

www.ifrc.org  
Saving lives,  
changing minds.

# Long Term Planning Framework Security 2012-2015

 International Federation  
of Red Cross and Red Crescent Societies

*By John Dyer, IFRC, South  
Sudan*



## Executive summary

The security programme will continue to focus on developing a culture of security both within the International Federation of Red Cross and Red Crescent Societies (IFRC) and amongst member National Societies. The programme will provide 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 will also focus 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.

Overall, the programme aims to increase the security awareness, skills and capabilities of IFRC and National Society managers, deployed personnel, staff and volunteers while concurrently improving their security management capacity. This will enable the IFRC and National Societies to fulfil our humanitarian mandate and to operate in a safe and secure manner within any given security context.

The process to achieve the security programme's overall objectives is outlined in section four; however, the following provides a synopsis on how we will aim to achieve these objectives:

- Monitor and report on the implementation of and compliance with MSR.
- Continue to advocate for the deployment of security professionals/specialists to ensure adequate global coverage.
- Continue to provide timely advice and support to IFRC managers and National Societies, in particular within the context of complex operations where security needs are identified.
- Provide the IFRC and National Society 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 Red Cross Red Crescent.
- Ensure that the security team continues to provide 24/7 support and advice to field operations, secretariat 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, which will assist us in determining the reasons for the occurrence of IFRC and National Society security incidents, additionally it will enable us to identify trends.

- Ensure cooperation and information sharing with ICRC, ECHO as well as the inter-agency community.

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*.

## **1. Who are we?**

The security team is composed of two senior security advisors and a unit manager with technical skills and experience in situational analysis, security planning, implementation of effective operational frameworks and security training.

## **2. Who are our stakeholders?**

The following stakeholders play a central role in achieving our mission:

- **IFRC management:** enabling 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. Providing security training to staff and managers, as well as providing support in cases of incident/crisis management.
- **IFRC staff:** providing security advice and support, particularly for field-based staff involved in the planning of operations, to ensure that activities are conducted in as safe a manner as possible.
- **National Societies:** providing security support and resources to National Societies during the planning and implementation of operational programmes.
- **Beneficiaries:** enhancing the provision of more effective support through better planned and managed operations.

## **3. Where have we come from and what have we done so far?**

Over recent years, the IFRC has continued to respond to an increased number of emergencies while being faced with a rapidly deteriorating security environment. The net result is that Red Cross Red Crescent personnel are deploying more often and in many cases to increasingly dangerous locations. Over the course of the past 12 months, there has been an increase in the number of incidents where personnel, carrying out programme related work, have been subjected to violence or harassment. The IFRC and its National Societies have a moral and ethical responsibility to ensure that they take the appropriate steps to provide as safe a working environment as possible for their personnel.

The security programme recognizes that the IFRC needs to develop and ensure that a culture of security is firmly embedded and is an integral part of all operational planning. Particularly, the focus will be on enabling managers to concurrently oversee their operations while also ensuring the security of personnel in a proactive manner, namely through greater awareness raising.

Over the past four to five years an incremental approach has been taken in establishing an effective security framework. Initially, this focused on increasing awareness of the global security context through the production of a weekly 'hotspots' security report that outlined security issues and situation updates on a global level. Concurrently, templates were also developed to assist field managers to produce effective field procedures and contingency plans within recognized standards. To complement this a specialized management training programme was also developed to guide managers in the processes involved with developing and managing security plans. In 2007, two handbooks were developed: one general field security intended for all personnel and one on security management aimed at managers. In 2009, these were followed by the development of two on-line and CD-ROM based self-learning courses on the topics of general security and security management.

As awareness increased and more effective security plans were developed, a set of MSR were also produced and issued under the Secretary General's signature. The Secretary General also issued a directive making it compulsory for all IFRC personnel to complete the on-line general security course and for managers to complete the security management course.

Over the past two years, the security programme has successfully advocated for zone security coordinator positions to be established in Africa, Asia Pacific and the Middle East and North Africa (MENA) as well as for operational security coordinators and delegates in Haiti and Pakistan. These coordinators provide advice and support to IFRC operations and are available to advise National Societies in their respective zones on security matters. A number of National Societies, aware of the programme's work in establishing a culture of security, have shown an increased interest in replicating a similar approach. Within this context, the security team is currently working with more National Societies in assisting them to enhance the effectiveness of their security systems. We will also continue to advocate that National Societies utilize the established tools and systems to improve their security management. Our latest work involves a project with the volunteering department to develop tools in order to enhance security awareness of volunteers and assist them to operate in a safer and more secure manner. The process to date has been a dynamic one and will continue to be shaped to meet the changing requirements and demands of global security challenges.

#### **4. What is our mission?**

Our mission is to assist the IFRC and its National Societies in creating an effective culture of security and operational security frameworks that will enable Red Cross and Red Crescent personnel to operate safely and securely.

#### **5. Where are we going and how are we going to get there?**

For 2012-2015 the security unit will focus on continuing to promote the development of a culture of security both within the IFRC and member National Societies. This will include focusing 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 will be placed on the issue of security for volunteers.

