

FINAL REPORT



International Federation of Red Cross and Red Crescent Societies
Fédération Internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

CARIBBEAN: HURRICANE IVAN

10 June 2005

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 181 countries.

In Brief

Appeal No. 21/2004; Final Report; Period covered: 10 September 2004 to 10 March 2005; Final appeal coverage: 119.5%. ([Click here to go to the financial report](#))¹

Appeal history:

- Launched on 10 September 2004 CHF 1,752,697 (USD 1,389,560 or EUR 1,137,899) for 6 months to assist 10,000 beneficiaries (2,000 families).
- Revised on 15 September 2004 for CHF 6,033,000 (USD 4,764,410 or EUR 3,910,502) for 6 months to assist 85,000 beneficiaries (17,000 families) in Grenada, Jamaica, the Cayman Islands and Cuba.
- Plan of action and budget revised on 6 January 2005 for CHF 7,372,118 (USD or EUR) for 6 months to assist 109,000 beneficiaries (24,500 families) in Grenada, Jamaica, the Cayman Islands and Cuba.
- Disaster Relief Emergency Funds (DREF) allocated: CHF 300,000

Related Emergency or Annual Appeals: Caribbean Annual Appeal (Appeal 01.52/2004); Pan American Disaster Response Unit (PADRU) Annual Appeal (Appeal 01.51/2004); Bahamas: Floods (Appeal 23/2004); Haiti: Floods (Appeal 22/2004)

For further information specifically related to this operation please contact:

- In Grenada: Mr Terry Charles, Director General, Grenada Red Cross Society; email grercs@caribsurf.com
- In Jamaica: Ms. Yvonne Clarke, Director General, email; yvonneclarke@jamaicaredcross.org; phone (1 876) 984 7860; fax; (1 876) 984 8272
- In the Cayman Islands: Mrs. Jondo Malafa Obi, Director, Cayman Islands Red Cross: phone (1 345) 917 2345
- In Cuba: Cuban Red Cross, Dr. Luis Foyo Ceballos, Executive President; email, crsn@infomed.sld.cu phone (1 537) 269 0100
- In Panama: Nelson Castaño, Pan American Disaster Response Unit e-mail In Panama: Nelson Castaño; email ifrcpa07@ifrc.org, phone (507) 316-1001, fax (507) 316-1082
- In Geneva: Luis Luna, Americas Department, e-mail luis.luna@ifrc.org, phone (41 22) 730 4274; fax (41 22) 733 0395

All International Federation assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organisations \(NGO's\) in Disaster Relief](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

For longer-term programmes in this or other countries or regions, please refer to the Federation's Annual Appeal. For support to or for further information concerning Federation programmes or operations in this or other countries, or for national society profiles, please also access the Federation's website at <http://www.ifrc.org>

¹ The final financial report will be issued once pending income reallocations have been made upon confirmation from concerned donors.

For longer-term programmes, please refer to the Federation's Annual Appeal.

Background and Summary

Hurricane Ivan, the most powerful hurricane to hit the Caribbean in ten years, moved through the region for more than a week, damaging homes, buildings and infrastructure, and causing at least 80 deaths. Although Grenada, Jamaica, the Cayman Islands and Cuba were the worst hit by the storm, there were also significant damages in Barbados, St. Lucia, St. Vincent and the Grenadines, Trinidad and Tobago, Venezuela, the Dominican Republic, Haiti and Mexico. The hurricane killed one person in Tobago, one in Barbados, one in Venezuela, and four in the Dominican Republic. The United States was also badly hit by the hurricane; at least 20 people were killed in the south-eastern region of the country.

In **Grenada**, at least 39 people died and approximately 90 per cent of the country's homes sustained damage. Water, electricity and telephone services were all cut off. Approximately 60,000 people were in need of assistance and approximately 5 thousand people were accommodated in 145 official and ad hoc shelters. Although the storm did not make direct landfall in **Jamaica**, at least 15 people were killed and there was extensive damage to roofs and roads. There were also reports of numerous landslides across the country. Officials had urged 500,000 people to evacuate high-risk areas, but many residents chose to stay because of fears of looting. The hurricane caused one death in the **Cayman Islands**. One of the designated shelters collapsed at the height of the hurricane and the shelter occupants were evacuated. Some 90 per cent of the West Bay area of Grand Cayman suffered damage and the sewage system collapsed. The storm passed the western tip of **Cuba**, bringing heavy rain and storm surges. Thousands of families lost their homes and belongings and were forced into shelters.

