

Plan 2009-2010



Security

Executive summary

2007 saw the International Federation respond to 540 emergencies, a 25% increase on the 445 responded to in 2006. A recent UN report noted that the 12 months from June 2007 to July 2008 have been the worst on record for the non governmental organisations (NGOs). It also highlights a growing trend toward the targeting of relief workers. Despite these trends security is still seen as something separate and not an integral part of general management within Federation and many National Society operations. As a result we are continuing to see preventable security incidents occurring and there remains an over reliance on the Security Unit support to deal with issues that should be addressed by field managers. In effect there is a lack of a security culture within the Federation.

The security programme is aimed at creating an effective security culture within the Federation and National Societies that will enable Red Cross Red Crescent (RC/RC) personnel to operate safely and securely. The process to achieve this is outlined diagrammatically in the context section; however essentially to achieve this we will:

- Monitor and report on the implementation and compliance with the Security Framework and the Minimum Security Requirements. To enhance managers' ability to do this we are developing a security management self assessment tool for use by Federation and National Society managers.
- Maintain the zonal security coordinator in Southern and Eastern Africa (Nairobi), and Asia Pacific (Kuala Lumpur), and additional security coordinators to complex operations (Pakistan, Sri Lanka and Indonesia). Establish zonal security coordinator positions for Middle East and North Africa (MENA), Southern Africa and West and Central Africa zones.
- Provide Federation and National Societies managers, delegates, staff and volunteers with appropriate security training that will enhance their ability to operate in a secure manner. Two self learning CD ROM based and online security training courses will reach an increased number of staff and volunteers within the Federation and National Societies.
- Ensure the Security Unit continues to provide 24hour/7days support and advice to field, head quarters (HQ) and National Societies.
- Ensure efficient and effective security management through incident analysis, constant reporting, debriefings and field security assessments. This will include the development and introduction of a Security Incident Database project to assist us to determine the reasons for International Federation and National Societies security incidents and to identify trends.
- Ensure cooperation and information sharing with International Committee of the Red Cross (ICRC), European Commission's Humanitarian Aid Office (ECHO) and the inter-agency community.

By creating an effective security culture within the Federation and National Societies that will enable RC/RC personnel to operate safely and securely, the security programme contributes toward global agenda goal 1: Reduce the numbers of deaths, injuries and impact from disasters and 3: Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.

The total 2009-2010 budget is CHF 990,160 (USD 905,083 or EUR 630,675). [Click here to go directly to the summary budget of the plan.](#)

