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# DREF Final Report

## Ecuador: Civil Unrest

 International Federation  
of Red Cross and Red Crescent Societies

<b>DREF n°:</b> MDREC014	<b>Glide n°:</b> <a href="#">OT-2019-000125-ECU</a>
<b>Date of Issue:</b> 24 March 2020	<b>Expected timeframe:</b> 2 months.
<b>DREF allocated:</b> 110,818 Swiss francs (CHF)	
<b>Total number of people affected:</b> approximately 200,000 people at risk	<b>Number of people to be directly assisted:</b> 1,500
<b>Host National Society presence:</b> The Ecuadorian Red Cross (ERC) has one national headquarters, 24 provincial branches, 110 local branches, 7,802 volunteers, and 200 staff.	
<b>Red Cross Red Crescent Movement partners actively involved in the operation:</b> International Federation of Red Cross and Red Crescent Societies (IFRC), International Committee of the Red Cross (ICRC), German Red Cross and Spanish Red Cross.	
<b>Other partner organizations actively participating in the operation:</b> The Integrated Security Service (ECU 911), Ministry of Public Health, Firefighters and organized civil groups of students and medical professionals, and Ecuador Permanent Mission to the United Nations.	

<Click [here](#) for the Final Financial Report and [here](#) for the Contacts.>

## A. Situation context

### Description of the disaster

A series of demonstrations flared up across the country's main cities, in early October 2019, following the announcement of a government Executive Decree containing economic measures. This situation triggered protests by social organizations and the general population, who took to the streets and blocked main roads, caused clashes and looting and paralyzed activities. According to Ministry of Government data, 1,507 people were injured, 1,330 protesters were arrested, 6 people died, and 132 roads were blocked.

During this period, the varying scenarios that changed on an hour basis and from day to day, created an atmosphere of uncertainty and insecurity that led to isolated criminal acts. This in turn led the office of the President of the Republic to declare a state of emergency across the country, and a few days later to impose a curfew in the capital city in order to ensure the citizenry's security and that of strategic sectors nationwide.



Ecuadorian Red Cross teams provide care for injured in Quito civil unrest. Source: Ecuadorian Red Cross

The demonstrations continued despite these measures, heeding the call of indigenous groups to join in road blockages across the country and to head to the capital city to continue with protests. After ten days of strikes, country authorities created a space for dialogue between the Confederation of Indigenous Nationalities of Ecuador (CONAIE) representatives and national cabinet members. As a result of this dialogue, mediated by the United Nations (UN), the Decree was repealed, and the parties agreed to craft a new Decree that considered the interests of different social groups in the country. Conditions in the country, now, are back to normal.

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## **Summary of the current response**

### **Summary of the Host National Society**

Ecuadorian Red Cross (ERC) immediately activated a nationwide Contingency Plan in order to ensure the safety of its volunteer staff as well as deliver pre-hospital care and psychosocial support services to those who required it during demonstrations in different cities across the country.

A total of 307 people, including paramedics, volunteers and hired staff, were involved in providing assistance in 19 provinces. Working in rotating shifts, this staff delivered pre-hospital care (PHC), basic first aid (BFA), psychosocial support (PSS) services and other support to people in different situations of vulnerability, always based on Safer Access and Operational Safety guidelines to ensure the safety of emergency personnel.

The Situation and Monitoring Room remained operational throughout the emergency, monitoring the operation and issuing progress reports informed by data provided by Province Boards and the ECU 911 Integrated Security System. A national delegate was present throughout for monitoring purposes. National Society authorities ordered a halt to activities at ERC Headquarters in order to ensure the safety of workers who were not directly involved in the institution's emergency response. This decision facilitated the evacuation of active personnel on site, at the time, to Pichincha Province Board premises on two separate occasions.

After mobilizations ended, as well as alerts by several social actors regarding new potential mobilizations, Provincial Boards and Headquarters began a process to evaluate the intervention, plan a long-term scenario, and to implement activities to prepare personnel for new, similar scenarios in the coming months.

### **Summary of the Red Cross Red Crescent Movement in the country**

Considering the presence of IFRC and ICRC in the country and the context of demonstrations, ongoing coordination was maintained with both in order to share any changes in scenarios and actions carried out by ERC. ERC also received their advice on how to handle situations involving internal unrest through the deployment of a support team – the IFRC representative for Andean countries, the IFRC security coordinator, and the ICRC cooperation coordinator - during most critical days of the protests. An Operational Safety RIT was also deployed in order to strengthen knowledge in this regard at the operational, management and government levels.