The Federation's Panama Regional Delegation, the Port of Spain Sub Regional Office and the Pan American Disaster Response Unit (PADRU) were closely tracking the progress of the storm in the days leading up to this event, and were prepared to respond immediately. Shortly after the hurricane struck Grenada, a disaster management delegate from PADRU and the disaster management officer from the Port of Spain Sub Regional Office were deployed to the country. In the following days, further personnel were also deployed to the country: a British Red Cross Logistics Emergency Response Unit (ERU), a Field Assessment and Coordination (FACT) team, the Panama Regional Delegation's IT coordinator, a member of the Regional Intervention Team (RIT) specialized in water and sanitation, and members of the Regional Finance Unit. Additional RITs members were also deployed to Grenada in the weeks following the hurricane. A disaster management expert from the Secretariat and a reporting and information delegate were pre-deployed to Jamaica prior to the hurricane and were on-hand to assist the National Society in the preparations and the immediate aftermath. A FACT team was also deployed to Jamaica, along with two Federation logistics delegates. A further disaster management delegate from PADRU and the regional information delegate from the Lima Regional Delegation, together with a Federation logistician and telecommunications expert from Ericsson Response were deployed to Cuba. In addition, the regional health delegate was deployed to the Cayman Islands.

The Federation launched a preliminary appeal on 10 September, which was revised on 15 September to address the needs of 17,000 families in Grenada, Jamaica, the Cayman Islands and Cuba. The plan of action and budget were further revised on 6 January 2005. The operation was successfully implemented within the six month timeframe in Grenada, Jamaica and the Cayman Islands. Given the pace of implementation, the operation has been extended for a four month period in Cuba and on-going relief activities are expected to be completed by 10 July 2005.

The overall relief effort was a large, complex operation covering four countries and a huge geographical area with varied populations, cultures and languages. In total, some 109,000 beneficiaries (24,500 families) benefited from distributions of food and non-food relief items and activities in the areas of shelter, water and sanitation, family linking, psychosocial support and capacity building. These activities have helped vulnerable families recover from the effects of the hurricane and have strengthened the National Societies, ensuring that they will be better prepared for future disasters.

Coordination

Grenada

In the early stages of the response, the Federation worked closely with the Caribbean Disaster Emergency Response Agency (CDERA) which forms part of the Eastern Caribbean Donor Group for Disaster Management. The core donor group included the following organizations: the Pan American Health Organization (PAHO), the Canadian International Development Agency (CIDA), USAID/OFDA, the Department for International Development (DfID), the European Union (EU), the Caribbean Development Bank (CDB), the United Nations Development Programme (UNDP), the United Nations Children's Fund (UNICEF), the World Bank (WB) and OXFAM. Support agencies included the Inter American Development Bank (IADB), the Organization of American States (OAS), the Food and Agriculture Organization (FAO), the International Telecommunications Union (ITU) and the Caribbean Planning for Adaptation to Global Climate Change (CPACC).

In Grenada, the United Nations Disaster Assessment and Coordination (UNDAC) team arrived within a week of Ivan and held a coordination role; the subsequent handover to the United Nations Joint Logistics Centre (UNJLC) then facilitated thrice weekly meetings attended with other implementing partners. Coordination in Grenada with the National Emergency Response Organization (NERO) began two weeks after the impact and served as a verbal forum for information sharing regarding distributions.

In country partner coordination took place primarily with OXFAM, particularly focusing on water and sanitation; OXFAM took primary responsibility for the water and sanitation component of relief efforts with the Federation carrying out complementary activities, as appropriate. Federation representatives actively participated in weekly interagency coordination meetings and, although government coordination capacity was limited, took part in scheduled government agency meetings. Representatives also distributed monthly operational reports and programme information to communicate efforts and share information with other national and international agencies operating in the country.

