



Security Annual Appeal Report 2012

 International Federation
of Red Cross and Red Crescent Societies

Security

Appeal No. MAA00026

This report covers the period;

This report covers the period 1 January to
31 December 2012.



By John Dyer, IFRC South Sudan

In brief

Programme purpose: The overarching aim enhance a culture of security within the IFRC and National societies by increasing the security awareness, skills and capabilities of IFRC and National Society managers, deployed personnel, staff and volunteers. 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 IFRC and National Society senior management and field managers on actions needed to establish a sound security management framework. 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.
- Monitor and assist in the implementation & compliance with the Security Framework and the Minimum Security Requirements (MSR).
- Ensure 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.
- 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
- 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.

- Provided 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.
- The Security Unit has also taken up the function as the IFRC secretariat's focal point on CivMil matters.
- A new "Stay Safe- Volunteers" security booklet has been released under coordination by the IFRC Volunteer department and is available in 5 languages including Russian.

Financial situation - The total 2012 budget is CHF 309,675 of which CHF 330'283 (107 %) covered during the reporting period (including opening balance). Overall expenditure during the reporting period was CHF 288,573 (93%) 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 100 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. In 2012 the unit conducted numerous training courses and trained some 400 delegates, staff and National Society members, as well as dealt with 114 security incidents related to IFRC or NS under our security umbrella and 32 incidents for NS not under our umbrella. Our security report "HotSpots" reaches over 1,700 people within the Red Cross Red Crescent movement every week. Over 3,100 Stay Safe security training CD-ROM copies have been printed and distributed, some 15,000 people have signed up for the training online, the "Stay safe" English and French security books have been printed and distributed in 8,000 copies. Some 7,000 visits to our FedNet security website have been recorded and some 300 requests for security advice and support from the secretariat and National Societies have been handled. The volunteer department with technical and financial support from the security unit published "Stay safe-volunteer security" of which 7,500 were distributed in five language versions. Some 180 security alerts were sent out to IFRC staff and PNS's under IFRC security management. In addition the unit provided 23 Airline safety assessments upon request by various field delegations and National Societies

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

Over recent years the International Federation of Red Cross and Red Crescent Societies (IFRC), as other humanitarian organisations, has witnessed the global security environment change and generally deteriorate resulting in the IFRC personnel and humanitarian aid workers having to operate increasingly in insecure or potentially dangerous environments. Particularly the unit has 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 Syria and the conflict in Mali 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.

It is estimated that since 1994 an estimated 350 Red Cross Red Crescent national society staff and volunteers have died in the line of duty. Majority of those personnel have died during emergency response operations while others have been killed a result of crime or in conflict situations.

The year 2012 has been particularly challenging in terms of loss of life among staff and volunteers within the Red Cross Red Crescent movement, especially in the Middle East region where a number of personnel have been killed as a result of internal strife or conflict related violence.

The IFRC had a permanent presence in around 60 countries globally and conducting or contributing to operations annually in over 100 countries. A number of these countries represent some of the most challenging security environments in terms of crime and insecurity while others can be defined as conflict areas.

A total number of 114 security incidents were reported to the security unit in 2012 which represents 41 fewer incidents (26 %) compared to 2011. When comparing the total number of reported security incidents in the previous 2 years it is clear that the number of incidents have been decreasing steadily which corresponds to the downsizing of IFRC staff globally during this time as no major IFRC operations occurred. A number of serious security incidents were reported in 2012 and for the first time in a number of years an IFRC staff member was killed. The man was employed as a security guard in Afghanistan but according to official investigation the killing is suspected to have been related to personal issues. IFRC vehicles were carjacked in Haiti and Syria and a number of armed robberies of staff occurred.

Progress towards outcomes

To enable Red Cross Red Crescent personnel to operate effectively and securely through a range of security challenging environments requires a multidimensional approach to security. The security unit has focused on promoting the development of a culture of security both within the IFRC and member National Societies. This has included focus on security training and education both for IFRC operations and National Societies, conducting security assessments and providing direction to field managers on actions required to comply with MSR. Particular focus has been placed on the issue of security for volunteers. We continued to work closely with National Societies and responded to their requests for advice and support.

The IFRC security unit has in recent years developed a number of security initiatives and tools under the “Stay safe” concept. These tools are available to all National Societies in a number of language versions. In 2012 preparatory work for a new online security training course aimed at national staff society volunteers was initiated, the course will be completed midyear 2013.

