensive HIV programming for people who inject drugs. Includes:

- *Chapter 2: Legal Reform, Human Rights, Stigma, and Discrimination*—including information about documenting

human right violations, using practical tools (such as “know your rights” cards), working with law enforcement officials (such as documenting punitive practices), working with the media to challenge discrimination, training peer outreach workers, and setting up drop-in centers.

Access: <http://www.inpud.net/sites/default/files/IDUIT%205Apr2017%20for%20web.pdf>

3.2. CHAMPION-IDU: INNOVATIONS, BEST PRACTICES AND LESSONS LEARNED: IMPLEMENTATION OF THE NATIONAL RESPONSE TO HIV AMONG PEOPLE WHO INJECT DRUGS IN THAILAND 2009-2014

Organization: CHAMPION-IDU Project, Population Services International (PSI) Thailand

Year: 2015

Scope: Thailand

Description: Report (40-page) documenting the work and lessons of an HIV program for people who inject drugs. Includes:

- *Section 4: Managing relationships and encounters with law enforcement*—outlining responses to arrests and confiscation of commodities, such as through having a peer counseling team, providing a bail fund for project workers, distributing identification cards, hiring a law enforcement advisor, and sensitizing law enforcement.
- *Section 12: Safety and security*—outlining the development of a set of tools:

- Crisis management policy
- Crisis response operational plan
- Implementation tools (including a briefing pack, checklists, contact lists, manifests, and evacuation maps)
- Site-specific crisis response plans for four locations

Also provides examples of specific safety and security measures, such as purchasing first aid kits and fire extinguishers for offices.

Access: <http://www.psi.org/wp-content/uploads/2015/07/Small-CHAMPION-IDU-INNOVATIONS-BEST-PRACTICE-AND-LESSONS-LEARNED.pdf>

3.3. PRACTICAL GUIDE FOR CIVIL SOCIETY HIV SERVICE PROVIDERS AMONG PEOPLE WHO USE DRUGS: IMPROVING COOPERATION AND INTERACTION WITH LAW ENFORCEMENT OFFICIALS		
Organization: International Network of People Who Inject Drugs (INPUD), United Nations Office on Drugs and Crime (UNODC) and Law Enforcement and HIV Network (LEAHN)	Year: -	Scope: Global
<p>Description: Guide (112-page) supporting communities/civil society organizations providing HIV services (including harm reduction) to work collaboratively with law enforcement. Provides two parts:</p> <ul style="list-style-type: none"> • <i>Part 1</i>—focusing on opportunities for civil society and police cooperation. Includes guidance on areas such as: <ul style="list-style-type: none"> • Information to share among communities/CSOs and law enforcement officials • Core tactics and arguments when advocating to law enforcement bodies • Building connection with operational level law enforcement officers • Addressing law enforcement concerns about harm reduction, including a list of steps officers can take to reduce security concerns (e.g., agreeing not to conduct unwarranted patrols near needle and syringe programs) • Responses to law enforcement crackdowns • Advocacy with middle and senior law enforcement management • Training law enforcement on harm reduction • One-page summaries of key points, including about impact of police activities on the delivery of harm reduction services and the benefits to police of creating an enabling environment for harm reduction • <i>Part 2</i>—focusing on supporting civil society to adopt a risk management approach in dealing with law enforcement. Includes guidance on: <ul style="list-style-type: none"> • Safety and security measures, addressing: <ol style="list-style-type: none"> a. Buddy systems for peer educators b. Outreach tracking c. Regular safety and security meetings d. Crisis management, focusing on crisis management teams (roles and responsibilities), crisis management policy, and crisis response operational procedures and tools (including an example of an emergency response call tree) e. Capacity-building on safety and security • Guidelines for encounters with law enforcement • Internal counseling • Professional development and skills building • Compensation for risk • Relapse management and drug dependence treatment • Access to legal support • Documentation • Partnerships and advocacy, including reaching out to local stakeholders • Addressing the specific needs of female workers and clients <p>• Annex 1 provides an example of a police code of conduct.</p> <p>• Annex 2 provides case studies, such as from Kyrgyzstan, on successful advocacy for the introduction of an order for police to not interfere in the delivery of HIV services.</p> <p>• Annex 3 summarizes key messages.</p>		
Access: https://www.unodc.org/documents/hiv-aids/2016/Practical_Guide_for_Civil_Society_HIV_Service_Providers.pdf		
3.4. REACHING DRUG USERS: A TOOLKIT FOR OUTREACH WORKERS		
Organization: International HIV/AIDS Alliance	Year: 2012	Scope: Global
<p>Description: Guide (42-page) for outreach workers, emphasizing the importance of addressing safety for both those who provide services and those who access them. Includes a section on ensuring safety in outreach, with an example of staff safety guidelines used by outreach workers from community groups in Ukraine.</p>		
Access: https://www.aidsalliance.org/assets/000/000/380/90629-Reaching-drug-users-A-toolkit-for-outreach-services_original.pdf?1405520658		