The Federation and the Grenada Red Cross Society (GRCS) worked closely with the French Red Cross and the British Red Cross which are implementing roof repair and retrofitting programmes. These programmes train building instructors in hurricane resistant construction techniques and survey and assessment criteria. These builders then train community members in the techniques and provide materials for housing repair. The programmes are targeting approximately 300 houses for rebuilding and repair, and are also training community members in improved repair skills. The vast majority of staffing for these programmes comes from GRCS volunteers who participated in the relief effort and gained valuable skills.

Under an initiative funded by the British Red Cross, a livelihoods project was developed in Grenada which distributed agricultural inputs to 450 small-scale farmers in order to re-establish household food security and stabilize prices in the local food economy. Agricultural inputs were distributed from central warehouses through December, in time for planting during the rainy season. A field evaluation of 10 percent of beneficiaries showed that most of the beneficiaries worked on between .25 and 1 acre of land, with agriculture the primary source of livelihood for 70 percent of respondents. Most were also engaged in part time work when available, although many continued to live below the poverty line (CHF 440 per month). Within a month of receiving the seeds, the majority of farmers were able to plant and felt that the quality and quantity of inputs were appropriate. While 90 percent of respondents stated that vegetable prices had increased since Ivan, over 80 percent anticipated selling the majority of their harvest on the market and were expecting to earn approximately CHF 175 per month. The respondents were overwhelmingly satisfied with the Red Cross staff interactions, information and services received.

Jamaica

Throughout the emergency phase of the operation the Jamaica Red Cross (JRC) and the Federation team was in close contact with the Office of Disaster Preparedness and Emergency Management. The JRC has representation in both the ODPEM and the Jamaican Customs Agency. Planned activities, distribution plans, transport mechanisms and relief supply lists were shared on regular basis. The Christian Public Service provided volunteers who have assisted with roof rehabilitation and the construction of houses.

Cayman Islands

The Federation's regional health delegate and the British Red Cross health delegate working in the country worked closely with the staff of the Cayman Islands Overseas Branch of the British Red Cross to put together a tentative

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three-month plan of action. The Red Cross team in the Cayman Islands worked closely with PADRU throughout the relief operation, in particular with PADRU's Regional Logistics Unit, which assisted in procuring goods and shipping them to the country. The Cayman Islands Overseas Branch of the British Red Cross also worked closely with representatives of the Department of Child and Family Services and the Public Works Department. In addition, the Cayman Islands Overseas Branch, supported by the British Red Cross and the Federation, coordinated with the representative of the Pan American Health Organization on the islands. However, with this exception, there is no presence of international organizations or NGOs.

Cuba

The Cuban Red Cross continues to work in coordination with governmental authorities as regards damage and needs assessments, surveys of beneficiaries, distribution of relief items, and in the work being carried out in shelters housing those whose homes have been damaged.

Analysis of the operation - objectives, achievements, impact**Emergency relief (food and non-food)**

Objective 1: 22,500 vulnerable families, or 107,500 persons (10,000 families in Grenada, 7,500 families in Jamaica, 1,000 families in the Cayman Islands, and 3,000 families in Cuba), will have benefited from the provision of food and non-food items to assist them in recovering from the effects of the hurricane.

Progress/Achievements (activities implemented within this objective)**Grenada**

The relief distribution targeted 10,000 families, which was exceeded by over 30 percent as a total of 13,403 families, of a total population of 90,000, received assistance within one month of Ivan. Affected communities in all six parishes received assistance with a total of 11,540 food parcels, 7,065 hygiene kits and 18,115 tarpaulins distributed. This response was by far the earliest and most expansive of all efforts in country. As was true for most response organizations, distributions concluded approximately six weeks after the disaster as markets, stores and transportation services had resumed. The emergency distributions were supported by a relief delegate, 5 RIT members, 2 GRCS counterparts and approximately 40 full time GRCS volunteers.

The first air supplies of relief items, which included tarpaulins, hygiene kits and jerry cans, arrived from PADRU on 12 and 16 September. In addition, water and sanitation supplies arrived from the Canadian Red Cross on 15 September. Supplies continued to arrive via sea from sister National Societies, and the major food supply from the Federation's Sub Regional Office in Trinidad and Tobago arrived on 16 September. Supplies continued at a steady pace for the following two weeks. An average of 1,000 food parcels a day were put together by approximately 30 GRCS volunteers and distributed by six teams in six parishes over the course of three weeks. The teams were made up of one RIT member and two GRCS members in coordination with a local relief coordinator who supplied beneficiary lists and informed the community of distributions prior to Red Cross arrival.