The unit dealt with several major crises during the period assisting Federation and national society operations with contingency planning to meet developing situations, from travel/movement restrictions to plans to partial relocations in several countries.

Global security support is now provided by the security unit at the Geneva secretariat, composed of three personnel - one manager and two senior officers; 2 Zone security coordinator positions (Middle East and Africa); 4 country security coordinators or delegates positions (Haiti (2), Senegal/Sahel (1), Pakistan (1)); and several Security worldwide national security officers and delegates functioning as security focal points.

The security programme contributes to reducing the numbers of deaths, injuries and impact from disasters and increases local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability by creating an effective culture of security within the IFRC and National Societies. This will further enable Red Cross Red Crescent personnel to operate safely and securely. In addition, it will support the IFRC in addressing more effectively the strategic imperatives identified in Strategy 2020.

In line with the secretariat's business model to realise Strategy 2020 and the objectives of the Secretary General, the security programme will contribute primarily to business lines 1, 2, 4 and 5:

Business Line 1: Raise humanitarian standards

We have disseminated the new security incident database to enable National Societies to record security incident occurrences. The aim is to enhance our ability to capture and improve our analysis of IFRC and National Society security incidents.

The Unit has provided support and advice to the Federation and National Societies from lessons learnt 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.

The work has enabled Federation operations and National Societies to have improved security awareness and in turn help to anticipate and react to changing situations and circumstances in a timely manner. This again has led to improved planning capacity, more effective management and prevention of security incidents, and enhanced ability to be proactive through reports, analysis and lessons learned.

We have collaborated with interested National Societies to develop and provide up to date and appropriate security training that enhance their ability to operate in an effective and secure manner. In addition the unit has conducted numerous training courses for delegates, staff and National Society members. This is ensuring an enhanced awareness of security, more effective security management within operations and personnel better able to respond to security related situations.

The current security management workshop has been modified to include greater emphasis on incident analysis and management as well as providing specific focus on issues related to hostage situations. We will promote this further and coordinate with National Societies on how their systems can be improved.

Achievements
<ul style="list-style-type: none">• Ensured efficient and effective security management through incident analysis constant reporting, debriefings and review of the security aspects of secretariat and National Society operations.• The two 'Stay Safe' security books have now been translated into Spanish and the final products were distributed during the beginning of 2012. The Unit also re-printed and distributed the English version of the two 'Stay Safe' security books to field locations and National societies. Since the publication of the IFRC Stay safe" security manuals in 2007 the English, Spanish and French versions of the security books have been printed and distributed in 8,000 copies.• A new "Stay Safe- Volunteers" security booklet has been released under coordination by the IFRC Volunteer department and is available in 5 languages including Russian.• National Societies have current situational knowledge when planning operations.• Monitored the global security situation; and continued to produce the weekly "Hot Spot" worldwide security updates, reaching some 1,700 Red Cross Red Crescent personnel.• An electronic Security Incident Database was developed and is now available online for all National Societies to record their own security incidents. The database allows for enhanced real time monitoring of incidents as well as enhanced follow up on actions taken or needed. The unit

supported and advised a number of National Societies in security management matters and incident handling. In 2012 the Unit dealt with 114 security incidents.

- Provided security briefings and debriefings for personnel passing through the secretariat.

Business Line 2: Grow Red Cross Red Crescent services for vulnerable people

The Security Unit has provided timely advice and information to Field, HQ and National Societies that has enabled operations to be conducted in a safe and secure manner within the current environment. We provided RC managers with appropriate tools to enable them to effectively develop appropriate security frameworks supporting both relief and recovery operations.

OUTCOME: IFRC operations and National Societies have improved security awareness and are able to anticipate and react to changing situations and circumstances in a timely manner.

The above improved Federation and National Societies planning capacity, provided more effective management and prevention of security incidents, and enhanced our ability to be proactive through reports, analysis and lessons learned.

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

The security team has participated in and provided advice during operational planning meetings and task forces prior to the deployment of personnel. The team has also provided advice 24/7 on support to IFRC and National Society operations. The team has enhanced security awareness by providing weekly global security analysis, annual security and ad-hoc reports on developing situations.

