




# Security Unit - MAA00026

## Annual report 2013

 International Federation  
of Red Cross and Red Crescent Societies

**Security Unit**  
28/April/2014

**This report covers the period 01 January 2013 to 31 December 2013.**



## Overview

Every year on average, over 20 Red Cross Red Crescent staff die in the line of duty while providing life saving assistance and sadly 2013 was no exception. According to IFRC statistics, kidnapping or other serious attacks against Red Cross Red Crescent staff resulting in death or serious injuries occurred in a number of countries including Afghanistan, Somalia, Democratic Republic of Congo, Yemen, Syria and Philippines. By far, the most dangerous operational context at the moment is Syria and in 2013 at least 15 Syria Arab Red Crescent Society staff or volunteers were killed while a number of others were seriously injured. Violence in Afghanistan against humanitarian aid workers and Red Cross Red Crescent staff, has also increased steadily. A number of other Red Cross Red Crescent staff or volunteers also died during the year while providing emergency response to those in need in addition to those being victims of crime. In total, 26 Red Cross Red Crescent staff were confirmed as having died in in the line of duty during 2013.

We continue to witness changes in the global security environment resulting in a general deterioration, and IFRC personnel and humanitarian aid workers having to operate increasingly in insecure or potentially dangerous environments. In 2013 we continued to see increased insecurity in the traditional high risk areas such as Pakistan, Afghanistan, Yemen, Haiti, Syria, Nigeria, Ivory Coast and Democratic Republic of Congo; 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 instability in CAR and 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.

In recognition of these trends the security programme continues to focus on developing a culture of security both within the IFRC Secretariat and amongst member National Societies. The programme provided security training and education, promotion of best practices, security assessments as well as ensuring 24/7 security support to the secretariat and National Society staff seeking advice and guidance. The programme also focused on providing guidance to field managers on actions required to comply with the IFRC's minimum security requirements (MSR) as well as establishing a sound security management process.

### Key Accomplishments in 2013

- Volunteer 'Stay Safe' E-learning course in English completed and available on the learning platform
- Over 30,000 RC/RC Personnel and Aid workers have registered for our two security e-learning and as of December 31, 2013 close to 15,000 have completed the trainings
- 20 security courses/ workshops conducted for 530 RC/RC personnel
- Second review of Annual Minimum Security Requirements (MSR) across IFRC operations conducted with 95% compliance
- The volunteer department and the security unit has also published "*Stay safe – volunteer security*" book of which 7,500 have distributed in seven language versions
- Security Assessments conducted in Syria, Jordan, Nepal, Philippines, Georgia, Pakistan, Yemen, Kenya, Mali, Democratic Republic of Congo, South Sudan as well as to Niger and CAR for the Global Found initiative. Reports and recommendations and action points provided to country and zone managers

In 2013 we adopted a focus on enhancing the support provided to National Society volunteers from the number volunteers who are being injured and killed it is clear that RC/RC volunteers are often the ones placed at greatest risk. The development of the Volunteers Stay safe book, produced in conjunction with the Volunteering Department, which is now available in seven languages, and in September the launch of the Volunteer Stay safe E-learning course on the Learning Platform are our latest initiatives in this area. At the General Assembly in Sydney in November we also distributed 500 memory sticks containing all the Stay safe manuals and E-learning courses.

The current environment with an increasing number of emergencies and a deteriorating global security environment increases the risk for RC/RC personnel. We can never negate but can only take steps to mitigate identified risks in the current environment. However, both the IFRC and our member National Societies must recognize that we are deploying personnel into increasingly higher-risk situations. Failing to identify this and respond accordingly creates a risk for the IFRC and/or National Societies that we will be unable to fulfil our humanitarian mandate and our obligations to provide as safe a working environment as possible for our personnel.

## Working in partnership

The Security Unit provided advice on establishing effective operational security frameworks to enable the implementation of Global Fund Health (anti malaria, HIV, TB) programmes commencing in CAR and Niger.

