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A Practical Guide to Improving Human Security at the Community Level (including NGOs)

COOPERATION

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2014

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Introduction

People become concerned, worried and anxious every day. Sometimes we forget that other people may be worried about the same issues. Each of us has asked ourselves *“Why don’t I feel secure? What should I do about it? What could help me get over this situation?”* For several decades, researchers have been studying human security - the process by which we recognize our fears and cope with challenges.

Human security is simply:

- ▶ The ability not to succumb to fear and the readiness to take on responsibility to change the situation;
- ▶ The ability to look for and find solutions, if the concerns are real;
- ▶ The readiness to initiate solutions that decrease risks;
- ▶ The readiness to communicate with others and to ask for help, if needed;
- ▶ The ability to accept that sometimes you can fail at solving a problem, and the determination to try a new solution;
- ▶ The readiness to share your experience with others;
- ▶ A determination to break down barriers to development.

Human security is a personal skill and requires a willingness to help others deal with their fears. Each of us has a unique set of concerns. For example:

- ▶ Someone might be afraid of freezing in winter without adequate heating;
- ▶ Another may be concerned that his son will grow up addicted to computers;
- ▶ A third person may see that her neighbours are alienated from each other, can't agree on how to solve common problems;
- ▶ A woman may fear being abandoned by her husband with insufficient income to raise their children;
- ▶ Some other community member may be concerned that she will lose her work if she has to stay home and take care of an ill child;
- ▶ Citizens can be apprehensive about bureaucracy and confusing procedures in government institutions;
- ▶ Others may panic about the fact that few people remain in the rural areas;

- ▶ Will the doctor visit our region often enough?
- ▶ Will the government increase the pension age, and will I make it?
- ▶ A grandmother's concern – “Will my grandchildren grow up to be fine, upstanding people?”
- ▶ Residents of a small village would like to have a school, at least for children at the early primary school level;
- ▶ Some may fear environmental degradation and its effects on health;
- ▶ There isn't a bank machine in town, causing difficulties in getting cash;
- ▶ In other remote areas, lack of internet access can hinder development.

Human security is “freedom from fear” and “freedom from want”. A person who is fearful about aspects of his life and his future has barriers to his development. A person who does not have enough resources to satisfy basic needs of food, clothing and shelter cannot progress unless the needs are met. If we wish to live a fulfilling life, we need the skills and the preparedness to improve our own human security and that of others. Although human security is primarily felt at the individual level, the sense of security of the individual and his community influences the municipalities, regions and the country in which a person lives. Improving human security aims toward improving a person's private space, concentrating precisely on *what I need* – a person living in a specific place and at a specific time.

However, fear arises for different reasons in different countries and regions of the world. A person can fear many different things. Moreover, some people experience fear more intensely than do others. In some cultures, people are not allowed to show their fears. In others, people simply do not feel very threatened. Furthermore, people perceive threats differently that emerge at a national or international level.

In most countries, human security is considered in terms of war, unrest, poverty and environmental catastrophes. Wherever people live, however, they need peace, a certain degree of predictability, to live life with dignity and to be appreciated. To minimise insecurity, people agree on common action.

People in Latvia have experienced many extreme changes in the past one hundred years – two World Wars, establishing independence, losing independence, deportations to Siberia, fleeing as refugees to the West. Every family in Latvia has developed its strategies for overcoming fears arising from these events. Both for historic reasons and due to the sudden and rapid changes of the past twenty years, we have become traumatised, anxious, feeling unable to effect change and lacking initiative. It is true that elsewhere in the world people also experience war, poverty, environmental catastrophes and the consequences of climate change. If a person seeing threats and risks all around experiences a sense of helplessness and anger, this is a sign that human security is low. There are only two options – to accept the situation

or to find a way out. This guide is developed to urge people to reflect on their sense of security and to encourage people to find solutions, not just passively accept the situation.

Latvia has had positive experience in managing reforms and change in the last two decades through strengthening the human security of the population that could also be useful for people in other countries with different development challenges and goals. We in Latvia have managed to create opportunities for people to understand fear and anxiety and to communicate with each other in order to avoid threats, cope with them or mitigate their consequences. A determination and readiness to find a way out of the insecure situation is the first step toward human security. The next step is to gain skills in discussing the options with others and in finding common measures to increase security.

Ultimately, the aim of this handbook is to help answer two important questions:

- 1) Why do individuals need to talk about human security?
- 2) What is the benefit of increasing human security in the local community, the municipality and the region?

Before beginning to use this handbook, each reader should ask two important questions:

- 1) What do I want *and am ready to do* to improve human security?
- 2) What should I do to improve human security?

The first question reflects each person's readiness to invest in his own personal security. "If I, myself, am unwilling to improve my life, why should anyone else do that for me?" The other question concerns my civic responsibility to help my fellow man. Of course, if a person is unwilling to help his neighbour, thereby helping himself, too, the situation is unlikely to improve. Likewise, if I am unwilling to accept another person's offer to help me overcome threats to me, then I will be unable to improve my security. Strengthening human security is the first step in personal development, as well as development of the community, the region and the country.

The human security approach is just that – an approach. It does not provide instant answers, recipes or solutions for overcoming threats. It starts people thinking about the root causes of fears and provides the individual the opportunity to take responsibility for overcoming it. For this reason, this handbook advises active individuals and NGOs to learn more about themselves and to develop techniques to cooperate with others to find solutions for both simple problems and for the kind of problems that prompt citizens to engage with local governments and with other NGOs. Just remember – the human security approach to NGO and community organisation is relatively new, so do not be surprised if you cannot find the approach described in mainstream community development literature.

This handbook uses the term “NGO” to refer to any formal or informal non-governmental organisation that is active in the territory of one or more local governments with the purpose of improving quality of life of their members. The term „local community” describes a group of inhabitants united towards the goal of improving the quality of life in a certain neighbourhood or place. There can be more than one community in an area covered by local government that cares about a neighbourhood. At the same time, local communities can overlap with NGOs since communities can include members of different NGOs working in the area. A group in this handbook refers to non-formal groups, geographic and themes related communities.

The terms insecurity, fear, concerns and anxieties are used intermittently to describe states of feelings when human security is low. The reader should use the term most appropriate for the group.

This handbook contains practical tools that for use by individuals and non-governmental organisations wanting to actively increase their personal human security and that of their family, friends, acquaintances and neighbours. The handbook can be used by individuals and groups alike. If you choose to use it in a group or NGO, then we suggest introducing the group to the concept of human security and inviting a moderator from another NGO to help your group identify threats and develop solutions. A mutual exchange of results between different NGOs also useful because it will help you compare, analyse and approach human security from different perspectives. The human security approach in this handbook is more than a community participation exercise, since it focuses on providing common solutions for the community. This handbook also includes a section for local government officials to provide insight into potential human security gains that local governments themselves can promote. Thus, the reader is invited to choose whether to read the chapter dedicated to his/her personal perspective or to read the whole handbook better understand the role that NGOs and local governments may play.

The practical examples in this handbook originate from real community working groups in Latvia that are already on the path to strengthening human security. After reading the handbook, the reader and the NGOs are invited to try out the practical approaches for overcoming insecurity. If the reader is an individual, authors suggest confronting your threats and asking „What can I do to help myself?” If the user is a group or an NGO, feel free to adapt any of the instruments to your needs and to your local situation to get to the roots of barriers to development of your members and others. Reader, if you work for the local government – ask yourself what you have done to address the threats perceived by your residents. Finally, we wish to remind the reader that there is no right or wrong way to improve people’s sense of security - it is important to begin.

The Human Security - How to Start

Two similar situations bring to light key aspects of human security. 1) Four years after the 2004 winter tsunami in Sri Lanka, part of the wreckage had been cleared, part simply had disappeared into the ocean. Local inhabitants were still waiting for „somebody“ to come and tell them how and why to remove the rest of the debris. 2) After the March 2011 tsunami in Japan, the local village and town inhabitants organised themselves for clean-up efforts and to support each another. Why do some people wait for help, but others act on their own behalf?

Iveta Reinholde

Latvian researchers have proposed a holistic human security model that reflects the relationship between (G) - the government (both local and national) and (I) - the individual. The government and individuals interact in tandem with each another. We all are influenced by events in the world and our country, but we, as individuals, react differently to these events. There are intermediaries between the government and the individual (for example, NGOs, community organisations, families and friends) that know what kind of protection the government is able to provide and how to help individuals find solutions to their unique problems. For example, if I do not know what to do if I lose my job, I can ask for support from an intermediary – an NGO that will help me understand the government’s support system for the unemployed.