Technicians from the Communications during Crises Unit (IFRC-ICRC) provided remote support to implement a community awareness approach through media, emphasizing the positioning of the institutional mission and the Movement's fundamental principles. The Disaster and Crisis Unit provided supported and advice through the Disaster Management Coordinator, and financial support and advice was provided by the Lima Office. The IFRC Office in Ecuador remained in contact and facilitated the coordination of support to the National Society.

### **Summary of non-Red Cross actors in the country**

During the demonstrations, government agencies such as the Ministry of Government, the Ministry of Defence, the Attorney General's Office, the Citizen Participation Council, the Ministry of Public Health, the Fire Department, as well as civil society organizations such as the United Workers Front, CONAIE, the Transport Association, Ecuadorian Episcopal Conference, and the UN, played relevant roles in mediation and emergency response as scenarios changed, which required keeping an updated map of actors.

On October 13<sup>th</sup>, a few UN-mediated dialogue meetings were held, resulting in an agreement to repeal the initial Decree and a commitment to craft a new one that included suggestions from different social groups.

Other actors involved in the situation became visible over the following days, such as the Ecumenical Commission on Human Rights, the EU's High Representative of the Union for Foreign Affairs and Security Policy, the Inter-American Commission on Human Rights, the United Nations High Commissioner for Human Rights, the International Monetary Fund, the Organization of American States, Amnesty International, the Governments of different States, and different social groups from other countries in the region.

## **Needs analysis, targeting, scenario planning and risk assessment**

Based on the context at the time and a projection of possible scenarios, the ERC considered the following as the central needs:

### **Health**

The main needs were established based on care to people injured, nationwide, during their journeys home and during potential local or national demonstrations. The main conditions treated were injuries, bruises, fractures, asphyxiation, haemorrhages and traffic accidents among others, regardless of whether these had been sustained during demonstrations.

### **Psychosocial support**

The tension associated with not being free to move about or conduct everyday activities, the uncertainty of the situation or having a family member or acquaintance participating in demonstrations caused high levels of stress and anxiety among the population. It also caused stress among relief team personnel, who were forced to deliver assistance in the middle of demonstrations, and witness complex situations, that later needed to be worked on to ensure their mental health.

### **Communication**

Given the large amount of data and information on the situation in the country, various instances of insecurity were recorded that resulted in attacks to 15 ambulances, including four belonging to ERC, which resulted in moderate damage, as well as to Headquarters' premises. This forced response institutions to pull back their teams to safe spaces and strengthen their care provision procedures during clashes. The National Society implemented a communications strategy, both internally and externally, that provided response teams the minimum guarantees to be able to provide care to people injured during demonstrations and to those who required it, as part of the daily emergency system.

### **Target population**

While the protests were occurring throughout the country, the ERC prioritized 12 provinces due to their high level of tension: Pichincha, Guayas, Imbabura, Cotopaxi, Tungurahua, Azuay, Chimborazo, Bolivar, Pastaza, Napo, Manabi and Cane. In addition, a proportional analysis was conducted. This operation aimed to reach a total of 1,400 people: 1,193 people with pre-hospital care and PSS, and 307 response team members with PSS.

Since the context changed from location to location, Communication in Crisis and Operational Security were conducted throughout and led by the ERC national headquarters.

### **Operation Risk Assessment**

Given the socio-political nature of the context, the following were identified as the risks on the ground:

- Attacks to ambulances or emergency staff, by individuals who did not fully understand the role of the Red Cross in this type of situation. One cause of this can be that the Ministry of Public Health continues to refer to ERC as part of the Government's public hospital services.
- Road blockages or other obstacles prevent units from deploying to various points in cities or in the country.
- Shortage of pre-hospital care supplies, food products or fuel to continue with care provision.
- Situations of violence that lead to looting, which in turn leads to shortages in the market.

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## **A. Operational strategy**

### **General Operational Objective**

This operation will reach at least 1,500 people with pre-hospital care and psychosocial support in the provinces of Pichincha, Guayas, Imbabura, Cotopaxi, Tungurahua, Azuay, Chimborazo, Bolivar, Pastaza, Napo, Manabi and Cañar while supporting the safety and visibility of Ecuadorian Red Cross volunteers and staff engaged in the emergency response.