Parish	No. Families	No. Food Parcels	No. Hygiene Kits	No. Tarpaulins
St. George	4097	3774	1970	8228
S. Andrew	2605	2155	1320	3247
St. David	2166	2006	1150	3700
St. John	2430	1750	1450	1980
St. Patrick	1575	1325	625	960
St. Mark	530	530	550	0
TOTAL	13,403	11,540	7,065	18,115

Content of Food Parcels	
Rice	5 kg
Sugar	.5 kg
Flour	1 kg
Pulses	.5 kg
Oil	2 litres
Meat	4 tins
Fish	2 tins

Content of Hygiene Kits	
Toilet Paper	2 rolls
Soap	1 unit
Toothbrush	1 unit
Toothpaste	1 unit
Shampoo	1 unit

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With continued warehousing and staff support from the Federation, the GRCS continued to distribute in-kind goods on a small scale basis, primarily to community groups, schools, the Ministry of Education, and the Ministry of Social Services. Items distributed included hygiene kits, dry food, water and milk, baby kits, kitchen items and clothes. These donations provided an additional 3,000 families with emergency assistance.

Impact

A field evaluation of the food and non-food emergency relief distributions was carried out by volunteers in November to assess vulnerability, distribution, satisfaction and impact. A total of 300 beneficiaries were surveyed in 4 parishes. Over 50 percent of the respondents were from female headed households, slightly above the national average, with an additional 50 percent from households with elderly or children. Some 70 percent of the respondents earned less than EC dollars 500 (CHF 235 or €145) per month after the hurricane, which is well below the poverty line. Loss of income for some was balanced with increased demand for labour in some fields, primarily construction. As a result of considerable housing damage on the island, a significant increase in the average number of people per household was noted, jumping from an average of 4 per house to 12 after the hurricane. An overwhelming majority of those surveyed were satisfied with the distribution process, were notified prior to the distribution by a Red Cross representative and understood why they were included on the list. A total of 90 percent were satisfied with the quality and appropriateness of the food, hygiene parcels and tarpaulins, while 40 percent stated that they needed more food assistance beyond the three weeks' duration of these parcels. All of those surveyed received assistance from the Red Cross within three weeks of the hurricane, 75 percent within two weeks. Close to half of the people surveyed received assistance solely from the Red Cross.

Constraints

Due to the high level of destruction, smaller roads remained impassable in the earliest days of the response, and land and mobile phone communication was very limited; therefore, distributions did not reach more isolated communities until later in the distribution cycle. In addition, food items were received as individual units, rather than pre-packaged food parcels. Increased resources then had to be dedicated to transportation, unloading, and packaging of parcels. Local packaging materials were procured; however these packages were not marked with the Red Cross logo. It is also important to point out that uncoordinated, in-kind and bilateral contributions taxed the resources of the operation through December.

Jamaica

In terms of the numbers of families served this objective has been exceeded. The Federation/JRC has calculated that the operation has assisted in the region of 7,500 families with food and non food support.

Table 1 details the distribution of relief items. Remaining items will remain to replenish JRC stock that was dispatched 48-72 hours prior to Ivan and 48 hours immediately after its passage. This will also facilitate the pre-positioning of some items in the case of another event.

ITEM	RECEIVED	DISTRIBUTED	JRC STOCK REPLENISHMENT
Food packages	9,000	9,000	0
Bed Sheets	3,094	3,000	94
Blankets	15,000	15,000	0
Chlorine	3,000 gallons	1,500 gallons	1,500 gallons
Hygiene Kits	4,500	4,381	119
Jerry Cans	6,000	6,000	0
Kitchen Sets	3,000	2,936	64
Mattresses	1,200	1000	200
Plastic Sheeting/Tarpaulins	6,000	5,162	838

With savings made in the purchase of food and non food items, the JRC/Federation developed a schools' feeding project to assist 1,100 children for the period of one school term (January to March 2005). With additional resources

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provided by the UNDP and external donors, the project provided beneficiary children with one hot meal per day for 8 weeks. In total 45,000 meals were provided, with Federation resources accounting for 30,000 meals. The project operated in 23 schools across six parishes. Students, parents and school principals have expressed sincere gratitude; many parents had temporarily lost their income and the teachers state that the attendance level was better than was the case in the months prior to the implementation of the project. The teachers submitted attendance records, menus and receipts to enhance the reporting procedures. Additional support from local donors allowed the Jamaica Red Cross to assist even further through the provision of school uniforms, consisting of khaki pants and shirts for boys and tunics for girls as some of these students had lost their uniforms in the hurricane.