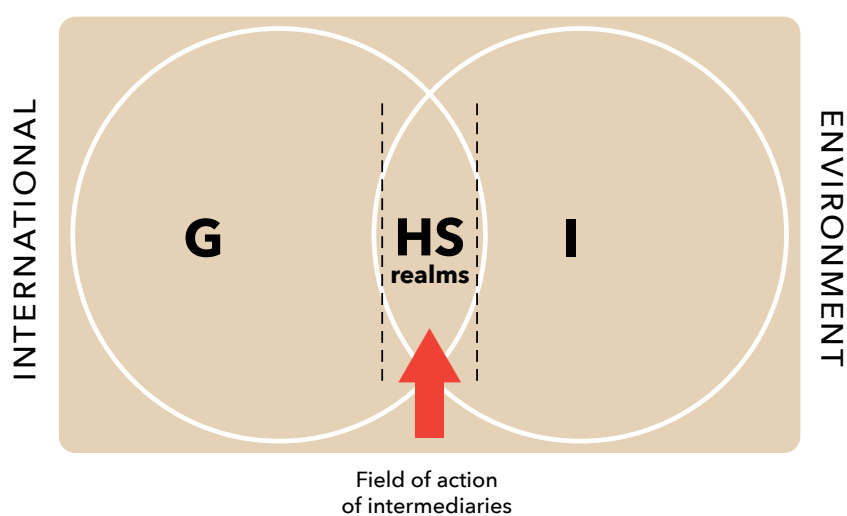


Diagramme 1¹

The Holistic Human Security Model

1 Ozoliņa Ž. „Cilvēkdrošība: vai iespējams visaptverošs definējums”, *Cilvēkdrošība Latvijā un pasaulē: No idejas līdz praksei*, ed. Ž. Ozoliņa (Zinātne, 2012), 55.

Since people are very different and have different insecurities, there are innumerable combinations of solutions. It might be enough to explain how the social security system works in cases of unemployment to one person, for that person to stop worrying about losing a job. Another person will feel secure if he makes a decision to keep studying to improve his qualifications. This model shows that the individual plays the greatest role in overcoming insecurities. The government can create different mechanisms to protect people, but if these mechanisms are unused, the sense of security from the individual perspective does not change. For example, a person might understand that he is due social support payments, but if he is not ready to take care of the registration procedures, the system will not achieve its goal of protecting the individual in time of need.

Here are the main human security principles used by NGOs and community groups, for example apartment building associations, or residents of a municipality attending public consultations that are worth remembering²:

- ▶ Human beings are more important than policies, strategies, results and theories. Decreasing fears and concerns is the central mission of government, local government, NGOs and any community activity.
- ▶ Insecurities are not isolated in time and space. They evolve from events in peoples' lives and influence people in multi-faceted ways in many realms of life. Fear of losing one's job (social realm) can lead to the fear of being unable to pay for health care (health realm) or for a child's education (education realm). Solving the first insecurity reduces a chain of perceived and actual threats.
- ▶ Different threats are relevant at different stages of life. Younger people may be more concerned about finding a job, parents may want to protect their children from drugs, and senior citizens may be dealing with poverty associated with a low pension level.
- ▶ Insecurities do not just appear. They arise from the environment in which we live. Understanding our surroundings allows us to better understand our fears. For example, a dark staircase in an apartment building will lead to questions about apartment safety.
- ▶ Avoiding a negative occurrence is better than coping with the consequences. Cautiousness can help people feel better about the future and help NGOs better serve people, too.

² Principles are derived from: *United Nation Trust Fund for Human Security. Human Security in Theory and Practice. Application of the Human Security Concept and the United Nations Trust Fund for Human Security*, p. 7 (e-formātā tiešsaistē: <https://docs.unocha.org/sites/dms/HSU/Publications%20and%20Products/Human%20Security%20in%20Theory%20and%20Practice%20English.pdf> (viewed 01.06.2013).

People can feel insecure about anything and everything. It is useful to group threats into important areas. These are usually organised into seven realms, as follows³:



Economic security – fears concerning money, for example, a person fears losing his job and income.



Food security – people are afraid that they will go hungry. In Latvia, where malnourishment is not an issue, people are concerned about the quality of food as well as the availability of certain types of food, for example gluten-free products.



Health security – a person may be anxious about the availability and affordability of health care.



Environmental security – concerns about environmental pollution, air and water quality



Personal security – this realm deals with security on the street and at home. People may fear street violence, physical or emotional violence at home or at the workplace, etc.



Community security exists if a person feels included in society, is active and communicates with others. Among issues causing anxiety are the fear of being alone, inability to take care of business at national or local government institutions, fear of meeting officials, belief that civil servants want bribes or fear of verbal abuse from a civil servant.



Political security is about the political situation in a country. For example, a person might fear that the country's interests will be undermined by political fragmentation or political squabbles.

When working with human security, feel free to group insecurities as is convenient for the community, adding new realms, if desired. For example, if unemployment is an issue, you can group it either with other economic or social security concerns. Grouping lets you move forward with solutions, otherwise you may have too many issues on the table.

3 Human Development Report 1994. Oxford: Oxford University Press, 1994, pp. 22-24. http://hdr.undp.org/en/media/hdr_1994_en_chap2.pdf (viewed: 1.12.2013)

Remember that:

- ▶ Peoples' fears are unique, so it is important to have clear answers to the following questions: "What are the fears or perceived threats? What causes them? What can I do to overcome them?"
 - ▶ The individual is the ultimate creator of security and has the potential to spread security and the sense of security to other community members. Talk to a pro-active person in your neighbourhood. Ask that person to share experiences in dealing with threats.
 - ▶ People must take responsibility for improving security around themselves.
 - ▶ Human security increases when people interact and cooperate with each other in a community.
-

Threats can be subjective or objective, and both are equally important. Objective threats are a result of external factors and subjective threats are based on perceptions. For example, failing an exam may be a subjective fear when you have been preparing and know the material. An objective fear is grounded in facts. For example, if the structure of your roof is weak, and there is a storm, fear that the roof could be ripped off by the wind may be grounded in reality. Both are significant because people act and react to objective situations and subjective perceptions.

Finally, human security at the community level should be examined from two perspectives⁴:

- ▶ **Empowerment** – is a bottom-up approach that helps individuals and communities develop skills to make conscious and informed decisions and then implement those decisions. Subsequently, educating people and disseminating information in communities is an important prerequisite for community empowerment.
- ▶ **Protection** – is a top-down approach by which countries, international organisations, NGOs and the private sector create strategies, institutions and procedures to protect citizens from threats and crises. A protective approach is based on the premise that threats (in the form of natural catastrophes, conflicts, etc.) are out of individual control, so the state must protect the individual in a holistic, systematic and preventative manner. Although governments establish agencies to protect people, the role of other stakeholders is important, too.

4 United Nation Trust Fund for Human Security. Human security in theory and practice. Application of the Human Security Concept and the United Nations Trust Fund for Human Security. Pp.8. <https://docs.unocha.org/sites/dms/HSU/Publications%20and%20Products/Human%20Security%20Tools/Human%20Security%20in%20Theory%20and%20Practice%20English.pdf>

“Every man forges his own fate.”
(Latvian proverb)

How to Work at the Individual Level

The basic building block of human security is the individual’s personal sense of security –How secure do I feel today? How do I feel about the future? What should I do if I am feeling insecure?

Human insecurities are diverse and unique, but they all answer to the question – why am I worried? Can I affect the circumstances around me? Some of the issues are about me (I have not been to adult education classes for several years now), but some are out of my control (the heating system breaks down on the coldest day of winter).

Here are examples of real concerns voiced by a Latvian community:

- ▶ Someone is afraid of not having heating in winter;
- ▶ Another is upset because there is no local petrol station;
- ▶ Yet another person worries about low quality, dangerous roads, alcoholism and drugs;
- ▶ People worry about de-population in the countryside, especially by the youth;
- ▶ Fear that the local school could be shut down;
- ▶ Fear of becoming ill;
- ▶ Insecurity about future opportunities – is it possible to realise one’s potential in a small town?
- ▶ No employment, unclear future in the rural area where one lives.

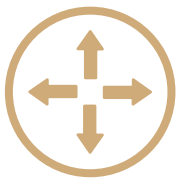
What can people, as individuals, do to regain the ability to feel and be secure (be resilient)? These five simple suggestions help you develop a plan of action:



Take a look inside. Ask yourself, “Why don’t I feel secure? Do other people feel this way? In which realms do I feel insecure? How do I know that my fears are objective? What will happen because I’m afraid? How would I act if I did not have this sense of insecurity? Can I deal with the situation on my own? Do I have a plan of action? Have I discussed the situation with other people - experts, NGOs, informal groups, local government officials?”



Every cloud has a silver lining. A neighbour may complain that he cannot afford an education, but a lack of money can’t stop him from going to the library. Try to be honest and ask yourself, “What have I done to overcome my fear?”



