

# Annual report



International Federation  
of Red Cross and Red Crescent Societies

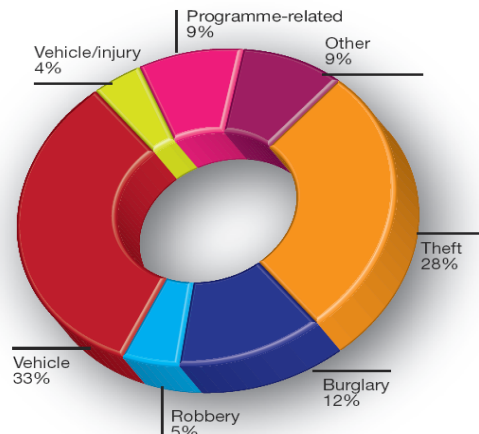
## Security

Appeal No. MAA00026

13 April 2010

This report covers the period 1 January to  
31 December 2009.

### Incident category analysis



In 2009, there were a total of 239 security incidents reported to the security unit, an increase of 24 incidents (9 per cent) from 2008. There was an increase in the total number of incidents in Africa and Asia Pacific, with over half of all reported incidents occurring in Asia Pacific. During the year, no fatal incidents occurred to those coming under the IFRC's security management.

## In brief

**Programme purpose:** The overarching aim for this security programme is to create an effective security culture within the International Federation of Red Cross and Red Crescent Societies (IFRC) that will enable Red Cross Red Crescent personnel to operate safely and securely.

**Programme summary:** The primary role of the unit has been to provide advice on security to the IFRC's senior management, and to ensure that security management is adequate and functioning at all times. In 2009, the unit:

- Maintained its role as the focal point for all operational field security matters, and provided advice and support, including assistance with the management of a number of crisis situations to secretariat management, as well as to National Societies on a 24/7 basis.
- Provided technical security support to the IFRC's field security coordinators and various security focal points around the world.
- Maintained and supported the existing security positions in the field (East Africa zone, Asia Pacific zone, Sri Lanka, Indonesia and Pakistan), and established new zonal security coordinator positions in Europe and the Middle East and North Africa (MENA) zones. Continued to advocate for the need to establish a zonal security coordinator position in the Americas zone.
- Developed security policies and strategies, including an updated version of IFRC's Minimum Security Requirements (MSR), distributed to Federation and National Society operations.
- Developed a critical incident management protocol for the secretariat, and shared with the National Societies.

- Coordinated assessment and troubleshooting missions as required.
- Continued to monitor, analyse and report on global security issues, including issuing weekly “Hotspots” reports.
- Conducted briefings and debriefings of personnel deploying and returning from the field.
- Continued to maintain external relations with the International Committee of the Red Cross (ICRC) and other international organizations (IO)/international non-governmental organizations (INGOs).
- Provided various security workshop and trainings to the secretariat and National Society personnel.
- Reprinted the two “Stay safe” security manuals- 3rd edition (English version).
- In order to meet the increased demand for Red Cross Red Crescent training, and at the same time standardize security training within the IFRC, the unit developed two interactive CD-ROM/e-learning security training courses that are accessible on-line for all Red Cross Red Crescent personnel, including volunteers. This security CD-ROM/e-learning tools are the core elements in our Stay Safe “crusade” to create a better security culture within the IFRC. The training courses are divided into different modules focusing on special aspect of field security and security management.

**Financial situation:** The total 2009 budget is CHF 535,187 (USD 515,599 or EUR 359,741), of which CHF 444,589 (96 per cent) covered during the reporting period (including opening balance). Overall expenditure during the reporting was CHF 405,842 (76 per cent) of the budget.

[Click here to go directly to the attached financial report.](#)

**No. of people we have reached:** The security unit has assisted managers, delegates and staff in operations and field offices – some 150 locations around the world, as well as advised on security for emergency operations. The unit also supported and advised a number of National Societies in security management matters and incident handling. To date a total of 3,190 people within the IFRC, Red Cross Red Crescent movement, IO and NGOs have participated in one of the unit’s various security training courses. The security unit in 2009 dealt with 239 security incidents, and the IFRC’s security report “HotSpots” reached over 1,400 people within the Red Cross Red Crescent movement every week. Some 5,000 persons visited the unit’s security site on the FedNet since its creation in 2007.

