

# Welcome

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1953-2014



**Mennonite Economic Development Associates**

*Creating business solutions to poverty.*

# Emerging Trends In Security and Safety For International Development

# Agenda

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**The Growing Risks**

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**The Usual Risks**

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**Emerging Trends in Risk**

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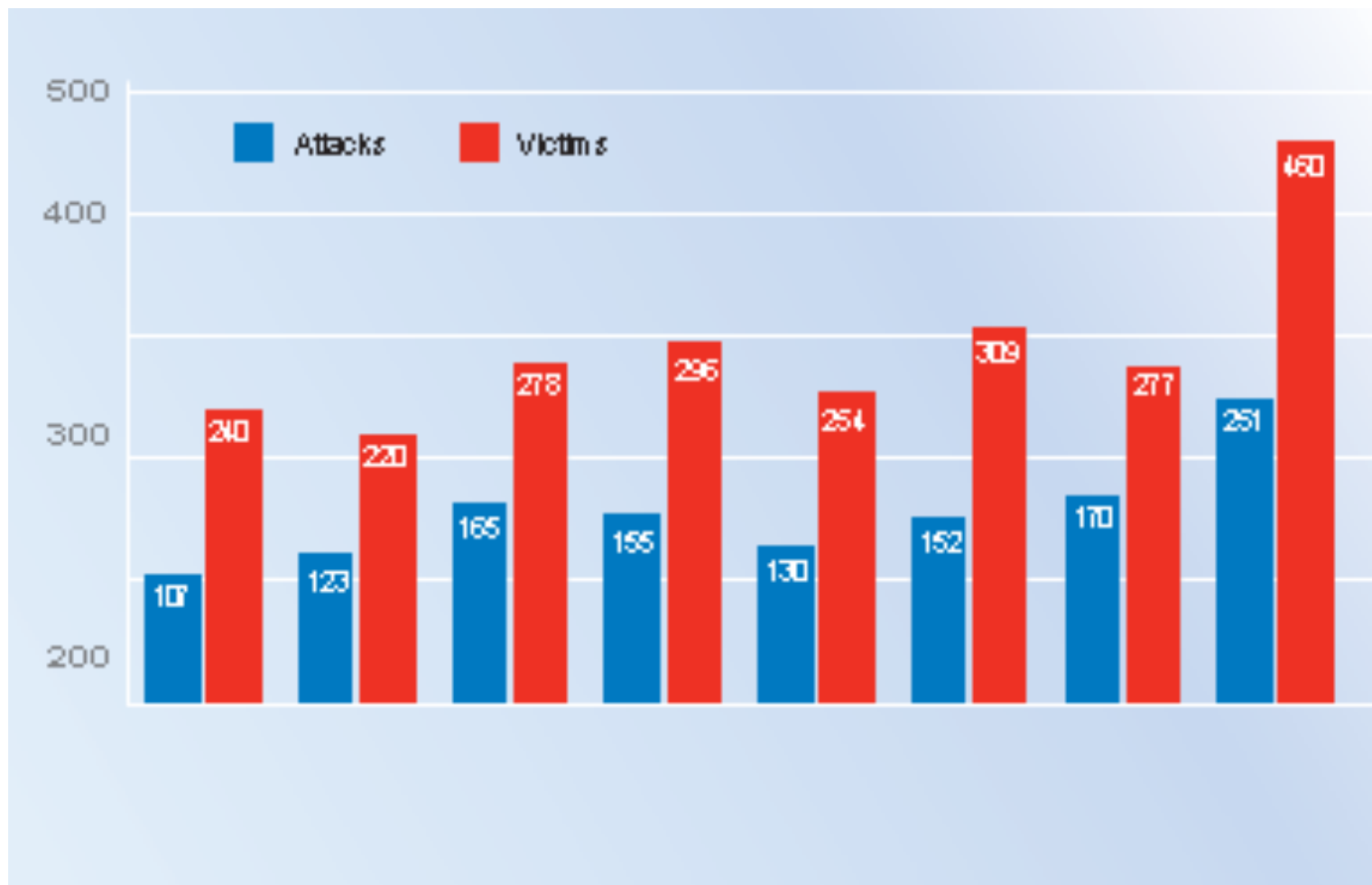
**A Shifting Landscape**

# The Growing Risks Of International Development Work

- The year 2013 set a new record for violence against civilian aid operations, with 251 separate attacks affecting 460 aid workers.
- Of the 460 victims, 155 aid workers were killed, 171 were seriously wounded, and 134 were kidnapped. Overall this represents a 66 per cent increase in the number of victims from 2012.