Look at problems as challenges, not as threats. An important part of human security is the ability to look at problems through the prism of opportunity. A great question is, “What possibilities is this crisis situation providing me?” If I sense that my education is not competitive in the job market, I have to find the time and energy to learn something new.



See the situation through a different lens. Asking yourself, “What would my friends and neighbours do if they were in my shoes?” will give you a broader perspective on the problem. However, if you ask yourself, “What would I do, if?”, you will be concentrating on a negative scenario. Learning about others’ positive experiences will provide you with added options. Any person can ask, “What can I do to make myself strong and overcome insecurity? Am I ready to cooperate with others having similar experiences to collectively deal with the issues?”



Find support. Human security is based on mutual help and cooperation.⁵ Each person can ask, “What factors protect me? What approaches, institutions, networks, etc. can help me?”

Each person develops his own individual action plan to overcome encountered threats using his best resources. Personal experience, relatives’ and friends’ suggestions, creativity, thinking outside the box, a positive attitude, hope, agency and rational planning, as well as readiness to take risks form the basis for overcoming fears and for developing one’s own unique survival strategy.⁶

5 Albers S. “Getting Back Up: Emotional Intelligence and Resilience”, *Psychology Today* (August 28, 2013).

6 Reinholde I., Ozoliņa Ž., Ijabs I. “Cilvēkdrošība Latvijā: krievu kopienas skatījums”. Ozoliņa Ž. (red.) *Cilvēkdrošība Latvijā un pasaulē: No idejas līdz praksei*. Zinātne, 2012., 343.-345.lpp.

In 2012, at the tail end of Latvia's extreme financial crisis, the inhabitants of Riga, Liepaja and Daugavpils were invited to share how they created individual security strategies to deal with the downturn. Their experiences attest to their creativity in strengthening human security.⁷

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- ▶ Vera, Daugavpils: *"Even, when I'm fine, I am planning how to make money for tomorrow. Second, I keep up good relations with family and friends. Then, if I were to have a problem later, it would be much easier to turn to them. You have to care about your family when you are still strong, not when you are sick and helpless."*
 - ▶ Andis, Riga: *"I work on self-development and try to be competitive in the job market. Everyone will not have the same opportunities."*
 - ▶ Natalija, Liepaja: *"My hobby helps me through difficult times. It's crocheting. I think it will help me in the future. In the beginning, it was hard for me to sell those items. But then people started complementing me on my work."*
 - ▶ Ženija, Riga: *"I have experienced a lot in my life, and things have been worse before. I think that people were not ready to cooperate at the onset of this crisis, although it affected their personal lives, social lives and their wallets."*
 - ▶ Antra, Riga: *"Security begins with the choices we make, from the way we decide to envision the future, and the way we choose how to make tomorrow better."*
 - ▶ Andis, Riga: *"It is important to involve as many people as possible in working out the solutions. When speaking with the neighbours, I was goal-oriented and targeting their needs. Most important - don't be apathetic. Depending on people to help you is one of the ways of dealing with fear."*
 - ▶ Vera, Daugavpils: *"It is really important to find something to keep yourself busy, especially if you are out of work. Better not sit at home. If you are involved, even if you are not paid for the work, then you can be noticed."*
-

Where can I find assistance and support?

- ▶ **Be honest with yourself.** Acknowledge your fears and promise to overcome them. Make an agreement with yourself about action to take. It is easy if you understand your concerns, write them down and then choose the ones you are will to overcome. Overcoming fear requires real action. If you decide to take an adult education course, for example, then do it. Don't give up after the first class.

⁷ Individual survival strategy examples found in: Reinholde I., Ozoliņa Ž., Ijabs I. „Cilvēkdrošība Latvijā: krievu kopienas skatījums”, *Cilvēkdrošība Latvijā un pasaulē: No idejas līdz praksei*. ed. Ž. Ozoliņa. (Zinātne, 2012), 331.-358.

- ▶ **The local NGOs.** There are NGOs in almost each region that deal with social issues and involve people in different activities. Some of these are officially registered as associations, but many are informal. Informal groups come together to solve local problems, for example setting up playgrounds.

If you as a representative and member of your community want to:

- a) improve the quality of the environment;
- b) participate in deciding directions of development in your area;
- c) participate in decision making regarding local development issues;
- d) share your knowledge and skills;
- e) gain new knowledge and skills;
- f) do community projects that improve people's lives;
- g) start up new community activities, for example social entrepreneurship projects;
- h) initiate economic activities;
- i) help people develop a sense of belonging to the community and municipality...

...then it is probable that you are also ready to find like-minded people to join. You can't expect others to immediately accept your ideas, but you have to start somewhere.

- ▶ The local government. Most people consider the local government the level of power that is closest to the people. People can both seek advice and assistance from their local governments. Social services personnel advise and assist people in crises.
- ▶ You can also find information at municipal information points – the library, school or local museum.

Remember:

- ▶ Each person experiences fears and concerns that grow more intense at certain periods in life.
 - ▶ Once you identify your fears, you will see that you are not alone.
 - ▶ Find your allies. Talk to your neighbours and acquaintances, ask them about their anxieties. You may have concerns in common.
 - ▶ Show initiative if you see that you and others need to solve the same issues. It just might be that the neighbours are all waiting for someone to begin.
-

Everyone their part must take,
So that the work will progress make.
(Rainis, the Latvian poet)

How to Work at the NGO Level?

When beginning any endeavour to improve human security, the NGO or informal group should first start with the question, “What have we already done to improve the local environment, security and life of people in the district, town or neighbourhood?” Improved public rest and recreation areas, renewed playgrounds, benches in the local parks, other park improvement projects, volunteer safety patrols for young primary school children crossing the highway - are all investments in human security. Thus, NGOs that are planning to do systematic work on human security should make a list of their good deeds. Many tasks on the list most likely have been accomplished with the help of active citizens, possibly without financing from the local government. This shows that people can agree to common action to improve the situation.

If you have an NGO or informal group in your area, then you are lucky because such groups are best positioned to address most human security issues. That is because:

- 1) NGOs and/or informal groups engage citizens to move toward solutions;
- 2) NGOs and/or informal groups react faster and are more flexible than public services (for example, in supporting people in times of crisis);
- 3) NGOs and/or informal groups have experience and knowledge that individuals alone may not have (for example, information and knowledge in solving a problem).

To improve human security at the community level, working groups should include those community members who are willing to act on behalf of others.

Someone needs to lead the process and moderate the discussions. Consider inviting a moderator from an NGO in a neighbouring municipality. That will help you get a third opinion on the issues and will have the added benefit of increasing contacts between residents of municipalities.

How do NGOs initiate discussions about improving human security?

- ▶ Establish a working group;
 - ▶ Choose and invite a moderator;
 - ▶ List successful accomplishments
 - ▶ Agree on a scenario for the working group.
-

The moderator's responsibilities include:

- a) urging the participants to express themselves;
- b) making sure that no one dominates the discussion;
- c) helping participants structure the human security concerns and to seek solutions;
- d) ensuring that each of the participants agrees to take action;
- e) empowering the participants to come up with solutions, taking care not to provide answers.

The moderator must be aware of several potential risks:

- a) The group may be passive and may expect the moderator to do everything in place of the group;
- b) The group may have a tendency blame institutions or persons outside the group (for example local governments, politicians, the national government, other NGOs, etc.);
- c) The group may come up with solutions, but expect that people other than group members should be ready to act.

Time needed for the working group's activities could vary from one hour to many days, depending on the engagement level of the group members, previous experience and the complexity of the issues.

Below, you will find several working group scenarios that moderators can adapt to your task based on your specific needs and available time. If the working group has gathered for a rather short time period, for example, an evening after work, consider using this scenario:

Quick Scenario for Working Groups

- 17.30 Getting acquainted. Introductions.
 - 17.45 Introducing the human security concept and, if relevant, the good deeds list.
 - 18.10 Identifying fears and concerns, writing them on "sticky notes", structuring them based on realms of threats (economic security, food security, health security, etc.).
 - 18.30 Identifying the root causes of the concerns in the three most frequently identified realms. Each of the three sector sticky notes are attached to a separate "shield". The shields have a section for the threats, their causes and the solutions.
 - 19.00 Time for solutions - participants break out into three groups. Each group works with one "concern shield", generating ideas.
 - 19.30 Each group presents solutions and agrees to their implementation.
 - 20.00 Conclusion of the working group.
-

However, if your group is willing to spend more time on the issue, the scenario can be developed in more detail and be longer.

All of the scenarios at the disposal of the working group have a single “backbone” of interconnected and consecutive steps, so choose the scenario that best suits your needs!