### **Operational Support Human Resources**

The National Society activated 8 of its areas at the ERC national headquarters to respond to this emergency: General

Secretariat, Risk Management, Telecommunications, Logistics, Institutional Communication, Principles and Values, Community Health and Volunteering. The technical staff in these areas were active during the situation and in monitoring room with regular meetings, contact and follow-up with the provincial boards through the disaster management coordination network, as well as liaison with key stakeholders, communication protocols and reporting. 307 volunteers were deployed for this operation. A Security RIT was also deployed to Ecuador to support National Society actions.

### **Logistics and supply chain**

The Ecuadorian Red Cross has a specific area dedicated to purchasing processes that is responsible for timely provision of goods and services that meet the requested requirements. This area follows the ERC procedures "Regulation, procurement of goods, supplies and materials" and "Provision of services or implementation of works", and complies with IFRC processes.

The operation included expenditures for the creation of communication materials at the national level, the purchase of psychosocial support, pre-hospital care, first aid, personal protection and visibility items, as well as to cover operational food and mobilization costs at the local level.

Acquisitions were based on an approved plan and the allocation of funds to requisition purchases or services according to the estimated budget. The IFRC assisted with the purchase of mask filters, and the operation assisted with repairs to emergency vehicles damaged during protests and by other uses, during the operation.

### **Communication**

In accordance with ERC communication procedures, official spokespersons were designated at the national and local levels. These people always received updates on ERC actions and scenario changes to remain fully informed about the general situation.

The Communication and Public Relations department implemented a communication strategy that contained the main guidelines and guides for all provincial boards regarding media management by operations, as well as governance and management bodies. This department also continued to publish communication products related to public awareness of the ERC's humanitarian role.

### **Planning, monitoring, evaluation and reporting (PMER)**

PMER for this operation followed ERC procedures, in which the supervision is jointly conducted by the disaster management programme (responsible for emergency response) and the department of planning and development, both located in the national headquarters.

### **Administration and Finance**

ERC national headquarters has a financial team that is responsible for financial monitoring, supervision of economic reports, quality assurance for intermediate products, and producing a final report. The ERC used financial-administrative software that allowed the institution to control its own resources and/or those generated by different projects, such as a DREF operation. The ERC finance team maintained permanent coordination with the IFRC for financial review, validation of budgets, bank transfers and technical advice on cost justification procedures, in addition to review and validation of invoices.

## B. Operational Plan



### Health

People targeted: 1,500

Male: 750

Female: 750

**Health Output 1: The immediate risks to the health of affected populations are reduced.**

**Health Outcome 1.1: Rapid medical treatment of injuries and diseases is provided to the target population**

Indicators:

Target

Achieved

# of people reached by First Aid Services

1,500

1,868

### Narrative description of achievements

#### Pre-hospital care and first aid care for those affected

A total of 1,868 treatments were provided nationwide during the EPoA's implementation, 758 of them during the most critical days of demonstrations (up until 13 October) and 1,110 in the following days. Treatments dealt with medical care, traffic accidents, rescue and others. Response teams remained active even after people had returned to their provinces, and continued delivering care to the injured and to the general population. A dashboard was created for the Situation and Monitoring room to register and keep track of services provided during demonstrations, which served to inform the reports requested by government agencies, such as the State Attorney General's Office and the National Assembly, as well as main partners such as ICRC and IFRC. The dashboard is available at: <http://www.cruzroja.org.ec/dashboard-cre02/>

Branches	Men	Women	Total
Azuay	131	97	228
Bolivar	9	8	17
Cañar	9	13	22
Carchi	1	1	2
Chimborazo	1	0	1
Cotopaxi	16	8	24
El Oro	1	0	1
Esmeraldas	0	0	0
Galapagos	0	1	1
Guayas	75	61	136
Imbabura	37	40	77
Loja	102	75	177
Los Rios	30	32	62
Manabi	20	8	28
Morona	2	2	4
Napo	32	19	51
Orellana	24	6	30
Pastaza	18	3	21
Pichincha	472	336	808
Sta. Elena	67	3	70
Sto. Domingo	16	24	40
Sucumbios	12	10	22
Tungurahua	23	23	46
Zamora	0	0	0
<b>TOTAL</b>	<b>1,098</b>	<b>770</b>	<b>1,868</b>

