

# Plan 2010-2011



International Federation  
of Red Cross and Red Crescent Societies

## Security

### Executive summary

The Security unit will continue to focus on developing a security culture within the International Federation and our RC/RC Societies through security training and education, security assessments, and by ensuring 24/7 security support to secretariat and National Society staff seeking advice and guidance. As part of this programme the unit will also focus on giving direction to field managers on actions needed to comply with the International Federation Minimum Security Requirements (MSR), and the establishment of a sound security management process.

The purpose and components of the security programme are aimed at creating an effective security culture within the International Federation and National Societies that will better enable 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 MSR.
- Continue to advocate for establishing Zonal Security Coordinator positions where there needs have been identified. Advocate for maintaining the already established Zonal Security Coordinators positions (E. Africa, Asia & Pacific and Europe) as well as the additional security coordinators to larger and more complex operations (Pakistan, Sri Lanka and Indonesia).
- Provide International Federation and National Societies managers, delegates, staff and volunteers with appropriate security training that will enhance their ability to operate in a secure manner. Our two self learning CD Rom based and online security training courses will reach an increased number of staff and volunteers within the RC/RC movement.
- Ensure the Security unit continues to provide a 24/7 support and advice to Field operations, 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 ICRC, ECHO and the inter-agency community.

The 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.

By creating an effective security culture within the International Federation and National Societies that will better enable 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. In addition it will enable the International Federation to address more effectively the strategic imperatives identified in the Strategy 2020.

The total 2011 budget is CHF 0.5m ([Click here to go directly to the summary budget of the plan](#)).

# Context

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 worker in terms of violent acts and that there is a general deteriorating trend of security in the sector. This trend has not improved in 2009, and will most likely future deteriorate. As a result of the global economic crisis we are also witnessing an increase general crime and we are seeing an increasing number of incidents related to general crime – theft, burglary etc.

We continue to see the International Federation responding to an increased number of emergencies, 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 increasing. The net result is that 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 International Federation personnel and the personnel of NSs operating under its umbrella.

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 International Federation, which will be the main focus of our plan for 2010/11. This is illustrated in the diagram at the right.

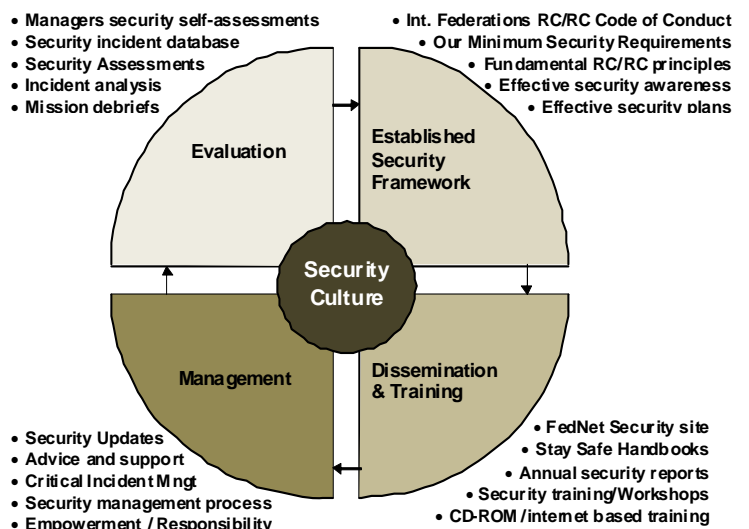
While we have made some advances toward this in the last 24 months in developing the supporting components for each stage we still have some way to go to ensure understanding and ‘buy-in’ from personnel and management. Security is still seen as something separate and not an integral part of general management. As a result we are continuing to see preventable security incidents occurring.

For 2010-2011, the Security unit will focus on within the International Federation and in NS up the four stages of creating a security culture.

This will include focusing on security training and education both within International Federation operations and for National Societies, conducting security assessments and providing direction to Field Managers on actions required to comply with MSR.

As occurred in 2009 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 International Federation and NS operations and be able to assist with the conduct of training for International Federation and PNS personnel in the field.



# Secretariat programme in 2010-2011

## Security

a) The purpose and components of the security programme are aimed at creating an effective security culture within the International Federation and National Societies that will enable RC personnel to operate safely and securely.