Long Scenario 1 for Working Groups

1st meeting:

Getting acquainted. Introducing the human security concept.

Identifying fears and concerns, writing them on “sticky notes”, structuring them based on realms of threats (economic security, food security, health security, etc.). Discussion on recognising fears to determine whether the fears are objective or subjective.

2nd meeting:

Identifying the root causes of concerns in the three most frequently identified realms. Sticky notes are attached to a separate “shield” for each of the three sectors. The shields have a section for the threats, their causes and solutions.

3rd meeting:

Time for solutions - participants break into three groups. Each group works with one concern shield, generating ideas. Each group presents solutions and the group agrees to their implementation. Conclusion of the working group.

Long Scenario 2 for Working Groups

1st meeting:

Getting acquainted. Introducing the human security concept.

Analysing the situation, identifying individual fears and concerns.

2nd meeting:

Identifying root causes in the three realms that have the most concerns. Each of the three sector sticky notes are attached to a separate “shield” or to a table. The shields have a section for the threats, their causes and, later, the solutions.

3rd meeting:

Mapping threats, capacity, vulnerabilities and risks.

4th meeting:

The solution part of the shield is filled in or protection and empowerment strategies are created. Local government representatives may be invited to participate in seeking the solutions.

The working group present their solutions and agree on implementation. Conclusion.

5th meeting (a month later):

The working group evaluates the results - both successes and barriers to achieving results.

Step 1: Situation analysis

[1] GETTING ACQUAINTED

Participants identify themselves, tell other group members what they do for a living and provide other information. Since the group has gathered to find ways to improve human security, the moderator can ask each of the participants to describe what they are willing to do to achieve the group's goals. Alternatively, the moderator can ask, "What are you ready to do to achieve the aims of the working group?" The moderator writes the answers down on paper for use in Step 3.

[2] DEFINING THE WORKING GROUP'S AIMS AND WORKING METHODS

After getting to know each other, it is important to define the group's aims and to describe how the group will work.

The moderator should keep in mind that before the participants begin actively generating ideas, it is important to:

- a) introduce the concept of human security;
- b) agree on how concepts and terminology will be understood and used;
- c) agree on working methods.

See Part I of this handbook for information on the human security concept. Agreement on the concept will ensure that everyone is talking about the same thing. The moderator can ask the group to discuss the concept of community and to define its geographical boundaries for the purpose of the human security exercise. The community can cover the territory of a multi-storey building, street, neighbourhood, village, municipality or even larger city.

As previously mentioned, any task initiated by an NGO or informal group in the community should be preceded by the question, "What have we already done to improve the surrounding environment, security and life in our municipality, city or neighbourhood?" Communities often do much to improve their quality of life and security. Often, though, these good deeds go unnoticed. Recognising the progress of communities is an investment in future security. For example:

Kanapenes Market takes place in the town of Skaistkalne every Friday. Every week you can buy local produce and goods from China, but once every summer, hundreds of traders and customers gather for a large traditional annual market. Most Skaistkalne residents do not usually bother gathering to discuss common needs and insecurities, but there are local activists who are active in improving the local environment and ensuring activities such as the annual market in Skaistkalne. The Womens Club is one of the most active NGOs. It gathers women for hobby education as well as local area improvement projects.

Most activities in Nagļi take place on a volunteer basis - gardening, town clean up events, renovating and improving public space. The participants would love to be local tour guides...if only there were a demand for such services.

In Sarkandaugava, neighbours use social networks to exchange information and to agree on common activities:



The screenshot shows the website of the Sarkandaugavas Attīstības Biedrība. The main article is titled "Sarkandaugavas apkaime gatavojas svētkiem un aicina talkā" (Sarkandaugava neighborhood is preparing for holidays and invites to help). The article is dated March 19, 2014, and is written by SAB. The text describes a talk on Saturday, March 22, at the Sarkandaugava Old Town, where residents will discuss the preparation for the "Sarkandaugava Old Town Festival". The article mentions that the talk will be held at the Tvaika ielā, near the Statioil degvielas uzpildes stacijas. The talk will discuss the preparation for the festival, which will take place in May in Tvaika ielā and other parts of Sarkandaugava. The article also mentions that the festival will be the first of its kind in the neighborhood.



The screenshot shows the Facebook page of the Sarkandaugava community. The page is in Russian and features several posts. The top post is from March 21, 2014, and is titled "Rīt pievienojies talkā un palidzi izvietot putnu būrišus." (Join the talk tomorrow and help place birdhouses). The post includes a photo of a birdhouse and has 3 likes. The second post is from March 22, 2014, and is titled "tev nebūs šeit čurāt" (you won't be peeing here). The post includes a photo of a building and has 15 likes. The third post is a shared photo from Dauderi UNVm's photo.

Acknowledging previous successes gives the working group the opportunity to recognise its power. In addition to listing the good deeds, the moderator ought to clarify the following:

- a) The moderator ought to clarify whether the group will 1) identify individual/personal concerns and 2) collectively look for the causes of these concerns OR 1) identify individual/personal concerns, 2) reach consensus on the main concerns and 3) move on to determine the causes.
- b) The moderator should be sure that the group has a common understanding about the level of detail of concerns being explored and the level of detail that each individual's contribution.

Since each person's concerns are important to that person, the moderator should not allow the group to prioritise concerns.

Finally, it is important to describe the working methods – so that everyone is clear on the way to achieving the goal – “an action plan and specific actions to overcome fears”.

Here are several questions that the participants might ask during the process:

- ▶ What is the target community? Is it a group of like-minded people? Is it an NGO?
- ▶ In what detail should we describe our concerns?
- ▶ How open should I be when I describe my concerns?
- ▶ Can I really trust the others with my concerns?

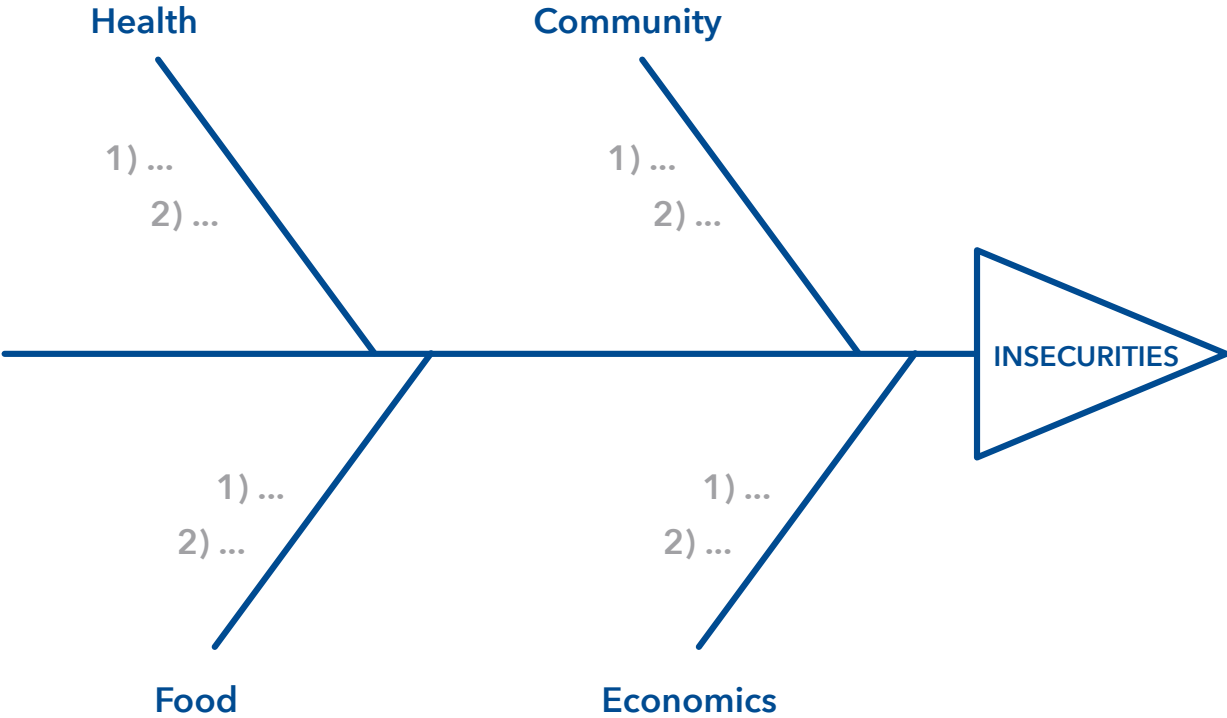
[3] IDENTIFYING INDIVIDUAL CONCERNS

The moderator gives participants sheets of sticky notes and asks them to write down their concerns or to answer the questions “What do you fear?” or “What are you most concerned about?” “What upsets us?” “What makes us anxious?” If the group members are unable to answer, they can use the list of concerns in the appendix of this guide. The list is an example of possible concerns, so the participants can either select relevant concerns or formulate their own. Each of the participants should list at least 3–5 concerns. It is important to write down each of the concerns on a separate “sticky note” because then the concerns can be grouped according to the UNDP seven realms of human security. However, the participants might identify additional realms, for example social security or an existential individual dimension. An existential dimension could include personal concerns about self-development or self-realisation.