#### Acquisition of pre-hospital and first aid supplies

Basic first aid and pre-hospital care medications and supplies were purchased in accordance with purchase processes established by the IFRC and as authorized by the health office in Geneva. The activity of delivering and replenishing medications and supplies to the following Provincial Boards was 100% fulfilled, considering percentage of activities and risk scenarios: Pichincha, Imbabura, Tungurahua, Manabi, Bolivar, Cañar, Azuay, and Santa Elena. The first aid supplies and medications that were delivered were diverse, depending on the needs of each Board. Among the supplies were: Gloves, dressings, mustache, venoclisi equipment, sticking plaster, gauze, syringes, oxygen masks, naso gastric probes, suction tube, cathons, pulse monitor, glucometer, among others. In medicines: acetylsalicylic acid, atropine, butylscopolamnia, butylhyosine, dezametospna, diazepam, diclofenac sodium, enalapril, epidefrian, tramdol hychlorchlor, isdrocortisone, ibuprofesno, lidocaine, methyerometrine, metoclopramide, omeprazole, paracetalm, povidosna, ranitidine, salbutamo, oral serum, thiamine. among others.

### Operational support and maintenance of the ambulance service

Assistance with fuel was provided for the National Society's 26 emergency vehicles. Eight ambulances suffered damages during demonstrations in Imbabura, Manabi, Guayas, Pichincha, Cotopaxi, Tungurahua, Napo, Pastaza, Bolivar, Chimborazo, Azuay, and Cañar. The operation helped with repairs and maintenance for eight ambulances damaged by protesters (belonging to the Imbabura, Carchi, and Tungurahua branches), while remaining ambulances were repaired through vehicle insurance. This point needs to be considered essential, as vehicles had to be deployed along blocked roads where they were forced to drive over debris such as wires, nails or hot materials, as well as over poorly maintained alternate routes that damaged vehicles' mechanical systems.

### Health Output 1.4: Psychosocial support provided to the target population.

Indicators:	Target	Achieved
# of people receive psycho-social support	1,193	1,599
# of volunteers and staff who receive psycho-social support	307	522

### Narrative description of achievements

#### Psychosocial support for those affected

Regarding PSS actions to the community, a total of **1,599 treatments** were registered during two types of support activities:

- PSS actions linked to BFA/PHC care during demonstrations. Normal procedures stipulate that people provided PHC/BFA services should be stabilized at the psycho-emotional level as much as possible, promoting both physical and mental recovery, as soon as possible. We acknowledge that many of the people ERC treated during demonstrations were unconscious. It is estimated that some **1,494 people** were provided this service.
- PSS delivered in communities: to **105 people**, was done on two occasions: the first during demonstrations, when an ERC team was deployed to the El Arbolito area and the Catholic University to provide services to some 75 children, adolescents, older adults and women who were there at the time; the second was in the following days, when service was delivered to 30 people in communities in Pichincha and Chimborazo.

In this type of context, it is necessary to keep in mind that protecting people's information is a priority during the National Society's care provision process. ERC understands that every individual is the owner of their reality and that they trust the organization because of its track record. It is important to mention that before care was provided, people were informed that the information they provided would be kept confidential, which facilitated their consent.

#### Psychosocial support and mobilization sessions for first responders

During all actions in the field, special attention was paid to ERC staff's emotional containment, using the tools mentioned above, to ensure that their participation did not compromise their emotional well-being and affect other aspects of their life. A total of 474 volunteers and paid staff benefitted from emotional release processes (399 volunteer and 75 paid staff).

Provinces	Men	Women	Total
Azuay	24	57	81
Chimborazo	36	43	79
Tungurahua	6	12	18
Santa Elena	26	49	75

Pichincha	37	29	66
Carchi	7	12	19
Loja	14	9	23
Cañar	5	4	9
Cotopaxi	6	2	8
Bolivar	14	7	21
<b>(a) Subtotal (volunteers)</b>	<b>175</b>	<b>224</b>	<b>399</b>
<b>(b) Headquarters (hired)</b>	<b>37</b>	<b>38</b>	<b>27</b>
<b>Total (a+b)</b>	<b>212</b>	<b>262</b>	<b>474</b>