**Our partners:** The unit does not have any formalized partnerships, but it regularly meets and discusses with various major players in the humanitarian community. It frequently shares its working methodologies, security approaches and tools with the Directorate General for Humanitarian Aid (DG ECHO) security unit, the United Nations Under Secretary General for Security (UNDSS), NGOs, IOs, as well as with the European Inter-agency Security Forum (EISF). A close working relation with the International Committee for the Red Cross’s (ICRC) security unit is maintained.

## Context

Over recent years the IFRC, as other humanitarian organizations has witnessed the global security environment change and generally deteriorate resulting in Federation personnel and humanitarian aid workers having to operate increasingly in insecure or potentially dangerous environments. To enable Federation personnel to operate effectively and securely through such a range of environments the unit requires a multi-dimensional approach to security. Crucial elements to this approach will be the need for a security culture; an up-to-date and effective security support tools; and appropriate security training both for staff and volunteers, as well as managers.

Recent research analysis of security incidents occurring to personnel operating in the humanitarian sector highlights that 2008 was the worst year on record for humanitarian workers in terms of violent acts. There was a general deteriorating trend in security in the humanitarian sector. There are no indications that this trend improved in 2009.

Particularly, the unit has seen increased insecurity in Pakistan, Afghanistan, Sri Lanka, India, Indonesia, South Sudan, Chad, the Central African Republic, the Democratic Republic of the Congo, Guinea and Yemen. Elections and political turmoil also created levels of insecurity in the Korean Peninsula, Honduras, Iran, Madagascar, Mauritania and Lebanon. This insecurity led to an increased level of attacks on aid workers. As a result of the global economic crisis, the unit also saw an increase in the number of incidents related to general crime – theft, burglary etc.

The unit dealt with several major crises during the reporting period assisting secretariat and National Society operations with contingency planning to meet developing situations (from travel/movement restrictions to partial relocations) in and amongst others in Yemen, Iran, Iraq, Chad, Guinea, Sudan, Zimbabwe, Pakistan, Sri Lanka, Bangladesh, and Afghanistan.

The security unit continued to focus on developing a security culture within the IFRC through new or updated security tools, security training and education, security assessments, and by ensuring 24/7 security support to secretariat and National Society staff seeking advice and guidance. The unit has also focused on giving direction to field managers on actions needed to comply with the Federation Minimum Security Requirements, and the establishment of a sound security management process.

## Progress towards outcomes

The number of staff coming under the IFRC's security management has risen significantly during the past three years. However, the ratio of incidents to delegates and staff has remained steady. Given that the IFRC routinely operates in more than 150 countries in areas that in some cases can be defined as highly insecure areas, and despite a deteriorating security environment, it is an achievement that no staff member or any other personnel under the IFRC's security management has been killed during the reporting period as a result of a security incident, whether from accident or deliberate. The IFRC's statistics continue to compare favourably to other international organizations and NGOs.

**Outcome 1:** Sound operational security management structures and procedures established and operating effectively.

### Achievements

- Revised the security framework and MSR for Federation operations in accordance with the new structure of the IFRC. The MSR was signed by the Secretary General and distributed to all field managers, and shared with all National Societies. All field delegations are required to ensure that their respective delegation meet the standards and criteria as set in these MSR.
- The unit was actively involved in handling the H1N1 and pandemic preparedness, including the business contingency planning, the critical incident management and the pandemic phase system.
- Established an additional zonal security coordinator position in Budapest covering Europe and potentially supporting the Middle East. Global security support is provided by the security unit at the Geneva secretariat, composed of three personnel (one manager and two senior officers (including one who is a staff on loan); three zonal security coordinator positions (Europe/Middle East, Asia Pacific, Eastern and Southern Africa); three country coordinator positions (Indonesia, Sri Lanka and Pakistan); and several security focal points.
- The security unit assisted with security preparations for the General Assembly in Nairobi, and two members of the security unit attended the conference providing support and advice in conjunction with the East Africa zonal coordinator.

