

# Annual report

 International Federation  
of Red Cross and Red Crescent Societies

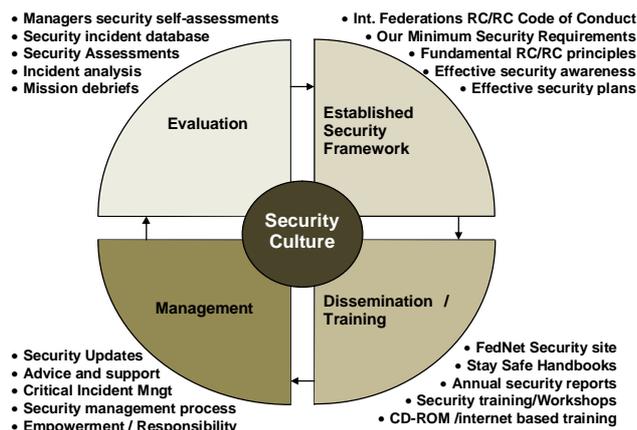
## Security

Appeal No. MAA00026

01 April 2011

This report covers the period 1 January  
to 31 December 2010.

**“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 International Federation and National Societies managers, deployed personnel, staff and volunteers and to improve their security management capacity. This will enable RC/RC personnel to operate as safely and securely as possible, and in addition it will enable the International Federation 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 International Federation and National Societies 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 for the current security delegate’s positions to be maintained and 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, ECHO and the inter-agency community.

**Financial situation:** The total 2010 budget is CHF 367,429 of which CHF 308,066 (84%) was covered during the reporting period (including opening balance). Overall expenditure during the reporting period was CHF 272,307 (74%) 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 150 locations around the world, as well as has advised on security for all emergency operations. Some 6500 personnel come under the IFRC security umbrella in 2010. The unit has also supported and advised a number of National Societies in security management matters and incident handling. In 2010, the unit trained close to 500 delegates, staff and National Society members through 17 training courses, as well as dealt with 261 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 5,273 people have signed up for the training online, the “Stay safe” English and French security books have been printed and distributed in 6,000 copies. Over 5,780 visits to our FedNet security website have been recorded and some 550 requests for security advice and support from IFRC and National Societies have been handled.

**Our partners:** The unit does not have any formalized partnerships, but it regularly meets and discusses with various major players in the humanitarian community. It frequently shares its working methodologies, security approaches and tools with the Directorate General for Humanitarian Aid (DG ECHO) security unit, The United Nations Department of Safety and Security (UNDSS), NGOs, IOs, as well as with the European Inter-agency Security Forum (EISF). A close working relation with the ICRC security unit continues.

## Context

We continue to see the Federation responding to an increased number of emergencies, added to this over recent years we have seen the security environment change and generally deteriorate. During 2010 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 insecure 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 or both Federation personnel and the personnel of NSs operating under its umbrella.

Particularly we have seen increased insecurity in Haiti, Mexico, Iraq, Yemen, Pakistan, Afghanistan, Thailand, Sudan, Nigeria, Ivory Coast, Zimbabwe, Chad and Rwanda. Recent popular reactions to rising commodity prices, unemployment and the perceived authoritarianism of governments, elections and political turmoil have also created levels of insecurity in the Korean Peninsula, Kyrgyzstan, Uzbekistan, Iran, Lebanon, Madagascar, Guinea, Guinea Bissau, Niger, Burundi and Togo. This insecurity has resulted in an increasing level of attacks on aid workers. As a result of the global economic crisis 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 (amongst others); Yemen, Iran, Iraq, Guinea, Guinea Bissau, Chad, Sudan, Zimbabwe, Niger, Ivory Coast, Madagascar, Kenya, Thailand, Pakistan, Sri Lanka, Bangladesh, Afghanistan, Haiti, Chile, Jamaica, Kyrgyzstan and Uzbekistan,

The security unit continues to focus on promoting the development of a security culture both within the Federation and in NS 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 Federation Minimum Security Requirements (MSR), and the establishment of a sound security management process. We have continued 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 International Federation's security management has risen significantly during the past years. However, the ratio of incidents to delegates deployed has remained steady. Given that the International Federation routinely operates in more than 150 countries in areas that in some cases can be defined as highly insecure areas, 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.