When the concerns are grouped according to the realms of human security, it may be that the participants have more issues in some realms than others.

For example, participants may identify many fears concerning economic security, but they might not feel insecure about food safety or availability. They may conclude that, regarding the personal security realm, they are afraid of violence on the streets. Health security issues may be multi-faceted, because people may fear being denied access to health services or becoming ill in spite of doing everything in their power to live a healthy life.

Example of how to group concerns using the “fish bone” technique.



The “fish bone” technique provides an easy way to group insecurities. Also, see appendix. It can be used together with the list of common concerns and also as a method to identify concerns.

[4] SEEKING THE CAUSES OF THE INDIVIDUAL CONCERNS

After the participants identify the most prevalent concerns, the moderator asks them to write down on a white sheet of paper the most important reasons why the concerns have arisen and why they exist. Another way of getting to the causes of individual concerns is to discuss them. In this case, the participants make a “shield” for each of the identified human security realms, and the relevant concerns are posted on the shield, next to sections reserved for causes and solutions.

COMMUNITY



Illustration 1.

Using the „shield” for identifying concerns, their causes and solutions

The shield includes the totality of concerns, their causes and solutions identified by the group in a single human security realm. If the working group is open and concerns and causes are explored through discussion, then the next step – identifying common concerns – is not necessary. Group members soon realise that some of the fears are common, but some are individual.

One of the easiest ways to identify concerns and solutions is to create a very simple table that is easy to browse. The table can be formatted to meet the needs of the community. Here is an example of a way to begin to address fears together with their solutions:

Group's fears	Solutions
Fear of chronic illness that results in job loss	Invite a health worker to the NGO meeting and ask them to host a seminar on healthy eating and movement
Fear of losing a job	Participate in life long education courses
...	...

The following example is a table about insecurity in the workplace that looks at the problems together with causes and solutions:

Insecurity	Causes	Solutions
<ul style="list-style-type: none"> - To be employed, have more support from the municipality - Anxious about unemployment - A job that pays money – will I be able to give my child an education? - Whether there will be jobs here – so young people could stay in the region - Not to be left without a job 	<ul style="list-style-type: none"> - Small rural municipality, people are leaving. As a result, the municipality is shrinking and there are even fewer jobs 	<ul style="list-style-type: none"> - The government should not concentrate on unemployment benefits, but should create new jobs - Teach children the work ethic from the first years at school - At the local level – build a fish processing plant

This type of table allows the group to analyse insecurities along with their causes:

Insecurities and concerns	Causes
<ul style="list-style-type: none"> - Knowledge about practical daily things (gas, electricity, etc.) - Carelessness, neglect and indifference about one's own life and others' lives. - Ignorance about fire safety, for example by people living in an apartment building 	<ul style="list-style-type: none"> - No information finding skills - Influence of the mass media - Bad environment - Lack of skills in how to react in emergency situations

[5] IDENTIFYING COLLECTIVE CONCERNS AND THE EXTENT TO WHICH THEY APPLY TO THE GROUP

Once individual concerns and their causes are identified, participants work in groups to determine the degree to which these concerns apply to others. At this stage, the work must be done together to:

- a) compare how common concerns are and to determine which are most prevalent.
- b) agree on the major causes of the concerns.

At this stage, the moderator must lead the discussion to determine which concerns are most widespread and which are individual and unique.

Step 2:

Mapping threats, needs, vulnerabilities, risks and capacities

You may skip this step if the group came up with solutions when analysing the individual concerns and their causes.

However, if the working group is ready, you can do a threats, needs, vulnerabilities, risks and capacities mapping. The aim of the mapping is to understand what factors and conditions must be considered when improving human security.

See the appendix for a detailed example on how to create the threats, needs, vulnerabilities, risks and capacities map.

Step 3:

Creating the action plan

Based on the information collected in the previous steps about insecurities and their causes, create a list of possible solutions. This is how the working group can create the list. Each participant writes down an unlimited number of solutions on a page. The moderator compiles the lists. Another option is to give the participants previously prepared handouts with two columns – one with solutions and the other for voting on the relevant solutions. This type of strategy uses material prepared in the previous step – the shield, fishbone and table of solutions. Finally, solutions can be determined in discussions. In this case, though, be sure that the moderator or one of the participants records the solutions!

The question may arise, “Do we seek a solution to all of the mentioned concerns, or do we focus on one concrete concern that is written on the notes or expressed by the participants?”

The group should agree to the number of concerns to be addressed.

The working group does not have to follow all of the steps precisely. Participants can come up with solutions that also require action on the national level as well as at the community level.

For example, the main problem identified by this community is the lack of a future in the municipality.

Insecurities	Causes	Solutions General, national government level (G) What the present members of the community can do (C)
<ul style="list-style-type: none"> - Youth lacks motivation and a vision for the future - Economic insecurity <ul style="list-style-type: none"> - insecurity about future possibilities - Rather high unemployment level causes fear about job opportunities after finishing school, lack of motivation - Few jobs, uncertainty about the future 	<ul style="list-style-type: none"> - Don't finish school, no motivation - Uncertain situation in the country and the municipality - No positions for young people without experience - First job experience is negative - Not motivated to learn - Want to choose the easy path - Work is not always tied to wages - Inappropriate education – no money to study - Professional education is not prestigious - The salary is too low for the job - Hard to find an apprenticeship - Fear of bank credits 	<ul style="list-style-type: none"> G: More support for young entrepreneurs C: Advertise and recommend products made by local businesses G: More summer job opportunities C: Give volunteers the chance to gain experience, providing them small jobs G: Cooperate with local businesses C: Talk to local employers

The main problem in another community is crime. The community can create both an insecurities-causes-solution table and a table for an action plan:

Insecurities	Causes	Solutions
<ul style="list-style-type: none"> - Crime (theft) - Police are ineffective <p>Insecurity because crimes go unpunished</p>	<ul style="list-style-type: none"> - Police incompetence - Not responsive, ignore signals from society 	<ul style="list-style-type: none"> - Demand better results from the local police inspector

	<ul style="list-style-type: none"> - Teachers work with students. Lack of targeted work with youth. - Society has given up on believing that the situation can change 	<ul style="list-style-type: none"> - Use class time to teach pupils about public order - Patrols and raids in the municipality during school hours and in the evenings - Organising volunteer community safety groups (patrols)
--	---	--

To implement the solutions the community develops an action plan for the group that worked on the crime reduction issue:

Nr.	What is to be done?	Who will do it?	Resources – who and/or what are needed?
‘1	Ask the local government council to change the policeman	Citizens initiative group that will organise a petition	Aija, Ilona and Antra
‘2	Suggest that the director of the school organises youth trainings about safe public behaviour	Director of the school	Social educator, local government, the policeman, the district police inspector

Step 4: Implementing the strategy

Initially the community or NGO is better off implementing a restricted set of solutions, for example 3-5. The working group can define a very detailed action plan or a general one. It is critical that each group participant undertakes some assignment on behalf of the community.

Step 5: Evaluating the impact on human security

In this step, evaluate the extent of the progress. The evaluation should be done after a while, when the NGO and inhabitants have been actively working on the solution. That could be a month or more after the plan has been initiated. If the plans are not being met, it is important to clarify the barriers to success. An analysis of all planned activities will allow the group to determine the barriers that are outside the group’s control and those that are created by the community itself.

NGO cooperation

NGOs in Latvia unite in different types of networks and platforms nationally and internationally. For example, there is a global platform to avoid armed conflicts - The Civil Society Network for Human Security⁸. There is also network on human security for governments- the Human Security Network (HSN).

Although human security work in Latvia need to be concentrated on improving health security and social security, not in reducing the threats related to armed conflict, Latvian NGOs can participate in networks to share Latvia's best practise in resolving human security issues. Human security issues are usually resolved through a "regional approach" and, although regional is usually understood in terms of larger territories (such as the Middle East or North Africa), regional in the Latvian context can mean - at the planning regional level or with the territory of a district.