**Outcome 2:** Enhanced awareness of security, more effective security management within delegations, and personnel who are better able to respond to security-related situations.

## Achievements

- Supported various National Society Emergency Response Unit (ERU) trainings and Federation-run Field Assessment Coordination Team (FACT) trainings to enhance capabilities across different areas of Red Cross operations and field security awareness.
- Conducted five two-day security managers workshops aimed at the security management capability of Federation programme coordinators.
- Translated, printed and distributed a French version of the two “Stay Safe” security guides.
- The two “Stay Safe” security manuals- 3rd edition (English version) were printed. Several Participating National Societies (PNS), NGOs/IO, as well as the corporate sector have showed great interest in the books. To date, 4,500 copies have been printed and distributed to various Red Cross Red Crescent partners, in addition to a number of other humanitarian organizations which have requested copies.
- The security unit developed and launched two security e-learning courses: one for delegates, staff and volunteers; and the second one for managers. The two CD-ROM/e-learning courses will enable the unit to increase the security learning curve in the IFRC by streamlining security training, and reaching out to all delegates, staff and volunteers within the International Red Cross and Red Crescent Movement. A number of National Societies have now followed suit and have made this training mandatory for their staff. To date, some 2,700 persons have signed up for the courses, and 3,000 CD-ROM copies printed and distributed.
- Assisted with the enhancement of the security component of the IFRC’s updated basic training course called "Impact".

**Outcome 3:** Federation operations and National Societies have good security awareness and are able to anticipate and react to changing situations and circumstances in a timely manner.

## Achievements

- Provided daily 24/7 on-call advice to managers throughout the IFRC on security issues.
- Participated actively in all operations task forces held in Geneva.
- Continued to update security guidelines, templates and information helpful to both the secretariat and National Society staff and managers on the IFRC’s internal website, FedNet. Some 5,000 persons have visited the security site since its creation in 2007.
- The unit prepared security regulations and guidelines to the various FACT and ERU teams deployed during the year (over 25 ERU and FACT deployments). FACT and ERU missions are now issued with a security packet composed of six basic security documents.
- Regular advice has been provided in response to requests on airline safety.

**Outcome 4:** Improved planning capacity, more effective management and prevention of security incidents, and enhanced ability to be proactive through reports, analysis and lessons learned.

## Achievements

- Continued to produce the weekly “Hot Spot” worldwide security updates that reach some 1,400 people within the Red Cross Red Crescent Movement.
- Provided advice on the effective handling of, and response to, security incidents and improved planning capacity. Some 239 security incidents were analysed and responded to.
- The unit developed and distributed a Federation Critical Incident Management (CIM) protocol, and managers are expected to familiarize themselves with this process and ensure that key staff under their responsibility are briefed and aware of the process. The new CIM protocol is a more generic crisis/critical situation management tool for use by the IFRC across a wider range of situations.
- Coordinated security assessment/support missions to Haiti, Panama, Sudan, Yemen, East Timor, Bangladesh, Pakistan, Fiji and Cambodia.

**Outcome 5:** Effective working partnerships established with other agencies providing increased access to information and resources.

## Achievements

- Participating in the advisory group for the rewrite of the Humanitarian Practice Network – Good Practice Review No 8 – Operational Security Management in Violent Environments. This is considered by humanitarian organizations as a primary reference for security in the field.
- Maintained effective working relations with other agencies. This has led to increased information available to support security management.
- Regularly met and discussed with various security focal points in the inter-agency community.
- Frequently shared working methodologies, security approaches and tools with DG ECHO, NGOs and IOs, as well as with the European Inter-agency Security Forum.
- Maintained a close working relation with the ICRC security unit.