Advice was provided to a number of Departments who are establishing operational partnerships with other organisations aimed at enhancing the reach of the organisation and support affected populations. The Security Unit advised on ensuring effective security frameworks were established in order to ensure that operations are conducted in as secure a manner as possible while also mitigating potential liability issues for the IFRC. Specifically:

- The Shelter Department in establishing operational partnerships with other agencies linked to the IFRC Global Shelter Cluster lead role.
- The WatSan Unit, in relation to partnerships being developed with Oxfam and CARE linked to the Rapid Assessment Team concept.
- The partnership established between IFRC and WFP and FAO involving the secondment of a Senior Officer – Food Security to WFP.

The Unit continues to work with the Manager of Supplementary Services on the establishment of Integration and Service Agreements aimed at enhancing in security support to PNS operations.

The Security Unit was a member of a task force charged with developing the IFRC Information Security Framework (ISF). It provided technical input over a period of 3 months in terms of workshops, meetings and critical review of related draft documents. The ISF was approved by the Secretary General in 2014.

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## Progress towards outcomes

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

### **Business line 1: Raise humanitarian standards**

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

103 security incidents were managed during the year, this is a reduction of 10% from the previous year. This reduction in part is cyclical and related to activity levels, but also reflects increased security awareness of personnel in the field.

Lessons learnt through incident analysis, constant reporting, debriefings and review of security aspects of Federation and National Societies operations also enabled focused advice and support to the Federation and National Societies operations aimed at improving standards and enhancing security frameworks.

An overall analysis of security related to the global situation and IFRC operations was summarised in the Security Unit's yearly report which also detailed the unit's main activities in addition to providing security incident data and analysis. The report was translated into French, Arabic and Spanish and shared with all NS.

A further 1000 copies of the Stay Safe General security manual were reprinted to replenish stocks and ensured continued availability of the books when requested. 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.

The volunteer department and the security unit has also published "*Stay safe – volunteer security*" book of which 7,500 have distributed in seven language versions.

We continued to work on the Council of Delegates 2013 Workshop Concept "Safer Access and National Society Volunteers and Staff" with the aim to share with NS the need to take measures to protect their staff and volunteers. By doing so, the Movement's ability to meet today's complex humanitarian challenges in sensitive and insecure contexts will be increased and strengthened.

#### **Business line 2: Grow Red Cross Red Crescent services for vulnerable people**

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

Our Security teams conducted security assessments in Syria, Jordan, Nepal, Philippines, Georgia, Pakistan, Yemen, Kenya, Mali, Democratic Republic of Congo, South Sudan as well as to Niger and CAR for the Global Found initiative. Reports and recommendations and action points were provided to country and zone managers to enable them to enhance existing security frameworks.

To enable the development of effective security frameworks in new or developing operations, the Unit participated in operational planning task forces for Syria, Jordan, Philippines, CAR, South Sudan and Niger. Assistance was also provided to the deployment plans for FACT/ERU or other personnel deployed in response to disasters by providing managers with appropriate tools to enable them to effectively develop effective security frameworks supporting both relief and recovery operations.

The Security Unit continued to provide ongoing support through timely advice and information and 24/7 availability to the Field, HQ and National Societies to enable operations to be conducted in a safe and secure manner within the current environment. Over 1000 requests for security advice and support were received and managed throughout the year. The Unit also continued to provide weekly global "Hotspots" report which reaches over 1900 people within the RC/RC Movement and provides personnel with current information on developing situations in their operational areas. In addition 115 Security Alerts were issued during the year. Security guidance documents and information were maintained and made available through the security program's page on FedNet. A total of 6,300 visits have been made to the security site on Fednet since it was established.

As a member of the IFRC task force on Cash based Programming Standard Operation Procedures (SOP), the unit produced a security assessment checklist and participated in a number of workshops and meetings during the year.