## Challenges

- Response teams were unable to provide support in all demonstrations because they lacked the minimum safety equipment, especially gas masks.
- Recovering the trust of protesters was one of the critical issues during stoppages, as the comments that triggered the attacks against the response teams did not only affect the National Society physically, it affected the population's perception of the institutional mission.
- Road closures, both within the city and between provinces, limited the scope of care provided by ambulance personnel, as even ambulances were prevented from passing certain points.
- The ERC staff in charge of teams deployed to the field did not have the experience to handle a crisis situation. Work was done with Operational Safety to strengthen the knowledge and skills linked to each of their lines of action.
- Keeping a record of the people was complicated, as codes are not used in these contexts and information is handled confidentially. Furthermore, it was impossible to keep records because of the speed with which scenarios occurred or because the injured people themselves refused to provide their personal data for fear of reprisals if these were leaked.
- Mental health is not a topic considered very relevant at the community level. This limited the actions of volunteers, when coordinating the implementation of emotional containment strategies, since people considered it a process that denotes weakness.
- The case referral process was handled closely with the Ministry of Public Health on a regular basis. However, this procedure became difficult during demonstrations, as people did not want to be directly connected with ERC because it was a government referrer. Furthermore, health centres focused on treating physical injuries, which made it impossible to complete PSS care tables.
- The stressful environments to which volunteers are exposed during this type of scenario can be difficult to deal with if they lack the right tools.

## Lessons learned

First responders are not only at risk of potential indirect effects during care delivery. During this emergency it was possible to see that the institutional image plays an important role in the respect and support that volunteers receive during an intervention.

It is important to review volunteer and hired staffs' training to deal with scenarios involving unrest.

Volunteers lack the expertise to intervene in scenarios involving high levels of violence and where there is a shift from individual to collective thinking that leads crowds to act on impulse, without considering the consequences. It is therefore necessarily to have simulation-based trainings or drills that help volunteers acquire both practical and theoretical knowledge.

There is no specific PSS procedure for intervening in these types of scenarios, which at certain times led to not knowing what to do or how to act. This procedure needs to be established and incorporated into the National Response Plan.

## Strategies for Implementation

**S1.1: National Society capacity building and organizational development objectives are facilitated to ensure that National Societies have the necessary legal, ethical and financial foundations, systems and structures, competences and capacities to plan and perform.**

**Output S1.1.4: National Societies have effective and motivated volunteers who are protected**

### **Narrative description of achievements**

- **Personal protective equipment for pre-hospital response equipment**

Personal protection equipment, such as smoke masks, gas masks, flags, bibs and stickers for ambulances, was purchased locally and sent to Province Boards based on the seriousness of each one's context. The IFRC assisted with the purchase of replacement filters for 21 gas masks belonging to ERC, although it was impossible to procure them in the country because these are products that need to be imported. 85 sets of personal protection equipment (regular masks, protection goggles and gloves) were acquired for branches in Pichincha, Imbabura, Tungurahua, Manabi, Bolivar, Cañar, Azuay, and Santa Elena.

#### **Strengthening operational visibility (flags, stickers and institutional vests)**

Materials to enhance the teams' operational visibility were provided to branches in Pichincha, Imbabura, Tungurahua, Manabi, Bolivar, Cañar, Azuay, and Santa Elena. Bibs, flags and printed material were distributed.

- **Training of volunteers in safety issues**

As established in the initial Plan of Action, 12 Province Boards were prioritized, in this regard, given that they were the most affected by incidents during demonstrations. The original plan was for workshops to be held in each province; however, in order to take advantage of the presence of the Security RIT member and based on the time that Province Boards had availability, workshops involving one, two or three provinces at a time, were organized in order to reinforce the topic, with support from IFRC in the field.

By the end of the operation, workshops were done with 122 people, including volunteers and hired staff, as follows:

PROVINCE	TOTAL
Imbabura	25
Cotopaxi	7
Chimborazo	7
Bolivar	1
Guayas	8
Cañar	7
Azuay	7
Pastaza	5
Tungurahua	8
Napo	5
Pichincha	26
Headquarters	16
<b>TOTAL</b>	<b>122</b>

During sessions, the RIT, member worked permanently with the National Society's Head of Operational Safety, who was responsible for delivering the last workshop.

#### **Volunteer insurance policy**

Ecuadorian Red Cross has accident insurance for all volunteer staff and employees, with procedures that ensure authorization, registration and monitoring. It was not necessary to activate it during the operation.

**S1.1: The capacity-building and organizational development objectives of National Societies are facilitated to ensure that they have the legal, ethical and financial foundations, systems and structures, competences and capabilities needed to plan and act**

**Result S1.1.6: National Societies have the necessary infrastructure and institutional systems.**

### **Narrative description of achievements**

**Mobilization and operational support of National Headquarters personnel and volunteers.**

18 operational support deployments were made, both from headquarters and by the NIT personnel that provided support during demonstrations at headquarters and with dissemination of work in this type of context during the implementation of Operational Safety workshops that were provided nationwide. The operation had direct support from four national technicians, three zone technicians, four Operational Safety NIT members and four psychosocial support NIT members.