3.5. STANDARD OPERATING PROCEDURES TO IMPROVE COMMUNITY-LEVEL COLLABORATION WITH LAW ENFORCEMENT

Organization: CHAMPION-IDU Project, Population Services International (PSI) Thailand	Year: 2012	Scope: Thailand
<p>Description: Standard operating procedures (27-page) for organizations and staff supporting harm reduction work. Divided into four parts:</p> <ul style="list-style-type: none"> • <i>Advocacy</i>—including attention to communication and building relationships, messages about the benefits of supporting harm reduction programs for law enforcement, harm reduction committees, and steps to take before starting a project at a new site. • <i>Procedures for managing police incidents</i>—providing principles and guidelines, including attention to conduct in the event of encounters with the police, using identity cards, working in pairs, and worker rostering and tracking. Appendix 1 provides a template for an incident report form. • <i>Appropriate level of responses for a range of incidents</i>—providing guidance on steps for different levels of severity of incidents, plus postincident processes. • <i>Monitoring and reporting</i>—describing the purpose and process for reporting police incidents. 		
<p>Access: http://www.cahrproject.org/resource/psi-standard-operating-procedures-to-improve-community-level-collaboration-with-law-enforcement/</p>		

4. SEX WORKERS

4.1. IMPLEMENTING COMPREHENSIVE HIV/STI PROGRAMS WITH SEX WORKERS: PRACTICAL APPROACHES FROM COLLABORATIVE INTERVENTIONS

Organization: Global Network of Sex Worker Projects (NSWP), United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), World Health Organization (WHO), United Nations Programme on AIDS (UNAIDS), and World Bank	Year: 2013	Scope: Global
<p>Description: Program guide (the SWIT, 196-page), integrating attention to safety and security in comprehensive HIV programming with sex workers, including in:</p> <ul style="list-style-type: none"> • <i>Chapter 2 (Addressing Violence against Sex Workers)</i>—including attention to forms of violence; values and principles for responding to violence; and responses to violence (including community empowerment, building capacity among sex workers, documenting violence, advocating for reform and fostering police accountability). Also addresses steps to promote safety and security (including maintaining lists of aggressors, promoting workplace security, disseminating safety tips, creating safe spaces and integrating violence prevention into HIV prevention work) and the management and monitoring of responses to violence. • <i>Chapter 3 (Community-Led Services)</i>—outlining the steps to set up and operate a safe space. 		
<p>Access: http://www.nswp.org/sites/nswp.org/files/SWIT_en_UNDP%20logo.pdf</p>		

4.2. KEEPING SAFE: SAFETY ADVICE FOR SEX WORKERS IN THE UK

Organization: NSWP and UK Network of Sex Work Projects	Year: 2008	Scope: UK
<p>Description: Safety guide (60-page) for female, male, and transgender sex workers (applicable to peer educators and outreach workers). Provides advice about maintaining personal safety within different contexts (streets, establishments, home, etc.). Includes advice on what to do if things go wrong, such as in instances of attack.</p>		
<p>Access: https://uknswp.org/um/uploads/RSW2.pdf</p>		