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

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

In order to maintain the currency of information and support advice, and to maintain visibility of the IFRC the security unit ensured cooperation and information sharing with ICRC and the interagency community. The unit is also maintaining the function as the IFRC secretariats focal point on Civil Military Relations matters.

One visit was made to ICRC to discuss common areas of interest and the Unit regularly maintained communications on an as required basis to discuss and share information on developing operational situations or incidents. The Unit also maintained regular contact with security advisors in Norwegian RC, Canadian RC, American RC, British RC and Australian RC and security focal points in Danish RC, Finnish RC, German RC and French RC, ensuring the sharing of information, a level of commonality of approaches and enhancing awareness of security issues.

In order to maintain access to security related information and ensure currency in wider security sector developments, the Unit continued to engage with the European Inter-Agency Security Forum and one meeting was held with the Executive Director when she visited Geneva. The Unit also provided input into Humanitarian Outcomes annual aid worker security report.

In recognising the increasingly complex nature of the humanitarian sector and in particular the increasing military presence of military and or civil defence assets in disaster response operations the Security unit continued to act as the IFRC focal point on Civil Military Relations. Information on trends and reports from meetings was made available to the wider RC/RC community through a Civil military relations sharepoint site. Two meetings were held with UN OCHA's Civil Military Coordination Section related to on- going work of the Consultative Group on the use of Military and Civil Defence Assets. One meeting of the Inter-agency Standing Committee policy( IASC) related to Civil Military Coordination in Mali following the French intervention was also attended. Input was also provided to the IASC 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.

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

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

There was a continuing increase in requests for security training support and 20 trainings were conducted during the year for NS and IFRC. Over 530 personnel received face to face course or workshop training during the year. In addition at year end over 30,000 RC/RC Personnel and Aid

workers have registered for our two security e-learning and as of December 31, 2013 close to 15,000 have completed the trainings. Mexican RC, Haitian RC, Pakistan RC, Ecuadorian RC, Zambia RC, Australian RC, Kenya RC, German RC, Canadian RC, Spanish RC, British RC and Ethiopian RC are the 12 NS's with the most staff completing the two security e-learning.

In 2013 a new "Stay safe" course was launched aimed at national society volunteers. The "Stay safe-Volunteer security" is a two hour interactive security e-learning course available in English. The previous two security e-learning courses, "Stay safe-Personal security" and "Stay safe-security management" are now available on-line in three language versions. All courses are hosted on the Learning Management System (LMS) IFRC training platform.

A MSR compliance report with recommendations on how to improve was shared with the GSMT in May 2013. This report identified that unfortunately the overall compliance dropped from 76% in 2012 to 50% in 2013. Analysis of the result identified that the primary area of noncompliance was managers reviewing and updating security plans to ensure their currency. In discussion with the Secretary General it was agreed that this was unacceptable and demonstrated a lack of accountability in managers. He issued a directive giving Zone Directors one month to address the deficiencies and holding them accountable for ensuring their subordinate managers met their responsibility toward personnel security. A second review was conducted in July 2013 which saw the compliance rate increase to 95%.

The Security Unit also 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. Two members of the Unit deployed to Sydney to provide security support to the 2013 General Assembly and Council of Delegates meetings. As a result no manager security issues occurred during any meeting or during the statutory meeting in Sydney and all minor issues were dealt with effectively.

Given the increasing trends in insecurity globally and the numbers of critical incidents, from mass casualty to abduction, being experienced by movement partners the wider humanitarian sector, Critical Incident Management (CIM) and Hostage Incident Management procedures were updated and disseminated to enable the Secretariat, IFRC and National Societies to correctly handle any critical Incident. Follow up simulation exercises were conducted for the Federation Secretariat and also a number of National Societies on request. Training in incident management has also be included in the two day security management workshop which is available for Federation and National Society managers. To maintain awareness of current trends related to kidnapping and abduction incidents the Unit also attended a seminar in the UK with the organisation, Hostage UK, on management of a hostage situation from an organisation and family perspective.