In 2009 an average of 1 security incident occurred per 13 delegates. In 2010 this figures has improved drastically and there was on average 1 security incident occurring per 24 delegates. It is our belief that these numbers can improved even further in 2011 especially by focusing on reducing preventable security incidents. The International Federation's statistics continue to compare favourably to other international organisations 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); six country security coordinators or delegates positions (Haiti (3), Pakistan (3); and several Security worldwide focal points.

**Outcome: 1** Sound operational security management structures and procedures established and operating effectively. Advocating for, and assisting NS to, adopt our 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.
- Finalized a new system of supplementary service agreements for costing of security / Supplementary security service charge model.
- The Unit created a IFRC security framework for working alongside other movement components.
- Advocated for the establishing Zonal Security Coordinator positions where needs have been identified – Haiti and Pakistan operations, South Africa and MENA Zones. Advocated for maintaining the already established Zonal Security Coordinators positions (E. Africa and 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 Federation and NS across a wider range of situation.

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

### Achievements

- We have provided Federation managers and personnel with up to date and appropriate security training that will enhance their ability to operate in an effective and secure manner.
- Distributed and disseminated our 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 RC/RC movement. 5,273 people have signed up for the training online so far. This Security learning tools are now the core elements in our “crusade” to create a better security culture within the International Federation and our NSs.
- Spanish version of both “Stay safe” e-learning courses is underway partially funded by the Spanish Red Cross.
- The two Stay Safe e-learning trainings recently won the 2010 MediaFresh award (Canada). The award is dedicated to the recognition of those Alberta Digital Media Professionals and Post-Secondary students who have created outstanding project and programs. Our Stay Safe won for 'best e-learning product/course' judged on; 30% Educational merits 30% Creativity, visual presentation and use of new media 20% Proof of innovation 20% Functionality and ease of use.
- Continued to develop new security training modules and tools - six new tools were produced.
- Supported National Society ERU trainings and Federation run FACT trainings to enhance capabilities across different areas of Red Cross operations and field security awareness.
- Conducted security managers workshops aimed at the security management capability of Federation and National Societies programme coordinators.
- Re-printed and distributed the English and French versions of the two ‘Stay Safe’ security books to field locations and National societies. To date 6,000 security books have been printed and distributed.
- The two ‘Stay Safe’ security books were translated into Spanish and will be published in early 2011, partially funded by the Spanish Red Cross.
- Conducted several security sessions in Federation’s basic training course, now called "Impact".

**Outcome: 3** 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.

### Achievements

- Provided timely (24/7 on call) advice and information to Federation and National Society, HQ and field managers on security issues that enabled operations to be conducted in a safe and secure manner within the current environment. Some 550 requests for security advice and support from IFRC 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 International Federation’s internal website, FedNet, which contains security guidelines, templates and information to assist both the secretariat and National Society staff and managers. Over 5,780 visits on our FedNet security website to date.
- Provided security regulations and guidelines to all ERU/FACT deployments. FACT and ERU deployed delegates are now issued with a security packet composed of 6 documents; Security Instructions, Security Briefing paper, Safety and Security guidelines for Natural Disasters, Security guidelines for interaction with beneficiaries/distribution and crowd control, guide on interaction with military and use of armed escorts and finally interaction with media personnel and journalists.
- Advice provided in response to an increase number of requests on airline safety assessments.

**Outcome: 4** Improved planning capacity, more effective management and prevention of security incidents, and 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 security aspects of Federation and National Societies operations.
- Monitor the global security situation and continued to produce the weekly “Hot Spot” worldwide security updates reaching some 1,500 RC/RC personnel.
- Progressing in the development of a Security Incident Database to enhance our analysis of International Federation and National Societies security incidents.

