

International Conference
“Innovative Policies for Advanced Security Governance”
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INTRODUCTION

Excellencies, distinguished delegates, ladies, gentlemen and colleagues,

It is a great honor to thank you all for being here today.

UNICRI started its activities in the field of Security Governance 7 years ago, and it is my pleasure to deliver to you a sense of our work, to illustrate our approach and to tell you about our potential.

WHERE THE UNICRI LABORATORY IS POSITIONED

As mentioned by our Director, UNICRI is one of the 5 Research and Training Institutes of the UN system. Knowledge management, creativity in finding solutions and the power of partnerships are the major UNICRI instruments of work. In the past 7 years UNICRI developed activities in Security Governance and Counter Terrorism. In this field we explored niches and cooperated with a wide variety of actors.

Since the 8th of May 2008, the projects and programs developed in accordance with UNICRI's approach have been organized in a Laboratory to reinforce the strategic approach and enhance the coordination of results. We have chosen the name “Laboratory” to give the sense of our interdisciplinary and experimental approach. The Laboratory is an information-gathering centre, a virtual space where ideas are tested to find proactive solutions to the many global security issues. The laboratory is exploiting UNICRI's privileged position in the UN System as a groundbreaking element for innovative ideas.

WHERE THE UNICRI LABORATORY IS POSITIONED: SECURITY

Security issues can be approached in three ways:

1. impacting through short term solutions,
2. impacting through medium term solutions

3. and by impacting through long term solutions

In the first case - the short-term solution scenario – there are two very effective solutions that I can highlight. Firstly, law enforcement actions that provide an immediate reaction and secondly, political solutions aimed to reach temporary cease-fires.

The third case - the long-term solution - is typically where political agreement is required, based on the outcomes of a root causes debate.

For the medium-term level approach I propose interventions of between 5 and 10 years. *We talk about technical solutions with strategic impact.* For example: new methods of management of the governance of security and the promotion of cultural changes among the actors involved at technical level.

Here the Laboratory is focusing its activities and *can* give the support needed.

WHERE THE UNICRI LABORATORY IS POSITIONED: POLICY MAKERS

The Laboratory's strong point is its fast response approach. The major crises that characterize our daily life require international solutions. No doubts. In despite of this if, we look at the current financial crisis, at climate change and at the spreading of international terrorism, the answers given in the past, by Political fora at different levels, were often solutions that did not give enough support to innovation, to the capacity to take on risks and to face the complex interrelation of these situations.

The Laboratory encourages a cultural and institutional change among policy makers.

In this framework our Lab acts as a broker between different stakeholders. The brokerage action allows the Lab to provide fresh ideas and innovative solutions to policy-makers, to help tackle issues affecting the international, regional and local environments.

The Lab offers solutions and the beneficiary of our work is the policy maker.

THE UNICRI LABORATORY'S SECURITY GOVERNANCE APPROACH

In an effort to assist national structures, the UNICRI Laboratory has been promoting its *Security Governance Approach*, in which the precepts of governance are applied to security. This has conceptualized the *Security Governance Matrix*.

The primary objective of the *Matrix* is to encourage security policymakers, and experts from different sectors and states, to acknowledge the existence of a *common zone*. To develop a strategy of collective leadership and ability to translate global consensus into collective action, some cross-cultural barriers must, however, be addressed. Therefore, three primary areas of concern which are interconnected with governance norms, and organizational learning concepts, have been identified:

1. The Identification of Common Goals: Security is often conceived as a 'black box', which security policy-makers tend to view, from case to case, as the exclusive domain of the intelligence services, the military, law enforcement, or other related agencies. This paradigm makes it difficult to understand the respective commonalities of actions and objectives of the different security actors. It also engenders resistance to the inclusion of the private sector and civil society when traditional and new security strategies have to be designed and implemented in tandem with holistic aspirations. Finally, it creates barriers to understanding connections between threats posed by non-state actors, and the conditions that might foster the spread of social pathologies and threats, such as poverty, political exclusion, lack of good governance, environmental degradation, and intra-State conflicts for instance.

2. The Synchronization of Resources: different security stakeholders might duplicate their efforts towards a common objective and not benefit enough from past experience and from the skills and resources already developed within the wider security sector. As a consequence, it might be problematic to strategically perceive the entire picture and understand the short and long-term impact of actions and decisions. In addition to this, effective information sharing and exchange is often problematic, not only between States but also among national agencies within States. The allocation of responsibilities can be fragmented, thus compromising the learning process within agencies, States, and between States, resulting in a hectic process of policy-entrepreneurship.