### **1. Maintain an effective global security framework that will enable personnel to operate safely and securely.**

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

**Component:**

- Advocate for the current security delegates positions to be maintained and new personnel are deployed to identified key operations as required.
- Advocate for Zonal Security Coordinator positions for those Zones that are still lacking (MENA, Americas, W and S. Africa).
- Monitor the implementation and enforcement of the Secretary General approved security framework and MSR in all International Federation operations.
- Disseminate the security framework and MSR to our member National Societies and advise on implementation as requested.
- Introduce our Field Managers to security self assessment tool.

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

### **2. Provide International 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.**

**Contributes to:** Global Agenda Goal 1 and 3, Framework for Action Area 9 (Human resources – staff and volunteers)

**Component:**

- Distribute and disseminate our two CD-ROM based basic security and security management training courses.
- Conduct training for ERU, FACT BTC and other training for National Societies upon request.
- Conduct senior management security training courses in all the zone locations annually.
- Continue to develop new security training modules and tools.

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

### **3. 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.**

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

**Component:**

- Ensure Security unit is able to provide advice 24/7.
- Provide advice to senior management in secretariat, field and National Societies on security matters.
- Participate in, and give advice to operational planning meetings, Critical Incident Management teams and Task Forces.
- Maintain the security site on the FedNet.

**Outcome:** International 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.

#### 4. Ensure efficient and effective security management through incident analysis constant reporting, debriefings and review of security aspects of International Federation and National Societies operations.

**Contributes to:** Global Agenda Goal 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 International Federation operations.
- Produce a yearly report issued to personnel and managers (field and HQ), and to National Societies to better understand key security issues.

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

#### 5. Ensure cooperation and information sharing with ICRC, ECHO and the inter-agency community

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

**Component:**

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

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

### b) Profile of target audience and final beneficiaries

Overall the International 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.

- **International 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
- **International 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.
- **International 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 International Federation and National Societies have a moral and ethical responsibility to ensure that it takes steps to provide as safe of a working environment as possible. In addition it is the legal obligations and the "duty of care". While we continue 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.

Despite the efforts over the past years security is still seen as something separate and not an integral part of general management within International Federation 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 organisation's capability and is therefore a contributor – rather than a cost to the bottom line; as such security is mainstreamed throughout the operation. We have still to reach this realisation and therefore security management has not been mainstreamed or institutionalised. We are continuing to see preventable security incidents occurring adding to the costs of operations and impacting on our ability to deliver effectively and efficiently.

The current environment with an increasing number of emergencies and a deteriorating global security environment pose the greatest risk. We can never negate but can only take steps to mitigate identified risks in the current environment. However both the International 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 International 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 continues to be viewed as something separate and not an integral part of general management.

- This will be partly 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 International Federation or National Society personnel. Added to this there is a high demand for qualified and capable security personnel and the International 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.

The low funding support from donor NS in 2009 hampered the unit's ability to fulfil its planned programme. Many donor NS have indicated that they see security as a core responsibility of the International Federation and should be covered fully by the bareme and the PSR. The challenge remains to ensure the funding of security delegate positions, and core funding for various security projects.

- The donor NS and the senior leadership in the International Federation will have to agree on the funding responsibility of the activities carried out by the Security unit. A long-term security strategy with a proper long-term funding plan proposal will be developed by the unit to address these shortcomings.

## Role of the secretariat

### a) Technical programme support outline

#### 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 International 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

#### 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 incorporate security into contingency plans

#### 4. Security monitoring and analysis

*Framework for Action 4 - Analysis of external trends*

- International 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 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 IO/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 disseminate our 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 its 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 within the RC/RC movement.

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 on 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 that now have more than 1,400 recipients, and Security unit 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 International Federation’s mission to “improve the lives of vulnerable people by mobilizing the power of humanity”.	<b>Global Agenda Goals:</b> <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>
Contact information	
<b>For further information specifically related to this plan, please contact:</b> <ul style="list-style-type: none"><li>• Lars Tangen, Manager Security Unit Ph +41 22 730 4445 /Fax: +41 22 733 0395 E-mail: <a href="mailto:lars.tangen@ifrc.org">lars.tangen@ifrc.org</a></li></ul>	