As in 2011, 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 of the zone offices through the deployment of more security specialists in the field. These specialists will be better placed to respond to the needs of both the IFRC and National Society operations as well as in assisting with the training of IFRC and National Society personnel in the field.

In line the secretariat's business model to realise *Strategy 2020* and the objectives of the Secretary General, the security programme will contribute primarily to business line 2: to grow Red Cross Red Crescent services for vulnerable people. Specifically, the programme will assist in enhancing the development of the Red Cross Red Crescent global disaster management system to ensure effectively coordinated and scaled-up Federation-wide mobilization of capacities and resources to assist the relief and recovery efforts, in response to major disasters and crises that require collective international assistance.

Over the next four years the security programme will focus on the following four outcomes:

**OUTCOME 1: Sound operational security management structures and procedures established and operating effectively**

The programme seeks to maintain an effective global security framework that will enable personnel to operate safely and securely. We will advocate for the maintenance of the current four zone security coordinator positions – in Africa (currently two coordinators), Asia Pacific and MENA as well as the establishment of a further position in the Americas. We will also advocate for maintaining security personnel in Haiti (currently two) and in Pakistan (currently two) operations throughout 2012. Implementation and enforcement of the approved security framework and MSR will be monitored through assessment missions and the annual MSR self-assessment review. MSR will continue to be disseminated to our member National Societies and we will provide advice on implementation as requested.

- MSR implemented and enforced in all IFRC operations.
- Requested support provided to National Societies in developing internal security policies, a security framework and implementation of MSR.
- Appropriate agreements/Memorandums of Understanding established with Participating National Societies.
- Enhanced security awareness in all field operations and amongst National Societies.
- Enhanced capability of senior personnel in security management.
- Effective critical incident management protocols disseminated and personnel practised in incident management.
- National Societies have access to regional security support.
- Greater capability of National Societies to incorporate security into their respective contingency plans.

**OUTCOME 2: 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 security team will participate in and provide advice during operational planning meetings and task forces prior to the deployment of personnel. The team will also be able to provide advice 24/7 on support to IFRC and National Society operations. The team will enhance security awareness by continuing to provide weekly global security, annual security and ad-hoc reports on developing situations.

The team will conduct security training for Emergency Response Unit, Field Assessment Coordination Team courses and will plan to conduct at least one security management course in each zone annually. They will also coordinate with National Societies to meet individual requests for training. The on-line/CD-ROM security courses will be further translated into French to ensure they are available for French-speaking National Societies and staff.

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

- 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 tools and training support.

**OUTCOME 3: Improved planning capacity, more effective management and prevention of security incidents, and enhanced ability to be proactive through reports, analysis and lessons learned.**

During the first months of 2012 we will introduce a security incident database with the aim of enhancing our ability to capture and improve our analysis of IFRC and National Society security incidents.

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.

- IFRC and National Society operations have up-to-date knowledge of latest security environment.
- National Societies have current situational knowledge when planning operations.

**OUTCOME 4: Effective working partnerships established with other agencies providing increased access to information and resources.**

The team will participate in regular meetings and workshops with related agencies at all levels. We will continue to provide input into inter-agency task forces, working groups and committees. In the area of civil/military relations we will contribute to working groups to review and refine established protocols to ensure their relevancy. The programme will continually investigate opportunities for relevant joint training opportunities with other Red Cross Red Crescent partners and external agencies and organizations.

We will continue our cooperation with the ICRC security unit and maintain established collaborative working relationships with security advisors from various National Societies. Additionally, we will provide training and support to National Societies. We will continue our support and engagement with ECHO security and the European Inter-Agency Security Forum. We will also provide input to the Inter-agency Standing Committee policy documents related to security management, as and when requested. Deployed security delegates and coordinators will continue to liaise and participate in international organizations and non-governmental organizations security networks.

## **6. What are some of the key risks/assumptions?**

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 pose the greatest risk. 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 high-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 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.

## **7. How much will it cost?**

Over the next four years the table below outlines the funding needed to maintain the current security support function in the secretariat.

	2012	2013	2014	2015	TOTAL
<b>Business line 1</b>					
Security	195,000	195,000	145,000	145,000	680,000
<b>Business line 2</b>					
Security	705,000	705,000	705,000	705,000	2,820,00
<b>TOTAL</b>	<b>900,000</b>	<b>900,000</b>	<b>850,000</b>	<b>850,000</b>	<b>3,500,000</b>
<i>Total unrestricted funding expected<sup>1</sup></i>	450,000	450,000	450,000	450,000	1,800,000
<i>Total voluntary funding required<sup>2</sup></i>	450,000	450,000	400,000	400,000	1,700,000

## 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](#) in Disaster Relief and the [Humanitarian Charter and Minimum Standards in Humanitarian 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

For further information specifically related to this report, please contact:

- **In the security unit, Programme Services Division**

- Lars Tangen, Unit Manager, email: [lars.tangen@ifrc.org](mailto:lars.tangen@ifrc.org); telephone: +41 22 730 42 22; fax: +41 22 733 03 95

<sup>1</sup> Unrestricted funding is approved by the General Assembly on a bi-annual basis; figures given here can only be approximate.

<sup>2</sup> Voluntary funding will need to be raised from donors through funding proposals.