Impact

The operation has assisted approximately 7,500 families with food and non food support. In addition, given savings made in the purchase of food and non-food items, it has been possible to boost school attendance between January and March in 23 schools across six parishes by providing 1,100 needy children whose families were affected by the hurricane with school meals, and in some cases, uniforms.

Constraints

There were occasional challenges with the cost of transportation of relief items within the parishes. There were moments during the initial stages of the operation during which branch personnel and volunteers were unable to distribute items as quickly as hoped. However, through parish resource mobilization, the necessary distribution was carried out and extensive coverage achieved.

Cayman Islands

On 17 September, the first shipment of relief goods arrived in the Cayman Islands aboard a cargo flight from the Pan American Disaster Response Unit. The shipment contained the following items:

Item	Quantity
Blankets	2,700
Hygiene kits	910
Kitchen sets	910
Plastic sheeting	910
Jerry cans	371
Flashlights	880
Batteries	1,760

These items were provided to 900 vulnerable families through 12 distribution centres throughout Grand Cayman in coordination with local social workers and teachers who assisted in the selection of beneficiaries. The population was advised of the distributions through radio messages and 12 trucks were provided by the municipal authorities.

A second flight carrying relief goods from PADRU arrived in the country on Saturday, 25 September with plastic sheeting, hygiene wipes, heavy gloves, jerry cans, plastic basins, bleach, flashlights and batteries. A total of 12 distribution points were set up in schools and community centres, and goods were distributed by Red Cross volunteers and other members of the community. People arriving at the distribution centres filled out assessment forms to register as beneficiaries and then picked up the items they indicated that they needed. The goods were intended to reach 1,000 beneficiaries and the Cayman Islands Overseas Branch estimates that they reached just over 1,000 people. In addition, the Cayman Islands Overseas Branch runs a thrift shop which received many donations of clothing following the disaster. This clothing was sorted and distributed for free by Red Cross volunteers.

The Cayman Islands Overseas Branch finalized its emergency relief phase by the end of September, but continued to receive local donations of clothing, furniture and other items to assist people who lost their belongings in the aftermath of the disaster. The focus of the relief operation then shifted to the rehabilitation phase. In total, relief items were distributed to more than 1,000 families in the Cayman Islands, ensuring that the most vulnerable families in the country received much needed assistance.

Cuba

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Communities in Cuba were identified to receive relief items, including zinc sheeting, nails, mattresses, sheets, kitchen kits and kerosene stoves, and Cuban Red Cross (CRC) volunteers have been trained to work in the reception, distribution and delivery of relief items. The CRC put together a model beneficiary list, visibility materials and other resources that will ensure that a high quality relief operation is carried out. Coordination meetings were also held with national, provincial and municipal authorities to determine responsibility for each of the activities being developed.

Relief items have been delivered in 14 municipalities (82 communities) in Cuba, benefiting 118 families (4,635 people). To date, the following relief items have been delivered in Cuba:

Municipality	Mattresses delivered	Sheets delivered	Kerosene stoves delivered
Mantua	63	63	63
Guane	10	74	74
Sandino	75	125	115
San Juan y Martinez	32	77	80
San Luis	20	64	22
Pinar del Rio	30	110	
Consolación del Sur	20	56	25
Viñales	69	50	
La Palma	119	52	38
Minas de Matahambre	28		14
Bahia Honda	140	60	
San Cristobal	118	59	53
Los Palacios	126	60	
Candelaria	100		
TOTAL	950	850	484

Objective 2: 300 vulnerable beneficiary families in Grenada will have benefited from a food vouchers programme that will assist them in recovering from the affects of the hurricane.