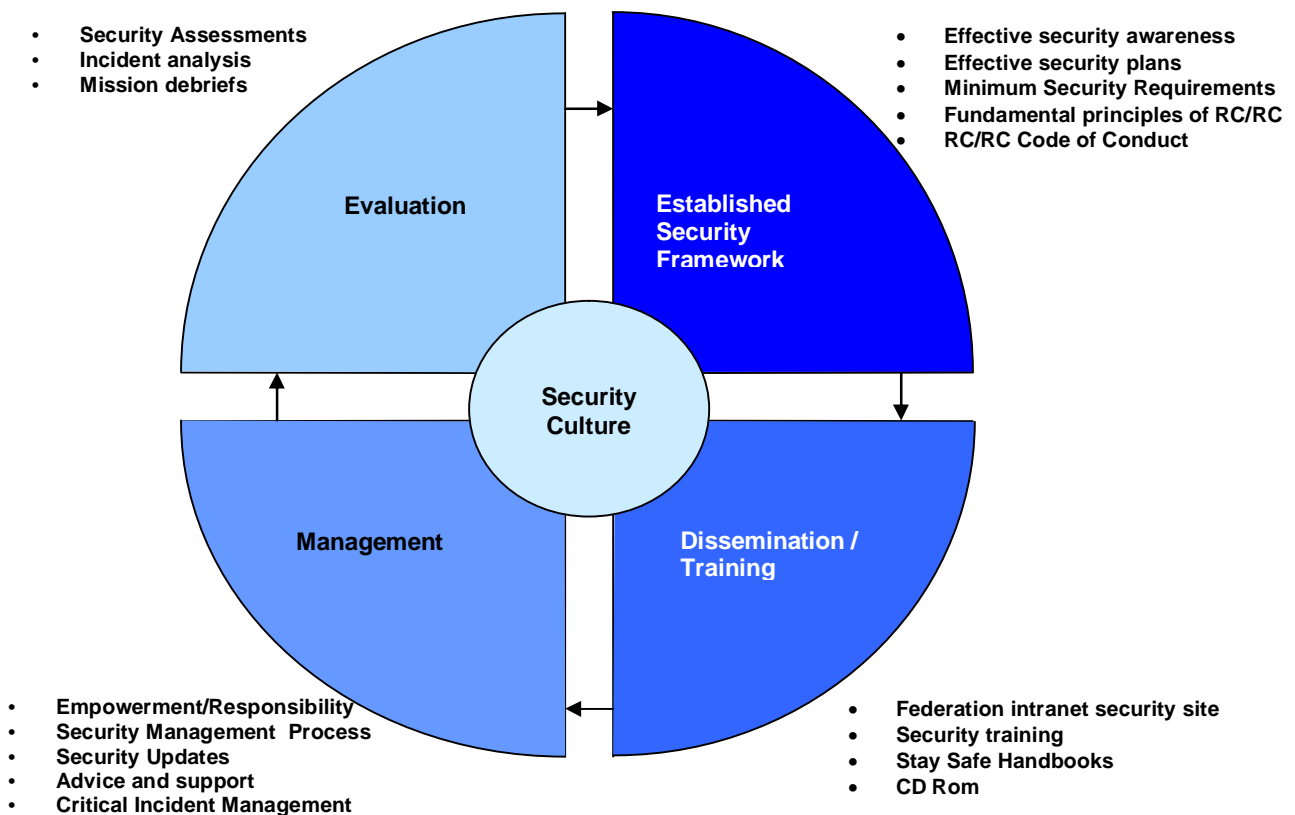
Context

2007 saw the Federation respond to 540 emergencies a 25% increase on the 445 responded to in 2006. Added to this over recent years we have seen the security environment change and generally deteriorate. In the past 12 months we have noticed the number of programme related incidents where personnel have been subjected to violence or harassment linked directly to the programme work they are doing has doubled. Recently a UN report noted that the 12 months from June 2007 to July 2008 have been the worst on record for the NGOs. It also highlights a growing trend toward the targeting of relief workers. The report recorded 63 deaths of international NGO staff the highest on record, and over 236 attacks resulting in loss of property, injury or death. The net result is that RC/RC personnel are deploying more often and in many cases to increasingly dangerous locations. The International Federation, as an organisation has a moral and ethical responsibility to ensure that it takes steps to provide as safe a working environment as possible for both Federation personnel and the personnel of Partner National Societies (PNSs) operating under its umbrella.

Currently the management of our field security is over reliant on the Security Unit support to deal with issues that should be addressed by field managers. In operations where we do have effective security management this is due to the capabilities of the specific individuals in place and often a change of personnel results in a deterioration of the security management. In effect security management has not been institutionalised. For a variety of reasons security is often seen as an 'add-on' and the organisation as a whole lacks a security culture. To address this, the Security Unit has developed a process aimed at establishing a security culture within the Federation, which will be the main focus of our plan for 2009/10. This is illustrated in the diagram below.

“STAY SAFE”

Creating a Security Culture within the International Federation



While we have made some advances toward this in the last 12 months in developing the supporting components for each stage we still have some way to go to ensure understanding and 'buy-in' from personnel and management. Security is still seen as something separate and not an integral part of general management. As a result we are continuing to see preventable security incidents occurring.

For 2009 the Security Unit will focus on promoting the development of a security culture both within the Federation and in NS through further enhancement of the elements that make up the four stages of creating a security culture. This will include focusing on security training and education both within Federation operations and for National Societies, conducting security assessments and providing direction to field managers on actions required to comply with Minimum Security Requirements (MSR).

As occurred in 2008 we will continue also to work closely with National Societies and respond to their requests for advice and support.

We will also focus on enhancing the security management capability in the zonal offices through the deployment of more security specialists into the field. These specialists will be better placed to respond to the needs of both Federation and PNS operations and be able to assist with the conduction of training for Federation and PNS personnel in the field.