## Stakeholder participation and feedback

**IFRC management:** Managers were engaged through the conduct of all trainings and security assessment. This interaction provided the opportunity for managers to table issues related to security and often management in general and provided forums to identify mechanisms to address issues. The objective being to enable managers to meet their obligations regarding staff security by providing advice and assistance in ensuring personnel operate within an effective security framework and regularly assessing the effectiveness of this framework.

**IFRC staff:** During trainings and through various briefings staff identified security issues and provided feedback on current security management within IFRC operations. This enabled the Security Unit to provide reports to senior management and where appropriate address issues directly with particular IFRC managers.

**National Societies:** The Unit continues to engage actively with National Societies who request training support and/or advice these provide opportunities to enhance National Society awareness of security and provided valuable feedback on the standard to IFRC security management which can then be table with IFRC management.

**Beneficiaries:** The Security Unit does not work directly with beneficiaries; however enhancing the effectiveness of support to beneficiaries through the provision of more effective support through better planned and managed operations is a clearly stated objective.

The Unit conducts a validation of all trainings conducted and uses these validation to modify trainings according to needs – overall satisfaction and perceptions of relevance of the Units training packages rate consistently high.

## Key Risks or Positive Factors

Key Risks or Positive Factors	Priority	Recommended Action
	High Medium Low	
Maintain current field security coordination and delegate positions. Despite the Security Unit pushing for the re-establishment of Zone Security Coordinator positions unfortunately Zone Directors have not placed the same priority on these positions and as a result as of December 2013 there are no Zone Security Coordinators in place.	H	The challenge is to either secure funding for this approach from either National Societies or through these positions being programme funded.
Security is still not factored into programme design and is yet to automatically be included in planning. Lack of time available by senior management to engage effectively in security is another risk factor we are observing.	H	Senior Managers must reinforce the need for security to be included into planning and budgets.

## Lessons learned and looking ahead

**The IFRC and National Societies have a moral and ethical responsibility** to ensure that steps are taken to provide as safe a working environment as possible. However, there remains a need to further improve the capability of field managers and operations to monitor and manage security effectively. Despite efforts over the past few years, security is still not viewed as an integral part of general management within the IFRC 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. We have still to reach this realization and therefore security management has not been mainstreamed or institutionalized. 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 poses significant risk for deployed personnel. We can never negate but can only take steps to mitigate identified risks in the current environment. However, both the IFRC and our member National Societies must recognize that we are deploying personnel into increasingly higher-risk situations. Failing to identify this and respond accordingly creates a risk for the IFRC and/or National Societies that we will be unable to fulfil our humanitarian mandate and our obligations to provide as safe a working environment as possible for our personnel. The security team does not have an executive function but acts in advisory capacity both to senior management in the secretariat, NS and in the field. On occasion this has meant that security has been considered a technical function, which is dangerous. To be effective security must be considered as an integrated function that cuts horizontally across all departments and also vertically from the secretariat to the field. Managers must also be held responsible and accountable for establishing and managing an effective security framework within operations – something that is not yet occurring.

**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 devastating 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. The RC/RC movement will have to deploy personnel to these disasters, either local volunteers, or international personnel. Given the obligations we have to the safety of all our staff, we will have to ensure that our security management and disaster response tools incorporate considerations tailored to situations of urban violence in order that we can ensure that our staff can operate in as safe as environment as possible.

## Financial situation

Budget and expenditure analysis (CHF)	
A. Annual approved budget	353 580
B. Total funding 2013	334 372
C. Funding as % of annual budget	95%
D. Total expenditure 2013	320 644
G. Expenditure as % of annual budget	91%

Click [here](#) to go directly to the financial report.

## How we work

All IFRC 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 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.

[www.ifrc.org](http://www.ifrc.org)  
Saving lives, changing minds.



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 nonviolence and peace.

Find out more on [www.ifrc.org](http://www.ifrc.org)

## Contact information

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