Progress/Achievements (activities implemented within this objective)

Due to crop loss, increased unemployment and the financial demands of home repair, this objective was included in the revised Plan of Action for Grenada in January in order to address the needs of vulnerable families by providing vouchers that could be redeemed in local markets in exchange for food. To date, no other programme of this nature has been initiated, nor has the government expanded its social welfare programme to meet the increased needs of at-risk groups resulting from Hurricane Ivan. Home based assessments were conducted to identify beneficiaries based primarily on income and resource vulnerability, disabilities, age, and single, female-headed households. In coordination with the Ministry of Social Welfare, and based on average food basket costs, 221 vulnerable individuals were identified and received biweekly vouchers for between EC \$40-80 (CHF 15-30) for a two month period.

Parish	No. Beneficiaries	No. Local Markets Accepting Vouchers
St. George	101	12
St. David	79	7
St. Mark	41	4
TOTAL	221	23

Impact

As is clear from the redemption of vouchers, at-risk families were able to secure food baskets, bringing them above the abject poverty line and reducing the risk of malnutrition, disease, and hunger in the months immediately following Hurricane Ivan. In addition, as 23 local markets were involved in accepting vouchers, the programme contributed to the local economy in a wide and dispersed manner.

Constraints

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The programme was conceived over three months into the operation, resulting in a limited timeframe in which to propose and implement the project. Selection and identification of the local vendors as well as voucher redemption was very time consuming; as the majority of beneficiaries were disabled and/or senior citizens, redemption took more time than originally anticipated. The selection process required much scrutiny and time to verify circumstances and accurately target beneficiaries. The programme provided two months of assistance in the hope that the government welfare programmes would have sufficient time to expand and meet these needs; unfortunately this has not happened.

Shelter

Objective: 20,000 vulnerable families (13,000 families in Grenada, 3,000 families in Jamaica, 1,000 families in the Cayman Islands, and 3,000 families in Cuba) have been able to return home as a result of the provision of shelter materials including tarpaulins and zinc roof sheeting.

Progress/Achievements (activities implemented within this objective)***Grenada***

A team comprising members of the GRCS, the Regional Intervention Team and the FACT team surveyed 80 of the 145 official and ad hoc shelters, which were housing approximately 5,000 people. Based on information gathered, it was decided that the first stage would focus on distributions of tarpaulins to damaged homes for residents in the most highly affected parishes. The GRCS and the Federation distributed 18,115 tarpaulins to over 13,400 families, covering some 4,000 additional families not included in the original plan of action (please see Emergency Relief objective above).

Galvanized Zinc Roofing Project

Emergency roof repair was the most apparent and pressing need in Grenada. As a result, this objective included two components: emergency distributions of tarpaulins as a temporary solution, as well as a post-emergency, galvanized zinc roofing project aimed at providing beneficiaries with basic roofing materials, including galvanized zinc, ridge caps and tool kits. Activities included in this process included Federation regional procurement procedures, shipping the sheeting, training volunteers, conducting assessments to identify potential beneficiaries, distributing the sheets, and providing best building practices literature and repair services for those unable to perform this work themselves (elderly persons, disabled persons, female heads of households, families with small children).

Five teams of Red Cross volunteers (25 people in total) received training in basic structure, measurement and selection criteria and the use of the assessment tool to determine vulnerability and roof damage. House-to-house assessments took place over three weeks in over 150 villages in all six parishes, covering more than 1,500 homes. Assessment teams encountered a wide range of vulnerable families, from those living under the foundation where their home once stood, to those living in their remaining structure with tarpaulin as a shelter. Virtually no one assessed had sufficient, if any, insurance coverage.

As a result of the pressing needs identified, over 1,300 homes were approved to receive galvanized zinc sheeting (24,000 sheets), ridge caps (3,000) and tool kits (1,000), which was 30 percent above initial targets. They were selected based on vulnerability criteria, structural damage, ability to absorb assistance, and home ownership. Homes in all six parishes received assistance, with 80 percent of the families living in the three most severely affected parishes. Houses outside the scope of this project were referred to Red Cross partners and other organizations implementing further housing repairs. For reasons of safety, efficiency, and organization, the majority of distributions were carried out in several centralized locations within districts, covering approximately 40 families, with 800 sheets per distribution. Best practices literature, including "4 Easy Steps to Galvanize Your Roof," was distributed with the galvanized sheeting and building assistance was provided on request.