- Provided security briefings and debriefings for personnel passing through the Secretariat.
- Provided advice of effective handling of, and response to, 261 security incidents.

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

### Achievements

- Participated in the advisory group for the rewrite of the Humanitarian Practice Network – Good Practice Review No 8 – Operational Security Management in Violent Environments. Which by humanitarian Organisations is considered a primary reference for security in the field.
- Participate in the 98th UN Humanitarian Civil-Military Coordination (UN-CMCoord) Course.
- Maintained effective working relations with other agencies.
- Regularly met and discussed with various security focal points in the inter-agency community.
- Frequently shared working methodologies, security approaches and tools with DG ECHO, NGOs and IOs, as well as with the European Inter-agency Security Forum.
- Maintained a close working relation with the ICRC security unit.

### Constraints or Challenges:

- A challenge remains to ensure the funding of security delegate positions, and core funding for various security projects. The low funding support from Donor NS in 2009 hampered the Units ability to fulfil its planned programme. Many donors have indicated that they see security as a core responsibility of the International Federation and should be covered fully by the barem and the PSR. The donors 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.
- Despite the efforts over the past years security is still seen as something separate and not an integral part of general management within 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 therefore continuing to see preventable security incidents occurring adding to the costs of operations and impacting on our 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 Federation and in NS 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 Federation operations and for National Societies and providing direction to field managers on actions required to comply with the MSR.

## Working in partnership

- Continued cooperation with the ICRC security unit. Maintained close working relationships with, and provided training support to, National Societies currently providing funding and support to the security unit. Facilitated training and support to other National Societies upon request.
- Provided input to the Interagency Standing Committee policy documents and papers resolutions discussed at the UN General Assembly related to security management.
- Informal relations with the United Nations Department of Safety and Security (UNDSS) were maintained. The Unit actively engaged with the DG ECHO security and other humanitarian organisations as well as the European Interagency 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 International Federation cannot afford to become complacent. As an organization, it needs to continue to develop its security management capability. Ultimately, the International Federation 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 International Federation's vulnerability to punitive damages claims from a failure 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 pose the greatest risk. We can never negate but can only take steps to mitigate identified risks in the current environment. However both the 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 Federation and/or National Societies that they will be unable to fulfil their humanitarian mandate, their obligation to provide as safe a working environment as possible for their personnel as well as the strategic imperatives identified in the 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 available by midyear 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 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 were required to implement the MSR and the Secretary General set a deadline for compliance for June 30, 2010. All Zone Directors were to ensure that all the County Representatives in their respective Zone complied with this directive. 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 for 2011 is to include the outcome of any security audit as part of manager's performance evaluation process.
- We will continue to advocate for the need of Zone Security Coordinators becoming part of the Zone Core setup and not continuing to be depending on fully funded delegate option.
- The unit will finalize a new set of global security rules for the International Federation, 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 is in the process of creating a security incident database, where it will encourage National Societies to also report on security incidents. This will enable the unit to better target its assistance to field managers and National Societies, as well as it will indicate where the unit should focus its training.
- We will introduce the new system of supplementary service agreements for costing of security.
- There will be promotion around the paper on the IFRC security framework for working alongside other movement components.
- 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.*

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

For further information specifically related to this report, please contact: **Lars Tangen, Manager, Security Unit**; email: [lars.tangen@ifrc.org](mailto:lars.tangen@ifrc.org); phone: +41 22 730 4445; and fax: +41 22 733 0395.