Source: *Humanitarian Outcomes*

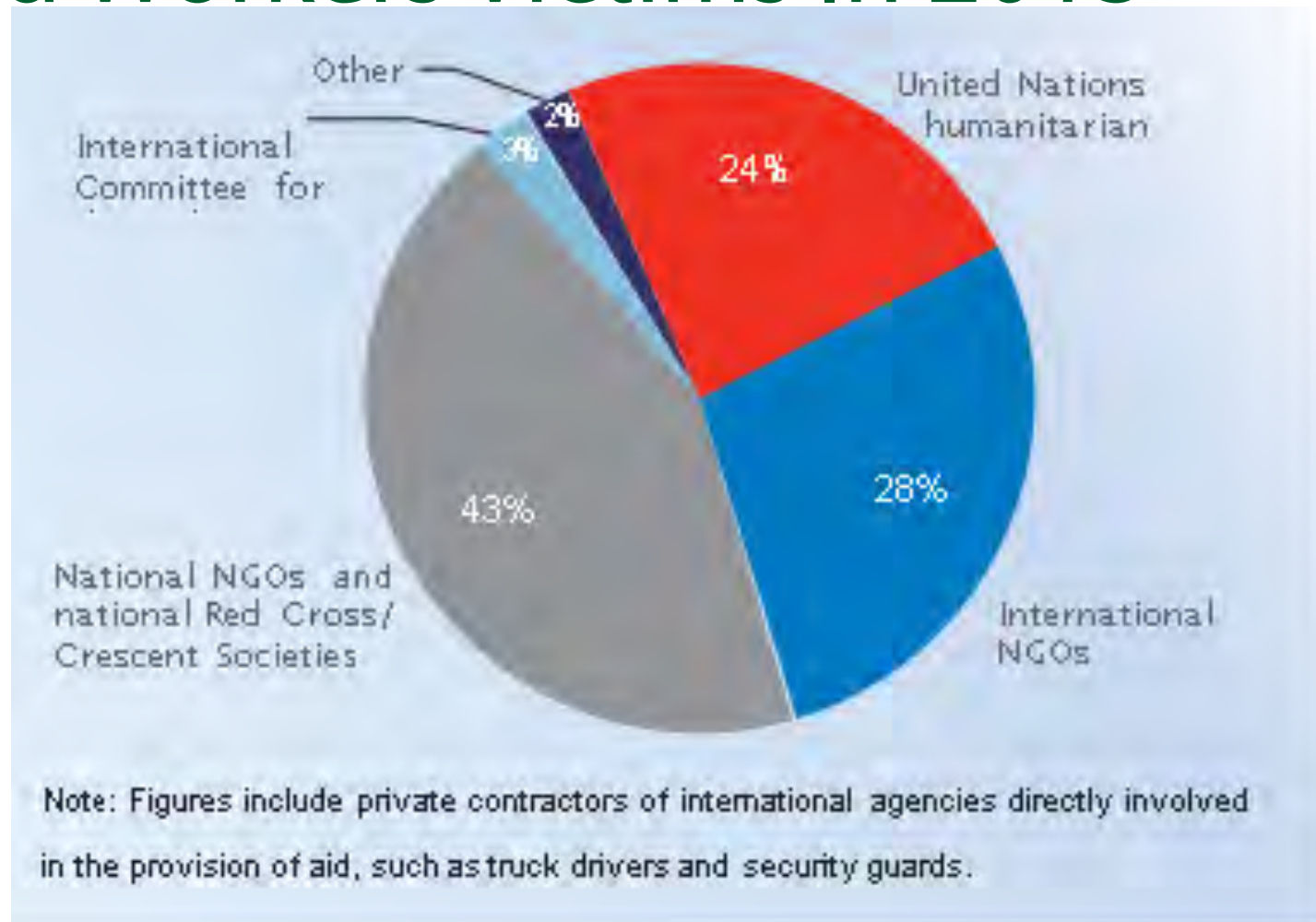
# Yearly Totals – 2006 to 2013



Source: *Humanitarian Outcomes*

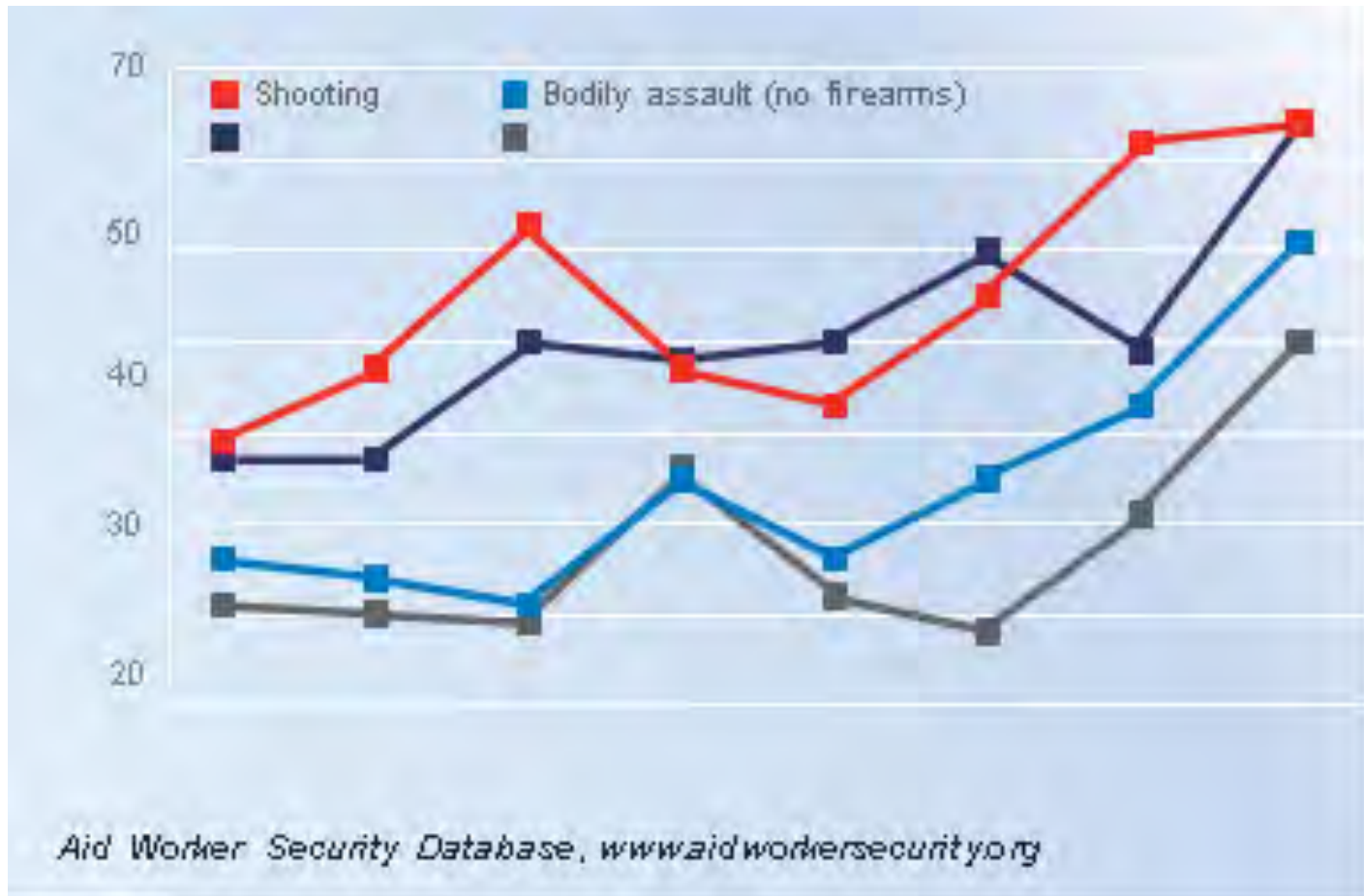


# Aid Workers Victims In 2013



Source: *Humanitarian Outcomes*

# Aid Workers Attacks In 2006-2013 By Type



Source: *Humanitarian Outcomes*



# Aid Workers Victims In 2013

Source: *Humanitarian Outcomes*



# Common

- Road transport
- Medical risks
- Criminal action

# The New Risks

- Hotels as the new soft target
- Marauding Firearms Terrorist Attack/Active Shooter
- Kidnap For Ransom or/any Political Statement
- Social Media as a risk factor

# Road Transport

- ❑ Remains one of the riskiest activities for aid workers
- ❑ Poor infrastructure, poorly maintained vehicles, lax/no traffic rule enforcement
- ❑ Road incidents account for half of incident

# Road Transport Risk Shifting

- ❑ As offices/residences 'hardened', focus shifted to vehicles

# Road Transport SOPs

Sample SOP topics for road movement

- Defensive driver training (for drivers and staff) and broader training including negotiation skills
- How-to guides (including good practice at check-points and roadblocks, under crossfire, during armed robbery or kidnapping, when engaging with local authorities, etc.).
- Travel / movement request procedures, based on programme criticality
- Check-in and check-out procedures
- Curfews and no-go areas
- Two-car rules and vehicle-spacing guidelines
- Passenger policies including the use of local community leaders to accompany movement of staff
- Routine changes in routes and times, often on a daily basis
- Use of high-frequency radio and satellite equipment during long-distance movements