Secretariat programme in 2009-2010

Security

a) The purpose and components of the programme

Programme purpose

The security programme is aimed at creating an effective security culture with the Federation and National Societies that will enable RC/RC personnel to operate safely and securely.

The security programme budget is CHF 990,160 (USD 905,083 or EUR 630,675).

Programme component: Maintain an effective global security framework that will enable personnel to operate safely and securely.
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Outcome: Sound operational security management structures and procedures established and operating effectively

Contributes to: Global Agenda Goal 1, Framework for Action Area 7 (Reinforced regional networks and structures)

Activities:

- Ensure the current security delegates positions are maintained and new personnel are deployed to identify key operations as required.
- Establish zonal security coordinator positions for MENA, Southern Africa and West and Central Africa.
- Monitor the implementation and enforcement of the Secretary General approved Security Framework and Minimum Security Requirements in all Federation operations.
- Disseminate the Security Framework and Minimum Security Requirements to our Member National Societies and advice on implementation as requested.
- Introduce a Field Managers Security Self Assessment project.

Programme component: Provide Federation managers and personnel with up to date and appropriate security training that will enhance their ability to operate in an effective and secure manner.

Outcome: Enhanced awareness of security, more effective security management within delegations and personnel better able to respond to security related situations.
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Contributes to: Global Agenda Goals 1 and 3, Framework for Action Area 9 (Human resources – staff and volunteers)

Activities:

- Complete development and distribute a CD-ROM based basic security and security management training course.
- Conduct security training in all induction courses held in Geneva.
- Conduct training for Emergency Response Units, Field Assessment and Coordination Teams, Basic Training Courses and other training for National Societies upon request.
- Conduct senior management security training courses in seven zone locations annually.

Programme component: Provide timely advice and information to Field, HQ and National Societies that will enable operations to be conducted in a safe and secure manner within the current environment.

Outcome: 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.

Contributes to: Global Agenda Goal 1 and 3, Framework for Action Area 7 (Reinforced regional networks and structures)

Activities:

- Ensure Security Unit is able to provide advice 24hour/7days.
- Provide advice to senior management in Secretariat, Field and National Societies on security matters.
- Participate in, and give advice to operational planning meetings and Task Forces.
- Maintain the Security Site on the FedNet.

Programme component: Ensure efficient and effective security management through incident analysis constant reporting, debriefings and review of security aspects of Federation and National Societies operations.

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

Contributes to: Global Agenda Goals 1 and 3, Framework for Action Area 4 (Analysis of external trends)

Component:

- Monitor the global situation and provide weekly updates (hotspots).
- Develop and introduce a Security Incident Database project to enhance our analysis of International Federation and National Societies security incidents.
- Provide security briefings and debriefings for personnel passing through the Secretariat.
- Conduct assessment missions to key identified Federation operations.
- Produce a half yearly and yearly report issued to personnel and managers (field and HQ), and to National Societies to better understand key security issues.

Programme component: Ensure cooperation and information sharing with ICRC, ECHO and the inter-agency community

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

Contributes to: Framework for Action Area 3 (communication and advocacy), 4 (Analysis of external trends) and 8 (Cooperation, coordination and support)

Activities:

- Participate in regular meetings and workshops with related agencies at all levels.
- Investigate opportunities for joint training opportunities.
- Provide input into interagency task forces, working groups and committees.

b) Profile of target audience and final beneficiaries

Overall the Federation's Security Programme aims to increase the security awareness, skills and capabilities of International Federation and National Societies managers, deployed personnel, staff and volunteers and to improve their security management capacity. This will enable the International Federation and National Societies to fulfil their humanitarian mandate and to operate in a safe and secure manner within the current security environment.