3. The Establishment of a Common Language: Strategic policy-makers and security stakeholders with varying expertise and cultural backgrounds might find it difficult to effectively communicate, especially when they engage in technical dialogue. Very often, their attempts to manage ever more complex challenges are hampered by the lack of a common language.

OUR METHOD

The Laboratory staff is primarily made up of managers. We manage knowledge to serve policy makers within the UN, other International and Regional Organizations, national and local authorities. Our method is based on three elements:

1. The first is "*creativity*". We strongly believe that to achieve results, a creative working environment is needed. Our ambition is to create a working environment where people who are keen on creativity, imagination and management can realize their ideas. We want to get rid of any kind of barriers. Barriers are enemies of creativity.
2. The second element is what we call "*broker action*". The Laboratory positions itself as an open house accessible to everyone willing to share ideas and to contribute to the development of security governance. The aim is to promote dialogue and be the bridge across, and between, different categories of stakeholders. The Laboratory plays an intermediary role in creating a platform of cooperation.
3. The third element is "*innovative partnership*". In a constantly changing world, new problems and challenges arise. Equally, new solutions must be found. In this perspective the Laboratory promotes the creation of new networks. These networks emerge from the synergies that stem from UNICRIS's interaction with a variety of different sector representatives.

OUR METHOD - HOST IN IDEA

The Laboratory has decided to extend outwith the Headquarters setting, by taking its activities and offices out into different contextual settings such as universities, local, private and civil society situations. We believe it will have three positive effects:

Firstly to get closer to the people. We will bring a sense of UN policy closer to the wider community. We will make the UN more involved and approachable, and not only in emergency contexts. UN officers will work closer to the people on a day to day basis.

Secondly, there are few opportunities to develop new ideas and generate creativity by not moving on or by staying locked away in our headquarters unless you have Leonardo on your staff! This is why we are determined to get out, to create new opportunities and discover Excellence.

Thirdly, at a managerial level, we strongly support the management style that has a small trunk and many arms. This is a crucial condition for making our laboratory dynamic and proactive.

DIALOGUE AND INNOVATION IN COMMUNICATION

The new laboratory aims to become very operational. It intends to serve communication and dialogue, which are aimed at countering, in the most efficient way, the increasing tendency and capacity of international terrorism to use highly sophisticated communication systems, to spread its message of violence, and to attract new recruits. This capacity often makes powerless the efforts of security authorities to counter international terrorism. Consequently, the Lab's goal is to elaborate and put into action, innovative communication programs, that will have an impact on people. Furthermore, the Lab's programs intend to contribute to the diffusion of a new security governance approach, working on the perception of insecurity, often spread through the population without any real basis. In this regard, dialogue is considered a privileged instrument to counter every form of radicalization and violent extremism.

Rhetoric has to be replaced by efficiency.

The new Lucca office, through its various initiatives will give us the chance to pursue and enhance further the Lab's activities on dialogue and innovation in communicative, involving different members of society, spreading pluralism as a *per sé* value, with full respect for human rights and the values expressed by the UN.

EXPECTED RESULTS FROM 3 TO 5 YEARS

1. We aim to have in place tools for regional cooperation that complement our direct assistance to Member States on major event security.
2. with MIT, we seek to support cities with technological innovations in the field of urban security and to tackle/increase the perception of security
3. In PPP activities we will set up a permanent platform to increase dialogue between private and public sectors in protecting vulnerable targets.
4. With DIALOGUE AND INNOVATION IN COMMUNICATION, we will seek to make dialogue more results-oriented and spread the culture of security governance

5. Around our CBRN activities, we will foster regional capacity building to counter the illicit trafficking of CBRN material, through the establishment of regional hubs.
6. And in POST CONFLICT: there would be no development without the establishment of efficient mechanisms of knowledge sharing.

EVALUATION METHOD

A Management Tool to Inform Decision-Making and Ensure Accountability is being developed. The design of the LAB M&E System is the result of new creative forms of representation to illustrate the results and impact of our work. The LAB M&E System introduces a web-based electronic record information (ERI), within which a central database of core information is being developed.

Policy-makers – direct beneficiaries of our projects and programmes – will be given a UNICRI Laboratory Monitoring & Evaluation Card. It is a simple-to-use method that confirms their identity with an extra password every time they make an online log-in to the specific project and programme website.

BARRIERS ARE ENEMIES OF CREATIVITY.

Our ambition is to create a working environment where people with interests in creativity, imagination and management can realize their ideas.

Thank you for your attention. Please enjoy the rest of the day.

Francesco Cappè
Head,
**Security Governance/
Counter Terrorism
Laboratory**