4.3. NO TURNING BACK: EXAMINING SEX-WORKER-LED PROGRAMS THAT PROTECT HEALTH AND RIGHTS		
Organization: Open Society Foundations (OSF)	Year: -	Scope: Global
<p>Description: Report (60-page) documenting sex-worker-led programs that integrate attention to safety and security issues for staff, volunteers, and community members. Provides six case studies on responding to contexts of violence (in particular by the police):</p> <ul style="list-style-type: none"> • Bar Hostess Empowerment Programme, Kenya—including wellness centers, work with the police and legal services/redress • Legalife, Ukraine—including on-the-spot training of police officers, crisis apartments and legal services • Sexual Rights Centre, Zimbabwe—including safe spaces, advisory committees, legal services, paralegals, court cases, and staff health and wellness programs • Survivors, Kenya—including the provision of support groups, legal services, paralegals, and court cases • Kyrgyzstan—including the provision of legal services and collaboration with individual police officers and police institutions • Sisonke and SWEAT, South Africa—including peer education, safe spaces, legal assistance, court cases, and collaboration with the police 		
Access: https://www.opensocietyfoundations.org/sites/default/files/no-turning-back-20160701.pdf		

4.4. KNOW YOUR RIGHTS: A POCKET RIGHTS BOOKLET FOR SEX WORKERS		
Organization: Sex Worker Education and Advocacy Taskforce (SWEAT)	Year: -	Scope: South Africa
<p>Description: Twelve-page guide for sex workers (including staff and volunteers of organizations) summarizing information for situations of arrest or detention. Addresses national acts and by-laws, rights if arrested or sentenced, police powers, what to do if you are arrested, and what happens if someone takes a criminal case against you.</p>		
Access: http://www.sweat.org.za/wp-content/uploads/2016/02/Sex-Worker-Rights-Booklet.pdf		

4.5. VIOLENCE PREVENTION AND RESPONSE FOR FEMALE SEX WORKERS: TAKE CHARGE; BE SAFE		
Organization: National AIDS and STI Control Programme (NAS COP), Kenya	Year: 2017	Scope: Kenya
<p>Description: Eleven-page illustrated guide for use by peer educators working with female sex workers and for individual female sex workers. It describes:</p> <ul style="list-style-type: none"> • Types of violence and common perpetrators of violence against female sex workers • Sex workers' rights under the constitution of Kenya • How to retain evidence that can be used against the perpetrator in a case of sexual assault • Where/how to find help if violence occurs, including the need to seek post-exposure prophylaxis within 72 hours of a potential exposure to HIV • How peers and other first-line responders can support a victim of violence • Safety tips and information • A table that can be filled in with local phone numbers to call in case of violence 		
Access: helgarkmusyoki@gmail.com		

5. TRANSGENDER PEOPLE

5.1. IMPLEMENTING COMPREHENSIVE HIV AND STI PROGRAMS WITH TRANSGENDER PEOPLE: PRACTICAL GUIDANCE FOR COLLABORATIVE INTERVENTIONS		
<p>Organization: International Reference Group on Transgender Women and HIV (IRGT), United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), United Nations Programme on AIDS (UNAIDS), World Health Organization (WHO), U.S. President's Emergency Plan for AIDS Relief (PEPFAR), and U.S. Agency for International Development (USAID)</p>	<p>Year: 2016</p>	<p>Scope: Global</p>
<p>Description: Program guide (the TRANSIT, 212-page), integrating attention to safety and security within guidance on comprehensive HIV programming for transgender people. Includes:</p> <ul style="list-style-type: none"> • <i>Chapter 2: Stigma, Discrimination, Violence and Human Rights</i>—including information about the nature of transphobia and violence, the factors/contexts that influence violence (family, employment, etc.), legal and political violence (including police harassment), and collecting data as evidence of violence (including using software) 	<ul style="list-style-type: none"> • <i>Chapter 4: Service Delivery Approaches</i>—addressing safety and security within sections on setting up and operating safe spaces, using information communication technology, and training community outreach workers 	
<p>Access: https://www.unfpa.org/sites/default/files/pub-pdf/TRANSIT_report_UNFPA.pdf</p>		

5.2. LESSONS FROM THE FRONT LINES: TRANS HEALTH AND EQUALITY		
<p>Organization: amFAR and Global Action for Trans Equality (GATE)</p>	<p>Year: -</p>	<p>Scope: Global</p>
<p>Description: Report (18-page) providing cases studies of programming with and for transgender communities, integrating attention to safety and security issues in case studies from Bolivia,</p>	<p>China, Dominican Republic, El Salvador, Georgia, Peru, South Africa, and Ukraine.</p>	
<p>Access: http://www.amfar.org/uploadedFiles/_amfarorg/Articles/Around_The_World/GMT/2014/GMT-Lessons-From-the-Front-Lines-Trans-Health-online.pdf</p>		