- **Federation and National Societies HQ and field managers:** the programme aims at increasing skills and capability, providing enhanced security analysis and advice, and providing advice and support in incident/crisis management
- **Federation and National Societies Delegates:** the programme aims at increasing security awareness and capability, providing a secure working environment, and providing advice and support when requested.
- **Federation, National Societies' staff and volunteers:** The programme aims at increasing security awareness and capability, assisting National Society security management, providing a secure working environment and providing advice and support when requested.
- **Beneficiaries:** enhancing the provision of more effective support through better planned and managed operations.

c) Potential risks and challenges

The current environment with an increasing number of emergencies and a deteriorating global security environment possesses the greatest risk. We can never negate but can only take steps to mitigate identified risks in the current environment. However both the Federation and National Societies must recognise that they are deploying personnel into increasingly higher risk situations. Failing to identify this and respond accordingly creates a risk for the Federation and/or National Societies that they will be unable to fulfil their humanitarian mandate and their obligation to provide as safe a working environment as possible for their personnel.

Challenges

The primary challenge is that due to the increased demand for support to an increasing number of emergencies and the pressure being placed on managers to respond that security will still be viewed as something separate and not an integral part of general management.

This will be addressed through our 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

The deteriorating security environment and increased complexity of operations requires security personnel with increased skills who may not be available in the existing pool of Federation or National Society personnel. Added to this there is a high demand for qualified and capable security personnel and the Federation is competing with other agencies within a limited pool of personnel.

While there are personnel who might be capable as security delegates/coordinators within National Societies we need to accept that to get the most capable personnel we should advertise on the open market. We need to either secure funding for this approach from either National Societies or through these positions being programme funded.

Role of the Secretariat

a) Technical programme support

1. Security management *Global Agenda Goal 1 - Reduce the number of deaths, injuries and impact from disasters.*

- Minimum Security Requirements implemented and enforced in all Federation operations
- Appropriate agreements/MOU established with PNS
- Enhanced security awareness in all field operations and amongst National Societies
- Enhanced capability of senior personnel in security management
- Effective critical incident analysis

2. Security training

Framework for Action 9 - Human resources (staff & volunteers)

- Senior personnel better able to manage security effectively
- Greater ability of all personnel to manage their personal security
- Staff and volunteers have greater access to security training support

3. Security Advice

Global Agenda Goal 3 - Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability. Framework for Action 7 - Reinforced regional networks and structures

- National Societies have access to regional security support
- Support provided to NS in developing internal security policies, a security framework and implementation of Minimum Security Requirements.
- Greater capability of National Societies to incorporate security into contingency plans

4. Security monitoring and analysis

Framework for Action 4 - Analysis of external trends

- Federation and NS operations have up to date knowledge of latest security environment
- National Societies have current situation knowledge when planning operations

b) Partnership development and coordination

We will continue our cooperation with the ICRC security unit and maintain established close working relationship with security advisors from various National Societies and provision of training support with National Societies currently providing funding and support to the Security Unit, and facilitate training and support to other National Societies on request. We will continue our support and engagement with ECHO security and the European Inter-Agency Security Forum (EISF). We will also provide input to the Interagency Standing Committee policy documents related to security management when requested. Deployed security delegates and coordinators liaise and participate in international organisations/NGO security networks.

Quality, accountability and learning

The International Federation has developed a set of Minimum Security Requirements for our field operations, also aimed at National Societies. To monitor and evaluate the implementation of the Minimum Security Requirement and our Security Framework we will develop and establish a Field Managers Security Self Assessment System. This system will assist the International Federation and National Societies in assessing the quality of the current security management and it's set-up in the field locations as well as to identify outstanding security management issues that need improvement.

The two part CD-ROM/e-learning training project will enable us to increase the security learning curve in the International Federation and National Societies by streamlining security training and to reach out to all delegates, staff and volunteers.

We will develop and introduce a security incident database to enhance our ability to analyse incidents, identify reasons for International Federation and National Societies security incidents and to determine trends which will enable us to be more proactive. This will also indicate where we will have to focus our

training and management support. It will also be a tool to provide accurate incident statistics and be a “reality check” on the progress of the Security programme.

The translation and dissemination of out two security hand books; ‘Stay safe: The International Federation’s guide to a safer mission’ and ‘Stay safe: The International Federation’s guide for security managers’ will further increase the security awareness and security management quality amongst International Federation and National Societies delegates, staff, volunteers and managers.

We will continue to produce the weekly – ‘hotspots’ report and Security Unit six-monthly and annual reports in order to ensure personnel are updated on current security situations, trends and progress of the security programme.

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