

Mid-Year report



International Federation
of Red Cross and Red Crescent Societies

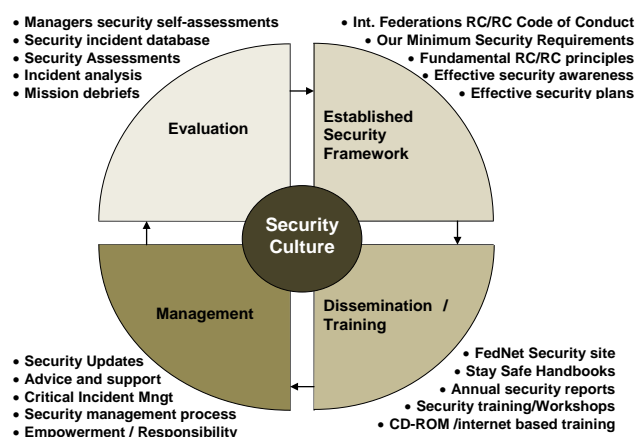
Security

Appeal No. MAA00026

6 August 2010

This report covers the period 1 January to 30 June 2010.

“STAY SAFE” Creating a security culture within the IFRC



In brief

Programme purpose: The overarching aim for this security programme is to increase the security awareness, skills and capabilities of secretariat and National Society managers, deployed personnel, staff and volunteers, and to improve their security management capacity. This will enable Red Cross Red Crescent personnel to operate safely and securely, and in addition it will enable the International Federation of Red Cross and Red Crescent Societies (IFRC) to address more effectively the strategic imperatives identified in the Strategy 2020.

Programme summary: The primary role of the unit has been to provide advice and direction to the secretariat and National Society senior management and field managers on actions needed to establish a sound security management process. The main activities during the reporting period have been:

- Focal point for all operational field security matters. Provided advice and support to secretariat and field management, as well as to National Societies - on a 24/7 basis.
- Ensured efficient and effective security management through incident analysis constant reporting, debriefings and field security assessments.
- Developed security policies, strategies and security tools; as well as fundraised for the security programme appeal and for security delegates.
- Monitored, analysed and reported on global security issues, including the IFRC's weekly Security "HotSpot" reports.
- Briefed and debriefed personnel deploying and returning from the field.
- Monitored and assisted the implementation and compliance with the Security Framework and the Minimum Security Requirements (MSR).
- Advocated for current security delegate's positions to be maintained and new personnel to be

deployed to identified key operations as required.

- Provide the secretariat and National Society managers, delegates, staff and volunteers with appropriate security training that will enhance their ability to operate in a secure manner.
- Ensured cooperation and information sharing with ICRC, ECHO and the inter-agency community.

Financial situation: The total 2010 budget is CHF 367,429 (USD 338,572 or EUR 277,364), of which CHF 185,921 (51 per cent) covered during the reporting period (including opening balance). Overall expenditure during the reporting period was CHF 94,191 (26 per cent) of the budget. The lower expenditure in the first half of the year is due to the majority of the costs of the 2010 budget planned for activities taking place in the second half of the year: the security database development, security training, the annual security seminar, missions and the reprinting of security books.

[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 has advised on security for all emergency operations. The unit has also supported and advised a number of National Societies in security management matters and incident handling. So far, the unit has conducted numerous training courses for delegates, staff and National Society members, as well as dealt with 130 security incidents. IFRC's security report "HotSpots" reaches over 1,400 people within the Red Cross Red Crescent Movement every week. Over 3,000 Stay Safe security training CD-ROM copies have been printed and distributed, some 4,500 people have signed up for the training online, and the "Stay safe" English and French security books have been printed and distributed in 4,500 copies. There have been over 5,000 visits to our FedNet security website, and some 250 to 300 requests for security advice and support from the secretariat and National Societies have been handled.

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 Department of Safety and Security (UNDSS), non-governmental organizations (NGOs), international organizations (IOs), as well as with the European Inter-agency Security Forum (EISF). A close working relation with the ICRC security unit continues.

Context

The unit continues to see the IFRC respond to an increasing number of emergencies. Added to this, over the recent years, the unit has seen the security environment change and generally deteriorate. During the first six months of 2010, the unit noticed the number of programme-related incidents where personnel have been subjected to violence or harassment linked directly to the programme work, increase. The net result is that Red Cross personnel are being deployed more often, and in many cases, to increasingly insecure locations. The IFRC has a moral and ethical responsibility to ensure that it takes steps to provide as safe of a working environment as possible to both secretariat personnel and the personnel of National Societies operating under its umbrella.

Particularly, the unit has seen increased insecurity in Haiti, Iraq, Yemen, Pakistan, Afghanistan, Thailand, South Sudan, Chad and Rwanda. Recent elections and political turmoil have also created levels of insecurity in the Korean Peninsula, Kyrgyzstan, Uzbekistan, Iran, Lebanon, Madagascar, Guinea, Guinea Bissau, Niger, Burundi and Togo. This insecurity has resulted in an increasing level of attacks on aid workers. As a result of the global economic crisis, the unit is also witnessing an increasing number of incidents related to general crime – theft, burglary etc.

