

Mid-Year report



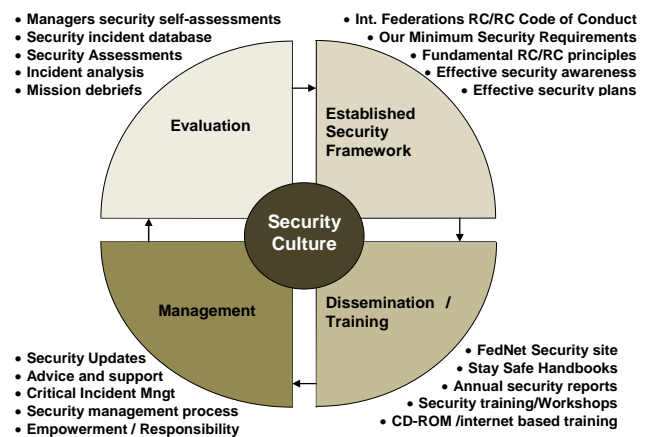
Security

Appeal No. MAA00026

15 August 2011

This report covers the period 1 January to 30 June 2011.

“STAY SAFE” Creating a security culture within the International Federation



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 and provision of 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.
- Development of security policies, strategies and security tools, as well as fundraising for the Security programme appeal and for security delegates.
- Monitoring, analyzing and reporting on global security issues, including our weekly Security “HotSpot” reports.
- Briefings and debriefings of personnel deploying and returning from the field
- Monitor and assist in the implementation & compliance with the Security Framework and the Minimum Security Requirements (MSR).
- Advocated and fundraised for the current security delegate’s positions to be maintained and so

that new personnel are deployed to identified key operations as required. In addition the manager of the Security Unit remains the technical line manager for all field deployed security personnel.

- 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.
- Ensured cooperation and information sharing with ICRC and the inter-agency community.

Financial situation

The total 2011 budget is CHF 452'625 of which CHF 210'177 (46%) covered during the reporting period (including opening balance). Overall expenditure during the reporting period was CHF 177'096 (39%) of the annual budget. The lower expenditure in the first half of the year is due to the majority of the costs of the 2011 budget planned for activities taking place in the second half of the year: the security database development, security training and French version of the two e-learning modules and the printing and distribution of the Spanish version of two 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 95 security incidents. Our security report “HotSpots” reaches over 1,500 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 6,600 people have signed up for the training online including 1400 volunteers, the “Stay safe” English and French security books have been printed and distributed in 6,800 copies. Over 6,000 visits to our FedNet security website have been recorded and some 250 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 United Nations Department of Safety and Security (UNDSS), NGOs, 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 2011, the unit noticed the number of programme-related incidents where personnel have been subjected to violence or harassment linked directly to the programme work, remained high. 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 have seen increased insecurity in the traditional high risk areas; in addition recent popular reactions to rising commodity prices, unemployment and the perceived authoritarianism of governments, elections and political turmoil have also created high levels of insecurity in new areas. The “Arab spring”, the war in Libya and the conflict in Ivory Coast are some examples. This insecurity has resulted in an increasing level of attacks on aid workers and increased insecurity for Red Cross Red Crescent personnel. As a result of the global economic crisis we are 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 Federation and national society operations with contingency planning to meet developing situations, including from travel/movement restrictions to plans to partial relocations in several countries.

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. We will continue to work closely with National societies and respond 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.

Global security support is now provided by the security unit at the Geneva secretariat, composed of three personnel - one manager and two senior officers; four Zonal security coordinator positions (Middle East, Asia Pacific, Eastern Africa and Southern Africa); 5 country security coordinators or delegates positions (Haiti (3), Pakistan (2)); and several Security worldwide national security officers and delegates functioning as security focal points.