Remember:

- ▶ Each person's fears are important
 - ▶ NGOs can recognise the concerns of the community members and help them create solutions.
 - ▶ NGOs must ask people about the concerns and not assume that their members know what other people think.
 - ▶ Improving a community's human security is a long-term and systematic endeavour.
 - ▶ When NGOs address human security issues, they may meet with indifference on the part of some group participants.
 - ▶ Each participant in a working group must take on some task on behalf of the community.
-

⁸ The Civil Society Network for Human Security. <http://www.humansecuritynetwork.net/>

“Community empowerment is local government’s core business”
(Sir Simon Milton, Chair of the Local Government Association, United Kingdom)⁹

What should local governments do?

Local governments, as the closest form of government to the people, are best positioned to create strategies and social safety nets to protect local community needs. Moreover, local governments can both empower and protect their communities. That means that the local governments play a dual role in strengthening human security. On the one hand, they are the “protector” or the “provider of fish” and hurry to the assistance of the inhabitants whenever there is a lesser or greater problem. This role, in the long term, will lead to a dependency on local government help and requires considerable financial resources. On the other hand, the local government can be the “facilitator” or “provider of the hook”, urging and helping NGOS and communities raise their capacity to participate in decision making and implementing decisions.⁹

An empowered community that is able to influence local level decisions is organised, its members cooperate with each other and it relies on its strengths (i.e. knowledge and skills).¹⁰ For example, a local government is in need of an active recreation area for tourists. A protective local government will prepare a tender, advertise a competition, and the winner will develop the recreation area. Most likely, in due time the local government will receive complaints that the benches are broken and the garbage cans damaged. The facilitating local government might act differently. The facilitating local government will invite community members to a town meeting, ask for suggestions where to locate the recreation area and will encourage the citizens and the NGOS to take initiative in organising the development of area, covering the costs of the needed material (for example, buying garbage cans or benches).

⁹ What is community empowerment? The National Empowerment Partnership, April 2008.

¹⁰ Ibid.

When empowering and strengthening the local communities and NGOs, local governments should pay attention to the following:

- ▶ Activities to inform citizens and local communities (for example, local newspapers, local government websites);
- ▶ Support local community organisations (for example, by providing space for NGO activities in local government buildings);
- ▶ Support local community organisations and informal group activities (for example, by participating in public area improvement projects);
- ▶ Providing the public with information about NGO opportunities at lectures, seminars and in discussion groups.

Table 4. The link between the human security implementation cycle and the local government development planning cycle

The human security implementation cycle	Local government development planning phase (Cabinet of Ministers Regulation Nr. 970, paragraph 6)	Participation method (Cabinet of Ministers Regulation Nr. 970, paragraph 7)
Analysing the Situation	Initiating the development process	<ul style="list-style-type: none"> - Public consultations - Discussion groups, forums
Mapping threats, needs, vulnerabilities, risks and capacities Protection and empowerment strategies	Producing the development plan	<ul style="list-style-type: none"> - Inter-institutional working groups and advisory councils - Public consultations - Discussion groups, forums
	The decision making process of the authorities specified in the procedures	<ul style="list-style-type: none"> - Preparing opinions, objections, suggestions about the development planning document - Participation in local government (council meetings, committees and commissions)
Implementing the strategy	Monitoring and evaluation of the development plans	<ul style="list-style-type: none"> - Inter-institutional working groups and advisory boards
Evaluating the impact of improved human security	Updating the development plan	<ul style="list-style-type: none"> - Inter-institutional working groups and advisory boards - Public consultations

This is a test¹¹ for any municipal employee to determine whether the local government style is more protective or more empowering. The test is designed taking into consideration conditions in Latvia.

Questions:	YES	NO
1. Do I have the necessary knowledge and skills to support community-based organizations?		
2. Do I understand community empowerment principles and processes?		
3. Can I recognise differences between communities and differences among a community's members?		
4. Do I have a clear vision of how the local government can balance different interests in society?		
5. Do I have a vision of what the municipality wants to achieve in the field of community empowerment?		
6. Do I know how to monitor and evaluate local government community empowerment activities?		
7. Do I know that the municipality has defined parameters / indicators to measure community empowerment?		
8. Do I support community networks and informal organizations in their role as facilitators of cooperation between community members?		
9. Have I participated in national and international networks that encourage empowering the community?		
10. Do I use all the tools at my disposal to inform the community and involve it in local government decision-making?		
11. Do I give feedback to the community about the results of its involvement?		
12. Do I know that the municipality collects and analyses data on community involvement in decision-making?		
13. Am I willing to change my working methods to achieve community empowerment?		

The test above¹² can also be modified to assess municipal employee and community activities in the field of human security.

Questions:	YES	NO
1. Do I have the necessary knowledge and skills to support strengthening human security of the community?		

11 This test has been developed based on the United Kingdom's National Empowerment Partnership examination questions (source: *What is community empowerment?* National Empowerment Partnership, April 2008, p.7.) and is adapted for conditions in Latvia.

12 This test has been developed based on the United Kingdom's National Empowerment Partnership examination questions (source: *What is community empowerment?* National Empowerment Partnership, United Kingdom, April 2008, p.7.) and adapted for conditions in Latvia.

2. Do I understand the human security approach?		
3. Can I recognise differences between communities and differences among a community's members?		
4. Do I have a clear vision of how the local government can promote human security?		
5. Do I have a vision of what the local government wishes to achieve regarding human security?		
6. Do I know how to monitor and evaluate activities to improve human security?		
7. Do I know that the municipality has defined parameters / indicators to assess the human security of the community?		
8. Do I support community networks and informal organizations to assist members of the community to work together?		
9. Have I have participated in national and international networks that promote human security?		
10. Do I use all the tools at my disposal to inform the community and involve it in decision-making?		
11. Do I give feedback to the community about the results of its involvement?		
12. Do I know that the municipality collects and analyses data on community involvement in decision-making?		
13. Am I willing to change my working methods to achieve human security gains?		

In both tests, the more “yes” answers, the more the municipal employees are informed and involved in community empowerment and in implementing human security activities.

What can the local government do to improve human security:

- a) Be aware of the way that the public is involved in the decision-making process, for example local government council meetings; also schedule board meetings and public consultations after working hours, not during them, thus enabling more active people to participate;
- b) Ensure that all employees, including managers participate in local government organised training events;
- c) Communicate with the community through a variety of community engagement tools before taking a decision.

How can a local government measure the degree of human security of its community members? There is no single human security index to measure the level of human security in the territory of a local government. However, there are indicators that people are insecure.

Some possible indicators:

- a) an increase in the number of citizens that register for social assistance;
- b) an increase in petty crimes such as hooliganism and vandalism in the municipality;
- c) the population is apathetic –few people attend events organized by the local government, or people are unwilling to participate in events organised by active individuals that are aimed at improving the quality of life for community members (for example making trails or setting up benches in public areas);
- d) residents express fears in public opinion polls and population surveys;
- e) the population considers the cause of all the problems to be a lack of funding;
- f) residents are not willing to act unless encouraged to do so by the local government.

Remember:

- ▶ Local governments can both encourage or empower the community and individuals to strengthen their security, and protect the community.
 - ▶ Any action taken by the local government carried out in the field of human security should be coordinated with the community members and local NGOs.
-

Appendices

TABLE 1
LIST OF POTENTIAL THREATS

Human Security realm	Perception of threats to security¹³ at the individual and community level in Latvia
Economic Security	Will not receive a large enough retirement pension to live on Will be unable to pay rent or other household bills Will be unable to support oneself Will lose a job/be unable to find work Will be unable to pay for children's or own education Will be unable compete in the job market Will not have a place to live Will lose savings in the bank Will be unable to pay back loans Will not receive social benefits when really needed Salary is too small to cover daily expenses Will be unable to acquire high quality goods and services Will be unable to buy health insurance Will be unable to travel to work No employment opportunities in the region No well paid jobs in the region Will be unable to start up own business Failure in business Tax burden will be too high for business Taxes are too complicated
Food security	Will not having enough to eat/starve Organic and healthy food products are not available Most of the food products will be genetically modified Food products are of insufficient quality
Health security	Will not be able to receive an adequate standard of medical care in case of illness Will be unable to pay for medical care in the case of illness Will be unable to afford medicine in case of illness Will become seriously ill (cancer, tick encephalitis, AIDS) Will become disabled after an illness Will not receive timely medical care in case of illness Will have a long waiting period for diagnostics and state financed operations Will need to give "gifts" to receive doctors assistance Will need to have connections to receive doctors' assistance

¹³ Based on the survey „The population's sense of security” by the research centre SKDS commissioned for the study „Human Security and Pluralism of Identities”. February, 2012.