*Source: ODI, 2010.*

# Medical Risks

- ❑ Close second to road incidents are medical risks – disease, accident, illness, etc.
- ❑ Exacerbated by poor medical infrastructure

# Criminal Action

- ❑ Perceived wealth of aid workers (expat and local) makes them a target
- ❑ Weak law enforcement structures

# The New Risks: Hotels As A Soft Target

- ❑ Most security incidents involving staff travel start at or occur at a hotel
- ❑ Profiling, robbery, theft, terrorism















# Advance Planning

- Routing – Main and Alternate
- Room placement
- Emergency and medical services
- Contingency planning

# Hotel/Guesthouse Safety

- Know the emergency exits (at least two)
- Have a rally point (at least two)
- No ground floor – 2<sup>nd</sup> to 6<sup>th</sup> floors if at all possible – fire risk
- Deadbolt and lock your door
- Doorstops
- Flashlight by your bed



# Door stops & flashlights



# Marauding Firearms Terror Attack

- *Gun* and knife *attacks* now more of a *terror* danger than large-scale bomb blasts.
- Inflict maximum casualties among a certain population
- Attackers drawn to targets with a high human density - allows terrorists to maximize the number of casualties with a limited amount of ammunition



# The New Risks: Kidnap For Ransom/Political Statement

- Strong financial drivers – ransom payments made globally is \$1.5 billion
- Average ransom demand is \$2 million
- Criminal gangs – selling up to terror organizations
- Express kidnap

Cydny Mizell,

Asian Rural Life Development Foundation



Kandahar, 2010



رسالة الأسير وارن وينشتاين  
إلى رئيسه أوباما

A Message from the Prisoner  
Warren Weinstein  
to His President

إن استجبت لمطالب المجاهدين بقيت حيا  
وإن لم تستجب لها فالموت مصيري



# The New Risks: Social Media

- Staff posting travel
- Open forums
- Recent photo
- Location/geotagged

# Stephen Sotloff





# The New Risks: Social Media

- Establish rules about how much you'll share, and ensure everyone in your household/ personal life is on the same page.
- Never share details about dates you'll be away or locations going to prior to or during your trip
- Switch off the "add location to your tweets" function if you're tweeting while on vacation.
- Disable locations services on your FaceBook
- Post up a storm upon your return

# So Who's Responsible?

**The traveler**

*Following instructions*

**The traveler's  
line manager**

*Notifications made and staff  
managed*

**The security  
manager in the  
traveler's home  
company**

*Training and briefings in  
place*

**The host**

*Shared responsibility for in  
country safety & security*

# Starts At The Staff Level

## ENSURE SITUATIONAL AWARENESS

Every MEDA staff member, national and international, has an obligation to learn and understand the security situation of where they are located.

## ADHERE TO SAFETY & SECURITY POLICIES & PROCEDURES

Each MEDA staff member should adhere to all pertinent policies concerning safety and security. Lapses in safe conduct can jeopardize the health and welfare of all staff.

## COMMUNICATE PROACTIVELY

MEDA staff are expected to communicate with the Director of Security Services to determine threat levels, receive up to date information and relay any current knowledge of security incidents or threats.

# Contextual Security Levels

LOW	GUARDED	RAISED	SIGNIFICANT	SEVERE
Low risk of instability or criminal activity. Standard security and reporting in protocols in place.	Some risk of instability or criminal activity. Situation to be monitored. Standard security and report in protocols in place.	Heightened risk of instability or criminal activity. Reports of violence/conflict in public/non programming areas. Heightened security protocols in place.	Risk of instability and/or criminal activity in programming/operational areas. Local travel restricted to essential. Heightened security and reporting in protocols in place.	Violence/conflict in progress in programming/operational areas. Offices closed. Local travel ban in effect. Evacuation or "stand fast" state in effect. Heightened security and reporting in protocols in place.

# Situational Awareness

- A mindset that enables a person to operate safely and effectively in a particular environment.
- An ability to identify and respond to subtle changes in the environment that may indicate a change in the security environment.

# The Legal Landscape

- The legal landscape is changing

# Duty of Care

- In an employer/employee context, an employer can be deemed to have breached their duty of care by failing to do everything that was reasonable in the circumstances to keep the employee safe from harm

# Negligent Failure To Plan

The notion that employers have a legal duty to exercise reasonable care in mitigating against known risks is nothing new

That employers can be considered negligent if they **do not take action against risks that are reasonably foreseeable** is new

Crisis prevention and response plans are similarly falling within the realm of this “duty of care.”



# Questions