**Hiring an information manager technician for the management of the Situation and Monitoring Room**

ERC has a situation and monitoring room that is in the process of being strengthened, especially focusing on information management in order to improve the quality of the outputs that can facilitate the work of technical areas and decision makers nationwide. With the DREF's support, a full-time technician was hired to support, guide, analyse and implement an effective and efficient data management system. This is reflected in the dashboard built, which contributed to improving the gathering of information on services provided in these types of scenarios, as well as allowed transferring capacity to the technicians responsible for 24/7 monitoring.

The dashboard can be accessed at: <http://www.cruzroja.org.ec/dashboard-cre02/>

**Outcome S2.1: Effective and coordinated international disaster response is ensured**

**Result S2.1.1 An effective mechanism for preparing the response and responsiveness of National Societies is maintained**

***Narrative description of achievements***

**IFRC operational support and monitoring**

In addition, IFRC provided support through the Country Cluster, support missions, monitoring by the regional disaster management coordinator for South America and the regional Security coordinator. The IFRC has an office in Ecuador and a liaison who has provided support throughout the entire process.

**Mobilization of RIT in operational security**

A Security RIT member from the Costa Rican Red Cross was deployed for the duration of the operation (for a month and a half) to assist the National Society with the operation's implementation, the operational safety training for volunteers, and through technical support to review operational safety protocols and procedures in emergencies.

**IFRC technical support in operational and institutional communication**

IFRC'S Communications Department together with ICRC provided support to ERC's Communications Department through the establishment of reactive lines, key information at the external and internal level, and support for the National Society's communications strategy.

**Result S3.1: The IFRC Secretariat, together with the National Societies, uses its unique position to influence decisions at the local, national and international levels affecting the most vulnerable.**

**Product S3.1.1: IFRC and National Societies are visible, reliable and effective advocates of humanitarian issues**

***Narrative description of achievements***

**Internal communication strategy for media management,**

From the first day, the Communications Department began a public awareness campaign as part of the strategy to position Ecuadorian Red Cross' humanitarian role. This was strengthened through the production of communications outputs that were disseminated at all levels by both local and national media, as well as tools and documents to guide branches on the best way to handle communications during operations. This activity will remain active beyond the EPoA's timeframe.

**Development, design and production of communication products**

Below is a list of implemented actions:

**-Printing of Social Networks Manual:** This guide describes the proper way to use institutional social networks, which will be distributed with the 24 Provincial Boards.



150 copies of the Manual will be printed. It provides information on basic concepts used in digital platforms; processes and protocols to open an institutional account; tips on how to program automatic responses; and tips on how to handle a communication crisis and negative comments on social networks, among other topics.

**-Printing of banners with key messages:** six banners were commissioned, which were placed outside ERC premises in order to position the principles under which the institution works.



**-Roll-ups with messages regarding the emblem:** one roll-up will be delivered to each of the 24 Provincial Boards for use in various events and thus position the message.



**-Calendars with messages on correct use of the emblem:** A 2020 calendar was designed with key messages on the correct use of the institutional and operational safety emblem. 600 copies will be printed and distributed with the Territorial Network and external actors to position the messages.



- **2-D animated videos:** two 30-second animated videos were prepared on the correct use of the Ecuadorian Red Cross Emblem. These also reinforce the message that the institution is neutral, independent and impartial and that it is not part of the State.

The videos were delayed due to some issues which were resolved by the production company. The final versions are already available and will be posted on ERC social networks and continuously aired over national and local communication channels.

See videos at: <https://www.youtube.com/watch?v=l-f8j-IMJME>  
<https://www.youtube.com/watch?v=GfuoiMPGAVk>

- **Radio spots on protecting the emblem:** a 20-second radio spot was prepared on the correct use of the emblem, i.e. that only authorized personnel could use. The spots aired for one month on Sonorama, a radio station with national coverage.

The institutional communications area prepared communication and awareness products, for internal and external use, on the work the National Society performs, Operational Safety issues, and on the positioning of the Fundamental Principles.

### Outputs




ERC worked on the improvement of the Safer Access and Operational Safety Pocket Manual, which was revised to include other elements that were considered important for volunteers and hired staff during trips to the field. Topics include the basis of the Safer Access work, perception, knowledge, transparency, respect, acceptance, credibility, trust and security.



**Cruz Roja Ecuatoriana**

**Manual de Acceso más seguro**

Dirigido a voluntarios y personal rentado.