The unit dealt with several major crises during the period assisting the secretariat and National Society operations with contingency planning to meet developing situations (including from travel/movement restrictions to plans to partial relocations) in: Yemen, Iran, Iraq, Guinea, Guinea

Bissau, Chad, Sudan, Zimbabwe, Niger, Côte d'Ivoire, Madagascar, Kenya, Thailand, Pakistan, Sri Lanka, Bangladesh, Afghanistan, Haiti, Chile, Jamaica, Kyrgyzstan and Uzbekistan, amongst others.

The security unit continues to focus on promoting the development of a security culture both within the secretariat and in National Societies through further enhancement of the elements that make up the four stages of creating a security culture. The unit has also focused on giving direction to field managers on actions needed to comply with the IFRC's MSR, and the establishment of a sound security management process. It continues to work closely with National Societies, and responds to their requests for advice and support.

Progress towards outcomes

The number of staff coming under the IFRC's security management has risen significantly during the past years. However, the ratio of incidents to delegates deployed 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, and despite a deteriorating security environment, it is an achievement that no staff member or any other personnel under Federation security management has been killed as a result of a security incident, whether from accident or deliberate, during the reporting period. Federation statistics on security incidents continue to compare favourably to other international organizations and NGOs.

Outcome 1

Sound operational security management structures and procedures established and operating effectively. Advocating for, and assisting National Societies to adopt the IFRC's MSR for their own operations.

Achievements

- Maintained an effective global security framework that enabled personnel to operate safely and securely. This has included fundraising for this security programme appeal and various security delegates positions.
- Advocated for establishing zonal security coordinator positions where needs have been identified – Haiti operation, South Africa and the Middle East and North Africa (MENA) zones. Advocated for maintaining the already established zonal security coordinators positions (East Africa and Asia Pacific), as well as the additional security coordinators to larger and more complex operations (Pakistan and Sri Lanka).
- Reviewed numerous potential security delegates curricula vitae, provided technical feedback, tested security competences and shortlisted people for all the vacant field security positions.
- Monitored the implementation and enforcement of the Secretary General-approved Security Framework and MSR in all Federation operations. Disseminated these to member National Societies, and advised on implementation as requested. Introduced field managers to IFRC's new security self-assessment tool.
- Redeveloped the IFRC's critical incident management protocol into a more generic crisis/critical situation management protocol for use by the secretariat and National Societies across a wide range of situations.
- Global security support is now provided by: the security unit at the secretariat in Geneva, composed of three personnel - one manager and two senior officers; four zonal security coordinator positions (Middle East, Asia Pacific, East Africa and Southern Africa); five country coordinator positions (Haiti (3), Sri Lanka and Pakistan); and several security worldwide focal points.

Outcome 2

Enhanced awareness of security, more effective security management within operations and personnel better able to respond to security related situations.

Achievements

- The unit has provided 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.
- Distributed and disseminated the unit's two CD-ROM-based and online security training courses to all field locations and to National Societies reaching an increased number of staff and volunteers within the Red Cross Red Crescent Movement. Some 4,500 people have signed up for the training online so far. These security learning tools are now the core elements of the unit's "campaign" to create a better security culture within the secretariat and National Societies.
- The two Stay Safe e-learning trainings recently won the 2010 MediaFresh award (Canada). The award is dedicated to the recognition of those Alberta Digital Media Professionals and Post-Secondary students who have created outstanding project and programmes. The unit's Stay Safe won for "best e-learning product/course" judged on; 30 per cent educational merits; 30 per cent creativity; visual presentation and use of new media; 20 per cent proof of innovation; and 20 per cent functionality and ease of use.
- Continued to develop new security training modules and tools.
- Supported National Society Emergency Response Unit (ERU) trainings and Federation-run Field Assessment Coordination Team (FACT) trainings to enhance capabilities across the different areas of Red Cross operations and field security awareness.
- Conducted security managers workshops aimed at the security management capability of secretariat and National Society programme coordinators.
- Re-printed and distributed the English and French versions of the two "Stay Safe" security books to field locations and National Societies. To date 4,500 security books have been printed and distributed.
- Conducted several security sessions in IFRC's basic training course, now called "Impact".

Outcome 3

Secretariat 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 timely (24/7 on call) advice and information to the secretariat and National Societies on security issues that enabled operations to be conducted in a safe and secure manner within the current environment. Some 250 to 300 requests for security advice and support from the secretariat and National Societies have been handled to date.
- Participated actively in, and provided advice to, operational planning meetings and task forces at the secretariat in Geneva.
- Continued to upgrade the security site on IFRC's internal website, FedNet, which contains security guidelines, templates and information to assist both the secretariat and National Society staff and managers. There were over 5,000 visits to the FedNet security website to date.
- Provided security regulations and guidelines to all ERU/FACT deployments. FACT and ERU deployed delegates are now issued with a security packet composed of six documents: security instructions, security briefing papers; safety and security guidelines for natural disasters; security guidelines for interaction with beneficiaries/distribution and crowd control; guide on interaction with the military and the use of armed escorts; and finally, interaction with media personnel and journalists.
- Advice provided in response to an increase number of requests on airline safety assessments.