## Constraints or Challenges

- A challenge remains to ensure the funding of field security delegate positions, and funding for various security projects.
- The IFRC has a moral and ethical responsibility to ensure that it takes steps to provide as safe of a working environment as possible. While the unit continues to make advances toward this, there remains a need to further improve the capability of field managers and operations to monitor and manage security effectively. Security is still often seen as something separate, and not an integral part of general management. As a result, the unit is continuing to see preventable security incidents occurring.
- This will be addressed through a process of creating an effective security culture where security considerations effectively become “second nature” – part of operational planning, part of everyday management, and part of everyday life for staff and volunteers. For 2010, the security unit will continue to focus on promoting the development of a security culture within the IFRC by focusing on security training and education both within the Federation and National Society operations, conducting security assessments, and providing direction to field managers on actions required to comply with MSR.

## Working in partnership

- Continued cooperation with the ICRC security unit. Maintained close working relationships and provided training support to National Societies currently providing funding and support to the security unit. Facilitated training and support to other National Societies upon request.
- Provided input to the Inter-agency Standing Committee policy documents and papers resolutions discussed at the UN General Assembly related to security management.
- Good informal relations with United Nations security personnel were maintained. The unit actively engaged with the DG ECHO security and other humanitarian organizations, as well as the European Inter-agency Security Forum.
- Deployed security coordinators, and liaised and participated in IO/NGO security networks in the field.

## Contributing to longer-term impact

Given the increasing number and scope of operations, the current global economic recession, together with the changing global security situation, the IFRC cannot afford to become complacent. As an organization, it needs to continue to develop its security management capability. Ultimately, the IFRC needs to develop an organizational security culture. This in turn, will enhance the security of Federation personnel and assets, enabling the organization to provide effective aid to its target population, and will also limit the IFRC’s vulnerability to punitive damages claims from a failure to ensure adequate security measures.

## Looking ahead

- The two security CD Rom e-learning modules will be disseminated and promoted throughout the IFRC. Senior management support to enforce the requirement of personnel to complete these modules will greatly enhance the personal security and security management capabilities of personnel. This e-learning training course is accessible to all those interested in completing the course and a diploma is awarded upon successful completion. In the future, successful completion will be a prerequisite for employment in the IFRC, and for participation in the Impact training. National Societies will also be encouraged to adapt similar standards.
- The compliance requirement for the revised MSR will be reinforced and this will be supplemented by the development and distribution of a self-assessment form that will enable managers to monitor and determine their compliance requirements with the MSR. This will further strengthen the security of volunteers, delegates, staff and assets.
- The unit will continue to push for the deployment of a zonal coordinator to the Americas zone, as well as to the Southern Africa zone.
- The unit will finalize a new set of global security rules for the secretariat, and will propose them to member National Societies to further enhance the security of their personnel.
- To better be able to analyze and process information on security incidents, the unit will also create a security incident database where it will encourage National Societies to report on security incidents, including those of volunteers. This will enable the unit to better target its assistance to field managers and National Societies, as well as it will indicate where the unit should focus its training.
- The unit is in the process of translating two security handbooks into Spanish (thanks to the Spanish Red Cross) and hopes that in 2009 (subject to funding), it will be able to print and distribute the Spanish version. It also hopes to gain support for an Arabic translation of the two handbooks.
- The unit is in the process of developing a security booklet for volunteers in emergency operations. This will be a basic document addressing (the often ignored) security for volunteers within the Red Cross Red Crescent.
- The unit will try to obtain interest and funding for the translation of the two security CD ROM/e-learning modules into French, Spanish and Arabic.

<b>How we work</b>	
<p>The IFRC's activities are aligned with its Global Agenda, which sets out four broad goals to meet the IFRC's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".</p>	<p><b>Global Agenda Goals:</b></p> <ul style="list-style-type: none"> <li>• Reduce the numbers of deaths, injuries and impact from disasters.</li> <li>• Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.</li> <li>• Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.</li> <li>• Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.</li> </ul>
<b>Contact information</b>	
<p>For further information specifically related to this report, please contact:</p> <p><b>Lars Tangen, Manager, Security Unit; email: <a href="mailto:lars.tangen@ifrc.org">lars.tangen@ifrc.org</a>; phone: +41 22 730 4445; and fax: +41 22 733 0395.</b></p>	