Security guidance documents and information have been delivered through the security programme's page on FedNet.

The team has conducted several security trainings for IFRC and NSs. The on-line/CD-ROM security courses have been translated into French and Spanish which enables greater reach across our National Societies.

Achievements

- Senior personnel better able to manage security effectively and greater ability of all personnel to manage their personal security. Staff and volunteers have greater access to security tools and training support. IFRC and National Society managers and operations have up-to-date knowledge of latest security environment.
- The Unit has provided timely (24/7 on call) advice and information to the IFRC and National Societies on security issues that enabled operations to be conducted in a safe and secure manner within the current environment.
- The security unit has conducted a number of specialised security trainings in recent years and in 2012 the unit provided training for around 400 Red Cross Red Crescent personnel worldwide. The security trainings conducted were; Field Assessment Coordination Team (FACT) induction training, Emergency Response Unit (ERU) security trainings, Security Management training (2 day course for security managers). International Mobilization and Preparation for ACTION (IMPACT) security trainings for new delegates, Security field simulation trainings in cooperation with various National Societies, Travel security training for headquarters staff and Critical Incident Management training, including hostage situations
- Over 15,000 Red Cross Red Crescent personnel and other humanitarian workers have been

registered for the “Stay safe” online course, now available in English, Spanish and French. A number of National Societies have made the “Stay safe” e-learning course a mandatory requirement for their staff and volunteers and all IFRC staff are required to successfully complete the course. 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 Spanish and French versions of both “Stay safe” e-learning courses were distributed during the beginning of 2012.

- The security unit has assisted managers, delegates and staff in operations and field offices – some 100 locations around the world, as well as has advised on security for all emergency operations.
- Some 300 requests for security advice and support from the secretariat and National Societies have been handled. Some 180 security alerts were sent out to IFRC staff and PNS’s under IFRC security management after analysing emerging security situations and its impact on IFRC and NS operations and security. In addition the unit provided 23 Airline safety assessments upon request by various field delegations and National Societies.
- 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 7,000 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.

Business Line 4: Heighten Red Cross Red Crescent influence and support for our work

The Unit has ensured cooperation and information sharing with ICRC, ECHO and the interagency community. The effective working partnerships established with other agencies has provided an increased access to information and resources.

The Security Unit has also taken up the function as the IFRC secretariats focal point on CivMil matters.

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

We continued our cooperation with the ICRC security unit and maintain established collaborative working relationships with security advisors from various National Societies. Additionally, we provided training and support to National Societies. We continued our support and engagement with ECHO security and the European Inter-Agency Security Forum.

We also provided input to the Inter-agency Standing Committee policy documents related to security management, as and when requested. Deployed security delegates and coordinators continued to liaise and participate in international organizations and non-governmental organizations security networks.

Achievements
<ul style="list-style-type: none"> • The team participated in regular meetings and workshops with related agencies at all levels. We continued to provide input into inter-agency task forces, working groups and committees. 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. Members of the unit attended a number of European Interagency Security Forum (EISF) meetings throughout the year.
- During the course of 2012 the Security Unit visited and met with a number of academics, staff from policy advisory groups and various organisations and contributed to a number of articles papers on humanitarian security.
- Maintained a close working relation with the ICRC security and air operations units.
- Assisted with the ECHO Experts BTC hosted by the Danish Emergency Management Agency.
- A member of the unit was appointed the IFRC civil-military focal point and as such participated in a number of internal and external meetings such as Civil Military conferences hosted by NATO, HOPEFOR and the Consultative Group on the use of Military and Civil Defence Assets (MCDA). Co-chairman of the logistics sub-working established by the Consultative Group. In addition contribute to working groups to review and refine established protocols to ensure their relevancy.

Business Line 5: Deepen our tradition of togetherness through joint working and accountability

The security program aimed at maintaining an effective global security framework that will enable personnel to operate safely and securely.

OUTCOME: 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.

The Security Unit has continued to monitor and assist in the implementation & compliance with the Security Framework and the Minimum Security Requirements (MSR), and we conducted our first ever global MSR assessment. The global MSR assessment on our security situation will further strengthen the security of volunteers, delegates, staff and assets. The security assessment process has also 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. A MSR compliance report with recommendations on how to improve was shared with the Secretary General, GVA SMT and the Directors on the Zone.