II.- BASE DE TRABAJO DEL ACCESO MAS SEGURO



**PERCEPCIÓN**

Es necesario que los principales actores de la violencia perciban a la Cruz Roja como una organización HUMANITARIA, IMPARCIAL, NEUTRAL e INDEPENDIENTE, que realiza acciones que son pertinentes para la colectividad.

Es indispensable que cada uno de los miembros de la Cruz Roja y de la Sociedad Nacional conozca "cómo nos ven" los miembros de la sociedad civil y los diferentes actores de violencia.

**CONOCIMIENTO**

Es indispensable que todos los miembros de la institución conozcan nuestro mandato humanitario así como los Principios Fundamentales que deben regir cada una de nuestras acciones en todo momento. Esta información también debe difundirse a lo externo de la Cruz Roja, para que cada uno de la población en general nos conozca como una institución HUMANITARIA, IMPARCIAL, NEUTRAL e INDEPENDIENTE.

### Public campaign: permanent dissemination of information in media and social networks

In order to raise public awareness regarding the role of the Ecuadorian Red Cross and minimize attacks to ambulances and humanitarian personnel, several images and videos for social networks were prepared and socialized with the entire Territorial Network to achieve greater impact. From the beginning of October to date, 235 publications have been made in institutional Red Cross accounts, reaching 2,105,614 people.

### Challenges

Regarding protection materials, it was initially difficult to contact suppliers that offered the type of masks needed.

The internal work to handle operational safety was one of the most complex, as social pressure many times forced several Provincial Boards to provide care without having the minimum protection conditions.

It was complicated for Headquarters to conduct response activities, as there is no Evacuation Plan for these situations.

There was no previously identified national team to carry out advocacy and humanitarian diplomacy activities. It was formed after the first incidents with support from the General Secretariat, the Essential Areas office and the Principles and Values Programme.

The misuse of the emblem by universities, health personnel and former volunteers during demonstrations put ERC at risk during interventions.

The inexperience of spokespersons at the territorial network level made it necessary to establish the key messages that were to be socialized over interviews or publications. This allowed the timely correction of any communications that could have been misinterpreted by various actors.

## Lessons learned

Conduct risk analysis and critical incident workshops for management and government bodies.

Our personnel must know and recognize the Fundamental Principles as their main tool to work on and build operational safety.

Publicize all participating actors, as well, about our mission, vision, lines of action, etc., because knowledge of how the Red Cross works allows us to gain acceptance at all levels.

Create a Security Policy and an Operational Risk Reduction Strategy that include personnel, assets, lines of action and institutional image.

It is important to clearly establish the scope of action of Provincial Boards and Headquarters, in order to avoid duplication of efforts, confusion with instructions and limitations in care to the population.

There must be an action procedure regarding collection, treatment and dispatch of blood components during situations of unrest.

Activate the operational-strategic structure established, which has legal support to analyse legal documents linked to mobilizations.

It is necessary to continue implementing the external and internal communications strategy on the Fundamental Principles, emphasizing neutrality, impartiality and independence, as well as the importance of the proper use of the emblem at all levels.

Regarding the improper use of the emblem during demonstrations, it is necessary to maintain advocacy processes through periodic approaches to all potential actors, given the possibility of new unrests.

Have a strategy that is linked to the National Response Plan once the contingency scenario in this context is available.

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## Contact Information

**For further information, specifically related to this operation please contact: In the Ecuador Red Cross**

### Society:

- Roger Zambrano, Director General of Risk Management, email: [rzambrano@cruzroja.org.ec](mailto:rzambrano@cruzroja.org.ec)

### In the IFRC country office in Bolivia, Ecuador and Peru:

- Ines Brill, acting Head of Country Cluster Support Team, email: [ines.brill@ifrc.org](mailto:ines.brill@ifrc.org)

### In the IFRC regional office for the Americas:

- Jono Anzalone, Head of the Disaster and Crisis Department; email: [jono.anzalone@ifrc.org](mailto:jono.anzalone@ifrc.org)
- Felipe Del Cid, Continental Operations Coordinator for Disaster and Crisis Department; email: [felipe.delcid@ifrc.org](mailto:felipe.delcid@ifrc.org)
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### For Performance and Accountability (planning, monitoring, evaluation and reporting enquiries)

- Sandra Romero; Planning, Evaluation, Monitoring and Reporting Team Coordinator (acting) ; email: [sandra.romero@ifrc.org](mailto:sandra.romero@ifrc.org)

### In Geneva:

- Antoine Belair, Senior Officer for Operations Coordination for the Disaster and Crisis (Prevention, Response and Recovery); email: [antoine.belair@ifrc.org](mailto:antoine.belair@ifrc.org)

## 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 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.

The work of the International Federation is governed by the Strategy 2020, in which **the strategic aims** are:

1. Save lives, protect livelihoods, and strengthen recovery from disasters and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of non-violence and peace.