Environmental security	<p>An industrial site will be built next to my home/property (for example factory, pig farm)</p> <p>The local river will become polluted</p> <p>The forest will become littered with household waste</p> <p>Will notice environmental pollution (for example, smells, emissions in the water)</p>
Physical/ personal security	<p>Will have an accident</p> <p>Will be the victim of aggressive and unsafe driving practices</p> <p>Will be robbed</p> <p>Will become the victim of physical violence on the streets</p> <p>Will become the victim of a hooligan attack</p> <p>Will become the victim of organised crime</p> <p>Will become the victim of a terrorist attack</p> <p>Will become the victim of domestic violence at home</p> <p>Will become the victim of sexual violence (forced sexual relations)</p> <p>Will become the victim of emotional violence (swearing, criticism, accusations of guilt, etc.) in the family</p> <p>Will lose the understanding and support of family and friends</p> <p>Will be left on my own with dependent children</p> <p>Will be in conflict with relatives or others over property issues</p> <p>Will live without heating in the winter</p>
Community security	<p>Will be left on my own</p> <p>Will be emotionally abused (verbally abused) by a civil servant</p> <p>Will be emotionally abused by a police person</p> <p>Will be emotionally abused by representatives of another ethnic group</p> <p>Will lose the understanding and support of colleagues</p> <p>Will need to bribe someone in order to obtain a service</p> <p>Will become the victim of emotional violence (mobbing) at work</p> <p>Will be unable to receive information from national and local government institutions</p> <p>Will not receive fair treatment from national and local government institutions</p> <p>The nearby school will be closed</p>
Political security	<p>Political party corruption</p> <p>A regime change in Latvia</p>

DIAGRAMME 1
MAP OF RESIDENTS' CONCERNS¹⁴

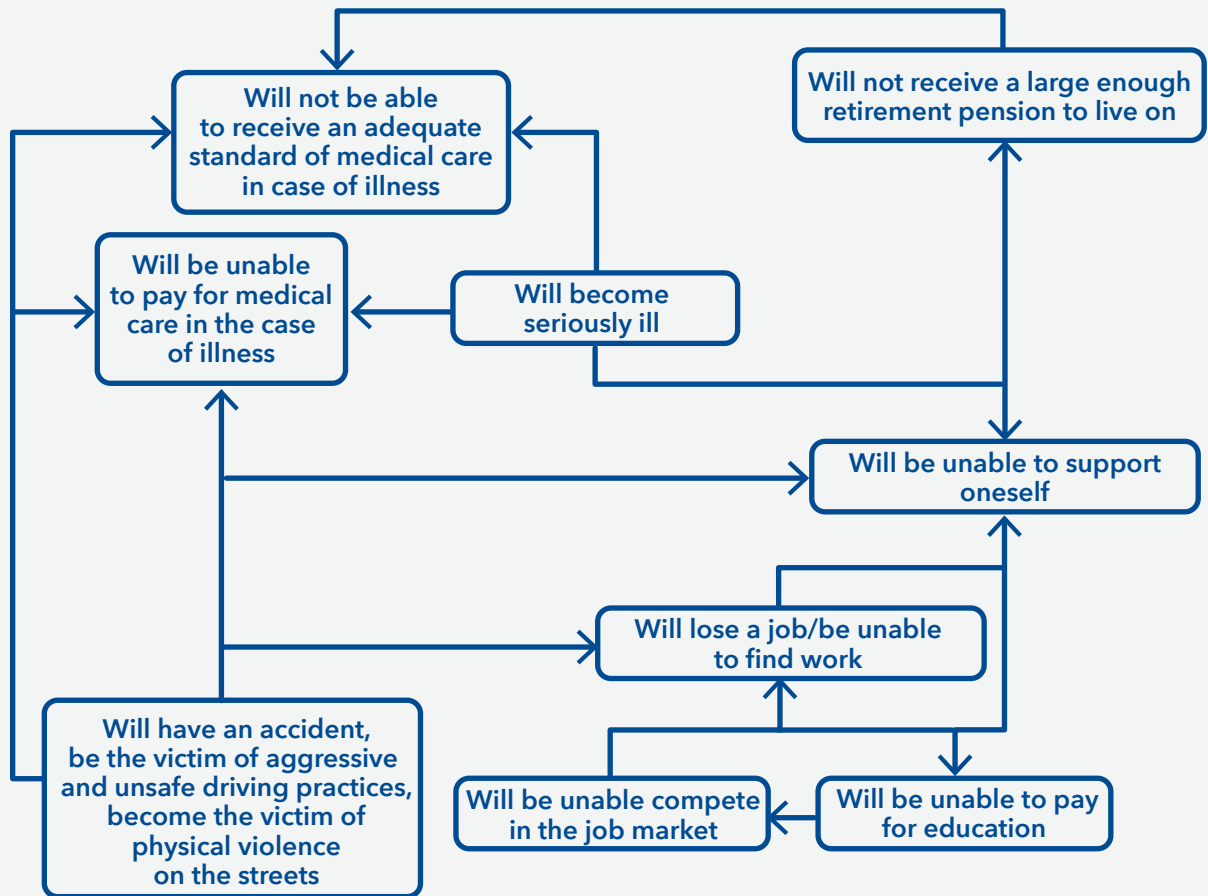
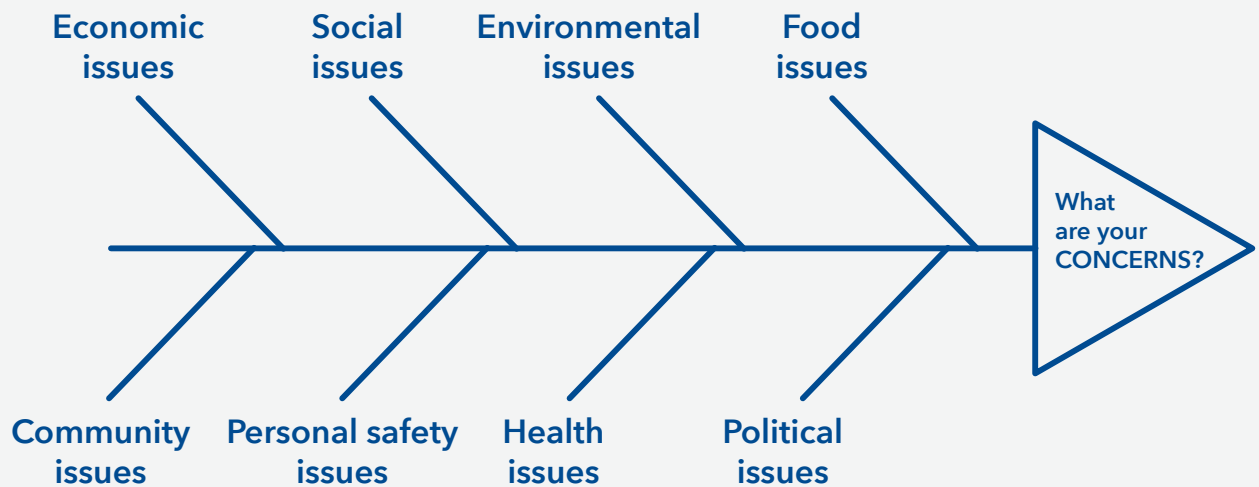


DIAGRAMME 2
"FISH BONE" FOR IDENTIFYING CONCERNS



¹⁴ Reinholde I. "Cilvēkdrošība iekšpolitikā: vispārējās nozīmes pakalpojumi kā cilvēkdrošības indikators". Ozoliņa Ž. (red.) *Cilvēkdrošība Latvijā un pasaulē: No idejas līdz praksei*. Zinātne, 2012, 186. lpp.

**TABLE 2. HUMAN SECURITY IMPLEMENTATION STAGES -
FROM THE NGO AND INDIVIDUAL PERSPECTIVE**

Human security implementation stages¹⁵	Possible activities at the community level – the NGO perspective	Possible activities at the community level – the individual perspective	Possible activities at the community level –the local government perspective
Analysing the Situation	Activities clarify the reasons for the sense of insecurity of individuals and social groups. It is important to determine the number of people affected by the insecurity.	Individuals themselves determine the basis of the individual, personal sense of insecurity. It is also important to determine the degree to which the issue on the personal level applies to and differs from the insecurities of others.	Activities clarify the causes of the insecurities of the individual and social group. It is important to determine the extent to which other community members are subject to the fears.
Mapping threats, needs, vulnerabilities, risks and capacities.	At this stage, the NGO maps threats, needs, vulnerabilities, risks and capacities. The mapping exercise must give an overview of the realms in which individuals and NGO sense threats. Subsequently, it is possible to understand what community resources exist and what resources the community needs to overcome the lack of human security.	It is important that individuals make a Strengths, weaknesses, opportunities and threats (SWOT) analysis to determine all of the realms in which the individual feels threatened and to clarify consequences of the sense of insecurity.	The NGOs do the mapping exercise that should provide a complete overview of the realms in which individuals and NGO sense threats. Subsequently, it is possible to understand what community resources exist and are needed to overcome the lack of human security. The local government must understand whether it has previously addressed the causes of the community's concerns.