Outcome 4

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

Achievements

- Ensured efficient and effective security management through incident analysis constant reporting, debriefings and review of the security aspects of secretariat and National Society operations.
- Monitored the global security situation; and continued to produce the weekly “Hot Spot” worldwide security updates, reaching some 1,400 Red Cross Red Crescent personnel.
- Progress made in the development of a security incident database to enhance the IFRC’s analysis of secretariat and National Society security incidents.
- Provided security briefings and debriefings for personnel passing through the secretariat.
- Provided advice of effective handling of, and response to, 130 security incidents.

Outcome 5

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

Achievements

- Participated in the advisory group for the rewrite of the *Humanitarian Practice Network – Good Practice Review No 8 – Operational Security Management in Violent Environments*. Humanitarian organizations considered this document a primary reference for security in the field.
- Participated in the 98th UN Humanitarian Civil-Military Coordination (UN-CMCoord) course.
- Maintained effective working relations with other agencies.
- 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 security delegate positions, and core funding for various security projects. The low funding support from donor National Societies in 2009 hampered the unit’s ability to fulfil its planned programme. Many donors have indicated that they see security as a core responsibility of the IFRC, and that it should be covered fully by the barem and the programme support recovery costs. The donors and the senior leadership in the IFRC will have to agree on the funding responsibility of the activities carried out by the security unit.
- Despite the efforts over the past years security is still seen as something separate and not an integral part of general management within the secretariat and many National Society operations. Many managers adopt a traditionalist view that security is a service function, one that inevitably incurs costs to the bottom line of the operation. The more modern view being adopted by many corporate entities defines security as a function that enhances the organization’s capability and is therefore a contributor – rather than a cost to the bottom line; as such security is mainstreamed throughout the operation. IFRC still has to reach this realization, and therefore security management has not yet been mainstreamed or institutionalized. The unit therefore continues to see preventable security incidents occurring, adding to the costs of operations and impacting on the IFRC’s ability to deliver effectively and efficiently.
- This will be addressed through the unit’s 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 security unit will

continue to focus on promoting the development of a security culture both within the secretariat and in National Societies 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 secretariat operations and for National Societies, and providing direction to field managers on actions required to comply with the MSR.

Working in partnership

- Continued cooperation with the ICRC security unit. Maintained close working relationships with, 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.
- Informal relations with the United Nations Department of Safety and Security (UNDSS) were maintained. The unit actively engaged with the DG ECHO security and other humanitarian organizations, as well as with the European Inter-agency Security Forum.

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. 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 current environment, with an increasing number of emergencies and a deteriorating global security environment, poses the greatest risk. The IFRC can never negate but can only take steps to mitigate identified risks in the current environment. However both the secretariat and National Societies must recognize that they are deploying personnel into increasingly higher-risk situations. Failing to identify this and respond accordingly creates a risk for the secretariat and/or National Societies that they will be unable to fulfil their humanitarian mandate, their obligation to provide as safe of a working environment as possible for their personnel, as well as the strategic imperatives identified in Strategy 2020.

- The unit will (subject to funding) translate the two CD ROM e-learning modules into French, Arabic and Spanish. The successful completion of the security courses are now a prerequisite for employment in the secretariat and in several National Societies. The unit hopes more National Societies will be encouraged to adapt same standards once translated.
- The compliance requirement for the revised MSR has been reinforced and supplemented by the development and distribution of a security 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. All field operations are required to implement the MSR and the Secretary General set a deadline for compliance for June 30, 2010. In addition, all zonal directors are to ensure that all the county representatives in their respective zone send back the MSR- security self assessment to the security unit no later than September 30, 2010. The unit will monitor the compliance and address any shortcomings.
- The unit will work with the Americas zone to identify a security coordinator. The unit will also advocate for the need of zonal security coordinators becoming part of the zonal core set up and not continuing to be dependant on the fully-funded delegate option.
- The unit will finalize a new set of global security rules for the IFRC, and propose them to member National Societies to further enhance the security of personnel.

- To better be able to analyse and process information on security incidents, the unit is in the process of creating a security incident database, where it will encourage National Societies to also report on security incidents. 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 Spanish Red Cross is in the process of translating the unit's two security handbooks into Spanish, and once finalized, the unit will print and distribute the Spanish version.
- Finalizing a paper on the IFRC's security liability and responsibility towards the National Societies.

How we work

All Federation assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations \(NGO's\) in Disaster Relief](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to:

Inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of non-violence and peace.

Contact information

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