We have advocated for the maintenance of the current two zone security coordinator positions – in Africa and MENA as well as the establishment of a further position in Africa (Sahel) this was achieved. We also advocated for maintaining security personnel in Haiti (currently two) and in Pakistan (currently one) operations. This was accepted and they are all in place. Unfortunately we did not manage to persuade the Zone Directors to maintain the Zone Coordinator in A/P or to establish one for the Americas.

The Security Unit has provided support and advice to the Governance and Management services Division to ensure appropriate security measures are implemented for the, Governing Board, regional statutory conferences, and other external events as well as for the security preparation for the upcoming General Assembly 2013.

We have finalized and disseminated the Critical Incident Management Protocol and Hostage Incident Management protocol to enable the Secretariat, IFRC and National Societies to correctly handle any critical Incident. We have initiated additional support to the Federation and National Societies via training on CIM and HIM. Training on this has been provided both in GVA, Field and for NS

Achievements

- 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. In 2012 we reported to the Global Senior Management Team (GSMT) the implementation and compliance with the Security Framework and the Minimum Security Requirements based on the self assessment reports and analysis done.
- Requested support provided to National Societies in developing internal security policies, a security framework and implementation of MSR.
- Greater capability of National Societies to incorporate security into their respective contingency plans.
- Effective critical incident management protocols disseminated and personnel practised in incident management.
- National Societies have access to regional security support.

Constraints or Challenges

- Maintain current field security coordination and delegate positions. The challenge remains for Field Managers to prioritise security of operations, or to secure funding for this approach from either National Societies or through these positions being programme funded.
- While we are starting to make gains in getting managers to recognise the importance of integrating security into programmes, there are still many who continue to 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. 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.

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 IFRC 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 IFRC staff by the organisation.

Looking ahead

Looking to the future, analysts have estimated that by 2030 5 billion or 2/3 of the world population - will be concentrated in urban areas with the largest cities emerging in Africa and Asia. Regrettably, we assess that this mass urbanization is likely to result in increased levels of violence and crime in densely populated slums and shantytowns. In many countries this emerging form of violence is considered one of the greatest threats to national security. Indeed, urban violence can be as deadly and costly as traditional armed conflicts. At the same time these areas are also vulnerable to disasters, either natural – floods, earthquakes etc or manmade – health, famine etc. This creates new challenges for personnel conducting relief operations. Due to higher population densities there is increased movement and mixing of beneficiaries and pressure groups - less distances and therefore it is easier to move quickly within areas of the operation to potentially demonstrate or disrupt operations more – situations are more fluid and change quickly- tensions fluid and complex - agitators usually come from other areas - increased numbers of interlocutors and stakeholders affects dynamics and power struggle - stakeholder analysis is more challenging – criminals have more places to operate from and get away quickly. We have seen these dynamic in Haiti in 2010 and 2011 in particular where there was a significant increase in programme related incidents that resulted from either a lack of awareness of the situation, poor planning or difficulties responding to a fluid situation. This was particularly evident with relief distributions and health programmes – the response to the cholera outbreak in particular.

The RC/RC movement will have to deploy personnel to these disasters, either local volunteers, or international personnel. Given the obligations we have for the safety of all our staff, we will have to ensure that our managers are better able to analyse situations and plan for changing environments, have access to tools that incorporate considerations tailored to situations of urban violence and that our personnel are more security aware in order that we can ensure that our staff can operate in as safe a manner as possible. Our response mechanisms such as ERU's, RDRT and FACT must be trained and shaped to deal with this new working environment.

As a result of the global socio - economic crisis we are also witnessing an increasing number of incidents related to general crime – theft, burglary etc. The fight over resources such as water, food and energy will steadily increase in the years to come – as an example Yemen has almost depleted its water sources and this will drastically change the dynamics in security. Again we must be able to analyse and determine the security implications of such dynamics on our operations.

The Security Unit will continue to focus on promoting the development of a security culture both within the IFRC 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 IFRC operations and for National Societies, and providing direction to field managers on actions required to comply with the MSR. 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. 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 continue to advocate for the need of Zone security coordinators becoming part of the zone core set up or incorporated as a programme requirement and not continuing to be dependent on the fully-funded delegate option.

The Security Unit will also continue to review current tool and training to ensure that they address the issues associated with the likely changes in our operating environment.

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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