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The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:



**Save lives.**  
protect livelihoods,  
and strengthen recovery  
from disaster and crises.



Enable **healthy**  
and **safe** living.



Promote **social inclusion**  
and a culture of  
**non-violence** and **peace**.

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# DREF Operation

FINAL FINANCIAL REPORT

Selected Parameters			
Reporting Timeframe	2019/10-2020/02	Operation	MDREC014
Budget Timeframe	2019/10-2019/12	Budget	APPROVED

Prepared on 19/Mar/2020

All figures are in Swiss Francs (CHF)

## MDREC014 - Ecuador - Civil Unrest

Operating Timeframe: 10 oct 2019 to 10 dic 2019

### I. Summary

Opening Balance	0
<b>Funds &amp; Other Income</b>	<b>110.818</b>
DREF Allocations	110.818
<b>Expenditure</b>	<b>-60.438</b>
Closing Balance	<b>50.380</b>

### II. Expenditure by area of focus / strategies for implementation

Description	Budget	Expenditure	Variance
AOF1 - Disaster risk reduction			0
AOF2 - Shelter			0
AOF3 - Livelihoods and basic needs			0
AOF4 - Health	56.084	25.686	30.398
AOF5 - Water, sanitation and hygiene			0
AOF6 - Protection, Gender & Inclusion			0
AOF7 - Migration			0
<b>Area of focus Total</b>	<b>56.084</b>	<b>25.686</b>	<b>30.398</b>
SFI1 - Strengthen National Societies	25.013	17.619	7.394
SFI2 - Effective international disaster management	18.045	9.543	8.502
SFI3 - Influence others as leading strategic partners	11.676	7.590	4.086
SFI4 - Ensure a strong IFRC			0
<b>Strategy for implementation Total</b>	<b>54.734</b>	<b>34.752</b>	<b>19.982</b>
<b>Grand Total</b>	<b>110.818</b>	<b>60.438</b>	<b>50.380</b>

# DREF Operation

FINAL FINANCIAL REPORT

Selected Parameters			
Reporting Timeframe	2019/10-2020/02	Operation	MDREC014
Budget Timeframe	2019/10-2019/12	Budget	APPROVED

Prepared on 19/Mar/2020

All figures are in Swiss Francs (CHF)

## MDREC014 - Ecuador - Civil Unrest

Operating Timeframe: 10 oct 2019 to 10 dic 2019

### III. Expenditure by budget category & group

Description	Budget	Expenditure	Variance
<b>Relief items, Construction, Supplies</b>	<b>68.543</b>	<b>33.572</b>	<b>34.971</b>
Medical & First Aid	38.970	8.365	30.605
Teaching Materials	24.655	16.656	7.999
Other Supplies & Services	4.919	8.552	-3.633
<b>Land, vehicles &amp; equipment</b>		<b>1.251</b>	<b>-1.251</b>
Computers & Telecom		1.251	-1.251
<b>Logistics, Transport &amp; Storage</b>	<b>997</b>	<b>2.549</b>	<b>-1.552</b>
Transport & Vehicles Costs		2.549	-2.549
Logistics Services	997		997
<b>Personnel</b>	<b>15.777</b>	<b>7.518</b>	<b>8.259</b>
International Staff	6.977	5.080	1.897
National Staff	5.581		5.581
National Society Staff		2.438	-2.438
Volunteers	3.219		3.219
<b>Workshops &amp; Training</b>	<b>3.648</b>	<b>3.680</b>	<b>-32</b>
Workshops & Training	3.648	3.680	-32
<b>General Expenditure</b>	<b>15.090</b>	<b>8.180</b>	<b>6.910</b>
Travel	7.973	2.352	5.621
Information & Public Relations	3.787	3.082	706
Office Costs	2.193	1.462	731
Communications	538	1.125	-587
Financial Charges	598	159	439
<b>Indirect Costs</b>	<b>6.764</b>	<b>3.689</b>	<b>3.075</b>
Programme & Services Support Recover	6.764	3.689	3.075
<b>Grand Total</b>	<b>110.818</b>	<b>60.438</b>	<b>50.380</b>