¹⁵ Here and below: Stages of implementing human security policies from: *Designing a human security programme/project*. Version 1.0. Human Security Unit, OCHA (e-format online <https://docs.unocha.org/sites/dms/HSU/Publications%20and%20Products/Human%20Security%20Tools/Designing%20a%20Human%20Security%20project-programme.pdf> 03 June 2013.

Developing the protection and empowerment strategies	In the strategy development phase, instruments are chosen to overcome insecurity.	In the strategy development phase, instruments are chosen to overcome insecurity.	In the strategy development phase, instruments are chosen to overcome insecurity.
Implementing the strategies	The strategy elaborated in the previous stage is implemented for a short or medium term.	The strategy elaborated in the previous stage is implemented for a short or medium term.	The strategy elaborated in the previous stage is implemented for a short or medium term.
Evaluating the impact on human security	At this stage, the NGO acquires information about problems in implementing the strategy as well as about the achievements.	At this stage, the NGO acquires information about problems in implementing the strategy as well as about the achievements.	At this stage, the NGO acquires information about problems in implementing the strategy as well as about the achievements.

TABLE 3

THREATS, NEEDS, RISKS AND CAPACITIES MATRIX

Threats	Needs	Risks	Capacities
What am I/are we concerned/afraid of?	What do I/we need?	What can go wrong?	What am I/are we ready to do? What do I/we know how to do? What resources are at my/our disposal?
<i>Future health problems</i>	<i>To be healthy and fit</i>	<i>Limited access to health care infrastructure (for example, long waiting list to see the doctor and for diagnostic tests)</i>	<i>Healthy food, get rid of bad habits Invite a community health specialist or family doctor to the NGO meeting</i>

TEST QUESTIONS FOR NGOS AND COMMUNITY ORGANISATIONS:

Human Security Implementation Stages	Test Questions:
Analysing the Situation	<p>Why don't people feel secure? How pervasive is the insecurity level? How serious is the level of insecurity? Which social groups are experiencing insecurities and in which realms (in accordance with the UN's seven realms of human security)? How does the insecurity manifest itself in everyday life? How do people behave because they feel insecure? How does the insecurity affect people's behaviour? Has the community or government structure previously dealt with the causes of the community level insecurity?</p>
Mapping threats, needs, vulnerabilities, risks and capacities.	<p>What is needed so that the community can overcome the insecurity? Has the community ever experienced a similar or other type of insecurity? How did the community act when it previously encountered concerns that threaten human security? What resources (experience, knowledge, financial resources, human resources) are at the disposal of the community and different NGOs? Are resources available for community action? What is the community ready to do?</p>
Developing protection and empowerment strategies	<p>What protective mechanisms (access, institutions, networks) can help overcome insecurity? What kind of protective mechanisms should be established so that NGOs can help overcome insecurity? What kind of empowerment mechanisms (experience, knowledge, good practice) already exist among community members? What kind of empowerment mechanisms must be newly created? What can the community do to become stronger? How ready is the community and/or NGO to act? Has the community or NGO previously asked for help?</p>
Implementing the strategies	<p>What types of social groups and NGOs participate in the implementation of the strategy? What is the division of responsibilities between the social groups, communities and NGOs involved in implementing the strategy? Are the intended results and interim results being achieved? Are digressions from the plan possible? What conditions hinder the achievement of the objectives?</p>

Evaluating the impact on human security	<p>Were the goals achieved?</p> <p>What problems did the NGO or community face during the implementation phase?</p> <p>What lessons did the NGO or community gain during the implementation of the strategy?</p>
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TEST QUESTIONS FOR INDIVIDUALS:

Human Security Implementation Stages	Test Questions:
Analysing the situation	<p>Why I do not feel secure?</p> <p>Do others around me have similar feelings?</p> <p>Is my insecurity different from other people's insecurity?</p> <p>Which realms of life are influenced by the insecurities?</p> <p>How does the feeling of insecurity affect my/our lives and the lives of others?</p> <p>Have I spoken with other people – professionals, NGOs, representatives of informal organizations or public administration – about the situation?</p>
Mapping threats, needs, vulnerabilities, risks and capacities.	<p>In which realms do I feel insecure?</p> <p>How do these fears affect my life?</p> <p>In what situations / circumstances does my sense of insecurity increase, in which cases does it decrease?</p> <p>I am able to cope with my concerns?</p> <p>Have I asked anyone for help?</p>
Developing protection and empowerment strategies	<p>What am I willing to do to become stronger and overcome the problems?</p> <p>Am I ready to come together with other people with similar insecurities to overcome the threats?</p> <p>What protective mechanisms (access, institutions, networks) can help me with my concerns?</p>
Implementing the strategies	<p>Am I in the process of achieving the intended results?</p> <p>How will I know that I have reached my goal?</p> <p>Am I digressing from my plan?</p> <p>What circumstances prevent me from reaching my objectives?</p>
Evaluating the impact on human security	<p>Was the goal achieved?</p> <p>What problems did I/we encounter along the way?</p> <p>What lessons did I/we gain during the implementation of the strategy?</p>

TEST QUESTIONS FOR MUNICIPALITIES INTEGRATING THE HUMAN SECURITY APPROACH IN THE LOCAL POLICY-MAKING PROCESS¹⁶

Human Security Implementation Stages	Possible Action – the Local Government Perspective
Analysing the situation	<p>Which social groups and individuals have an interest in bringing up the human security problem at the local government level?</p> <p>Is the issue a concern for a particular social group, community or individual?</p> <p>Does the issue reflect uncertainties and fears of different social groups?</p> <p>Do we know the specific concerns of the relevant social group?</p> <p>What are the causes of the concern?</p> <p>How intense are these concerns?</p> <p>During what time period have the concerns evolved?</p> <p>Have we surveyed or otherwise addressed the target groups?</p>
Mapping threats, needs, vulnerabilities, risks and capacities.	<p>What is needed so that the community can overcome threats to its human security?</p> <p>Does the community have the necessary resources to overcome the fears?</p> <p>Have the factors causing the feeling of insecurity been previously addressed by the community or public administration bodies?</p> <p>How vulnerable is the target group?</p> <p>In which realms are the individual and NGO security concerns?</p> <p>How active is the social group or community in keeping the issue on the agenda and explaining it?</p> <p>Has the target group is defined its “sense of security”?</p> <p>What factors may affect the target groups concerns?</p> <p>How will the target group deal its concerns?</p> <p>What resources are available to the target group to overcome fears?</p> <p>What are the needs of the target group?</p> <p>What services are important to the target group?</p> <p>How does the target group perceive these services?</p>
Developing protection and empowerment strategies	<p>What protective mechanisms (access, institutions, networks) can help tackle insecurity in the community?</p> <p>Do we (ie., the local government) know what is the target group for our policy on the issue?</p> <p>Does the target group have sufficient information about the proposed policy scenarios?</p>

¹⁶ Questions for local governments are based on :
 Reinholde I. „Cilvēkdrošība: valsts un indivīda attiecības”. Material from V Letonika Congress, (Latvian Academy of Sciences, 2013), 369-377.
 Reinholde I., „Human security: the new way to develop policies at national and local level of governance”, Šaparniene D., Mikolaityte J. (eds.) “Good Governance in Local Self-Government”, (Siauliai, 2013), 65-69.

	<p>To what extent is the target group's proposed action to deal with the concerns different from ours?</p> <p>Does the target group have alternative options other than those offered by our policies?</p> <p>Will the solutions proposed in our policies be available to all representatives of the target group for a reasonable price?</p> <p>Is the target group willing to pay for available solutions /services?</p> <p>Will all members of the target group have access to the same level of quality of the policy solutions?</p> <p>Which parts of the solution will address regional, social and economic differences between the target groups?</p>
<p>Implementing the strategies</p>	<p>How do representatives of social groups and NGOs participate in implementing the strategy?</p> <p>What is the division of responsibilities between the representatives of social groups, communities and NGOs involved in the implementation?</p> <p>Are the intended results and interim results being achieved?</p> <p>Is it possible to modify the plans to achieve results?</p> <p>What conditions are hindering the achievement of the objectives?</p>
<p>Evaluating the impact on human security</p>	<p>Did we achieve the goal?</p> <p>Did we cooperate to achieve it?</p> <p>Did we empower the community to participate in the solution or did we protect them?</p> <p>How has the behaviour of the target group changed?</p> <p>Does the target group feel that the threat has been sufficiently dealt with?</p> <p>Is the community ready to take on new challenges, if threats to their human security arise?</p>

CREATIVITY

DEVELOPMENT

SOLUTION

HUMAN SECURITY

ACTION