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.
- Developing a new system of supplementary service agreements for costing of security / Supplementary security service charge model.
- The Unit created an IFRC security framework for working alongside other movement components.
- Advocated for maintaining and fundraised for the already established Zonal Security Coordinators positions - the Middle East and North Africa (MENA), South and East Africa and re-established the security coordinator position in Asia Pacific, as well as the additional security coordinators to larger and more complex operations.
- Reviewed numerous potential security delegates CVs, provided technical feedback, tested security competences and shortlisted for all the opened field security positions.
- Monitored the implementation and enforcement of the Secretary General approved Security Framework and MSR in all Federation operations. As well as disseminated these to our member National Societies and advised on implementation as requested. Introduced our Field Managers to our new Security Self Assessment tool. The MSR are now available in all the four official Federation languages. All Directors of Zone and Country Reps. are required to ensure their respective delegation meets the standard criteria as set forth in the MSR.
- Redeveloped our critical incident management protocol into a more generic crisis/critical situation management protocol for use by the secretariat and National Societies across a wider range of situation. A Hostage Incident Management protocol was developed and once finalized and established will be shared and disseminated with Zone offices and National Societies.

Outcome: 2 Enhanced awareness of security, more effective security management within operations and personnel better able to respond to security related situations.

Achievements

- 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 6,600 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.
- A Spanish version of both "Stay safe" e-learning courses will be distributed during the 2nd half of 2011 (partially funded by the Spanish Red Cross).
- Continued to develop new security training modules and tools
- Conducted security managers workshop for one PNS aimed at the security management capability of National Societies programme coordinators.
- Re-printed and distributed the English version of the two 'Stay Safe' security books to field locations and National societies. To date 6,800 English and French versions of the security books have been printed and distributed.
- The two 'Stay Safe' security books have been translated into Spanish and will be distributed during the 2nd half of 2011 (partially funded by the Spanish Red Cross).
- Conducted several security sessions in Federation'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 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 and emergency meetings in Geneva.
- Continued to upgrade the security site on the IFRC's internal website, FedNet, which contains security guidelines, templates and information to assist both the secretariat and National Society staff and managers. There have been over 6,000 visits on our FedNet security website to date.
- Provided security regulations and guidelines to all ERU/FACT deployments. 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 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 1,500 Red Cross Red Crescent personnel.
- Finalizing the Security Incident Database to enhance our analysis of IFRC and National Societies security incidents. The database will be ready for dissemination during the 2nd half of 2011.
- Provided security briefings and debriefings for personnel passing through the secretariat.
- Provided advice of effective handling of, and response to, 95 security incidents.

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

Achievements

- 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 United Nations Department of Safety and Security (UNDSS), 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 2010 and 1st half of 2011 somewhat 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 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 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, numerous National Societies. Facilitated training and support to several National Societies upon request.
- Provided input to the Interagency Standing Committee policy documents and papers resolutions related to security management.
- Informal relations with the UNDSS were maintained. The Unit actively engaged with several humanitarian organisations 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. 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.

With the implementation of the MSR, increased training for both delegates and senior staff, and on-line training opportunities it is our belief that the security of RC/RC staff can be enhanced even further but these initiatives are also a reflection of the continuing commitment to safety and security of International Federation's staff by the organisation.

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.

- We will (subject to funding) translate the two CD Rom e-learning modules into French and Arabic. The Spanish version of both "Stay safe" e-learning courses will be distributed by 2nd half of 2011. The successful completion of the security courses are now a prerequisite for employment in the Federation and several National Societies. We hope more National Societies will be encouraged to adapt same standards once translated.
- The Spanish version of the unit's two security handbooks will be distributed during the 2nd half of 2011.
- The compliance requirement for revised MSR has been reinforced and supplemented by the development and distribution of our 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 Security Unit will monitor the compliance and address any shortcomings. The security assessment process has been incorporated into the Secretariat's audit process and the aim is to include the outcome of any security audit as part of manager's performance evaluation process.
- 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 dependent on the fully-funded delegate option.
- The unit will disseminate 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 analyze and process information on security incidents, the unit will finalize the new 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.
- We will work on a solution for supplementary service agreements and the cost recovery on security services.
- The Security Unit will also work to adjust existing security tools with regard to volunteer's safety in line with Strategy 2020.

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.

<p>The IFRC's vision is to:</p> <p>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.</p>	<p>The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:</p> <ol style="list-style-type: none"> 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.
<p>Contact information</p>	
<p>For further information specifically related to this report, please contact: Lars Tangen, Manager, Security Unit; email: lars.tangen@ifrc.org; phone: +41 22 730 4445; and fax: +41 22 733 0395.</p>	