# International Federation of Red Cross and Red Crescent Societies

MAA00026 - Security

Annual Report 2010

Selected Parameters	
Reporting Timeframe	2010/1-2010/9998
Budget Timeframe	2010/1-2010/12
Appeal	MAA00026
Budget	APPEAL

All figures are in Swiss Francs (CHF)

## I. Consolidated Response to Appeal

	Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	TOTAL
<b>A. Budget</b>					<b>367,429</b>	<b>367,429</b>
<b>B. Opening Balance</b>					<b>110,441</b>	<b>110,441</b>
<b>Income</b>						
<u>Cash contributions</u>						
<i>British Red Cross</i>					20,532	20,532
<i>Spanish Red Cross</i>					53,872	53,872
<i>Swiss Red Cross</i>					15,000	15,000
<b>C1. Cash contributions</b>					<b>89,404</b>	<b>89,404</b>
<u>Inkind Personnel</u>						
<i>Other</i>					105,600	105,600
<b>C3. Inkind Personnel</b>					<b>105,600</b>	<b>105,600</b>
<u>Other Income</u>						
<i>Sundry Income</i>					2,622	2,622
<b>C4. Other Income</b>					<b>2,622</b>	<b>2,622</b>
<b>C. Total Income = SUM(C1..C4)</b>					<b>197,626</b>	<b>197,626</b>
<b>D. Total Funding = B + C</b>					<b>308,066</b>	<b>308,066</b>
<b>Appeal Coverage</b>					<b>84%</b>	<b>84%</b>

## II. Balance of Funds

	Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	TOTAL
<b>B. Opening Balance</b>					110,441	<b>110,441</b>
<b>C. Income</b>					197,626	<b>197,626</b>
<b>E. Expenditure</b>					-272,307	<b>-272,307</b>
<b>F. Closing Balance = (B + C + E)</b>					35,759	<b>35,759</b>

Selected Parameters	
Reporting Timeframe	2010/1-2010/9998
Budget Timeframe	2010/1-2010/12
Appeal	MAA00026
Budget	APPEAL

All figures are in Swiss Francs (CHF)

### III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance	
		Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination			
A							B	A - B	
<b>BUDGET (C)</b>							<b>367,429</b>	<b>367,429</b>	
<b>Logistics, Transport &amp; Storage</b>									
Transport & Vehicle Costs						1	1	-1	
<b>Total Logistics, Transport &amp; Storage</b>						<b>1</b>	<b>1</b>	<b>-1</b>	
<b>Personnel</b>									
International Staff	168,096					175,501	175,501	-7,405	
<b>Total Personnel</b>	<b>168,096</b>					<b>175,501</b>	<b>175,501</b>	<b>-7,405</b>	
<b>Consultants &amp; Professional Fees</b>									
Consultants	20,000					33,007	33,007	-13,007	
Professional Fees						3,311	3,311	-3,311	
<b>Total Consultants &amp; Professional Fe</b>	<b>20,000</b>					<b>36,318</b>	<b>36,318</b>	<b>-16,318</b>	
<b>Workshops &amp; Training</b>									
Workshops & Training	85,750					5,473	5,473	80,277	
<b>Total Workshops &amp; Training</b>	<b>85,750</b>					<b>5,473</b>	<b>5,473</b>	<b>80,277</b>	
<b>General Expenditure</b>									
Travel	15,000					19,821	19,821	-4,821	
Information & Public Relation	35,000					2,122	2,122	32,878	
Office Costs	3,000							3,000	
Communications	6,500					8,101	8,101	-1,601	
Other General Expenses						4,595	4,595	-4,595	
Shared Support Services	10,200					10,200	10,200	0	
<b>Total General Expenditure</b>	<b>69,700</b>					<b>44,840</b>	<b>44,840</b>	<b>24,860</b>	
<b>Indirect Costs</b>									
Programme & Service Support	23,883					10,175	10,175	13,708	
<b>Total Indirect Costs</b>	<b>23,883</b>					<b>10,175</b>	<b>10,175</b>	<b>13,708</b>	
<b>TOTAL EXPENDITURE (D)</b>	<b>367,429</b>						<b>272,307</b>	<b>272,307</b>	<b>95,122</b>
<b>VARIANCE (C - D)</b>							<b>95,122</b>	<b>95,122</b>	