The initial stages of the programme were managed by the relief delegate and a GRCS counterpart, who subsequently became the Federation's relief officer and managed a total of 25 GRCS volunteers, as well as assessments, selections and distributions for the majority of the programme. Logistics and procurement support was provided by the Hurricane Ivan operations logistics officer, while in-country logistics and distributions were handled by a Regional Intervention Team (RIT) member.

Parish	No. Houses	No. Houses	No. Homes	No. Galvanized
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	in Parish	Damaged	Selected	Sheets Distributed
St. George	11,367	9,094	484	10,086
S. Andrew	7,140	4,998	295	6,009
St. David	3,530	2,824	266	3,871
St. John	2,739	1,507	99	1,226
St. Patrick	3,210	1,285	174	1,692
St. Mark	1,120	485	14	296
TOTAL	29,106	20,193	1,332	23,180

Impact

Distributed tarpaulins provided a temporary solution for affected families, protecting them from the rainy season through December. The provision of galvanized zinc by the Red Cross was, again, the first and most extensive distribution of its kind in the country. The project was carried out in the midst of a very high demand and a scarcity of building materials in the region, which was further complicated by the extent of roofing damage, and the lengthy rainy season. This emergency assistance provided timely relief as a solution for protecting people and their households from continuing rain; the provision of galvanized zinc was a critical step in allowing families to repair their roofs and therefore free up limited recourses for additional home repairs in order to reduce vulnerabilities towards severe weather conditions.

Constraints

While this emergency shelter response was appropriate and effective, significant outstanding needs remain throughout the country for housing retrofitting, repair, and rebuilding. As up to 80 percent of homes had been damaged, the demand on all partners was considerable. This programme was designed as an emergency response, and with no opportunity for major housing repairs, factors in addition to vulnerability had to be considered, including the extent of damage to homes and remaining structure, land tenure, and construction regulations. In addition, it demanded familiarity with technical building from volunteers in order to carry out assessments, which made beneficiary selection a challenge. High demand, increased material costs, decreased availability of building materials, as well as high transportation and distribution costs in the region, also increased the demand on the galvanized sheeting programme. As a result, it was a challenge to receive consistent transport information for efficient in-country distributions and to avoid duplication of efforts. Materials were delivered in an inefficient and relatively unsafe manner, but fortunately there were no injuries. Lack of government-communicated building codes or a coherent approach to the house repair and land tenure issue, as well as no central coordination of repair programmes, was a hindrance.

Jamaica

Two key elements relate to this objective in Jamaica: the provision of temporary and permanent shelter materials. In terms of temporary shelter the JRC/Federation has distributed some 5,000 tarpaulins. However, once the Ivan appeal was launched, the JRC received a number of unsolicited donations that raised stock levels. In view of this and the fact that more permanent shelter assistance has been provided, it is suggested that the balance of approximately 800 tarpaulins remain in the JRC warehouse as disaster preparedness stock.

The JRC/Federation has received and distributed 12,000 sheets of zinc. The following table provides a breakdown of zinc distribution by parish. The target was to assist 1,000 families through this zinc distribution with approximately 12 sheets of zinc going to each house. This target has been achieved and, through local donations, the JRC has been able to assist additional homes with roof rehabilitation.

Parish	Zinc sheets distributed to JRC Branch
Clarendon	3,247
Kingston/St Andrew	606
Manchester	1,000
St Catherine	1,097
St Elisabeth	3,000
St Thomas	1,000
Westmoreland	2,000
Trelawny	300

TOTAL	12,250
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As evidenced in the above table, the JRC/Federation supplied zinc to over half of Jamaica's 14 parishes. Though assessment data suggests that the southernmost parishes of Clarendon, Manchester and St Elisabeth were those worst affected by Ivan, the JRC/Federation agreed upon more equitable distribution. The reasoning for this was twofold. Firstly, as a high cost commodity, it was considered appropriate to spread the distribution of zinc sheeting. This ensured that fewer people in more communities benefited and enabled the JRC/Federation to identify the most vulnerable. Equally, by increasing the number of parishes within the distribution plan the JRC/Federation sought to enhance the role of JRC branches and tasked them with managing and monitoring the distribution process.

JRC volunteers with the support of the Federation reassessed beneficiary needs ahead of finalizing the distribution plan. In carrying out this assessment the JRC/Federation liaised extensively with the Office of National Reconstruction (ONR), the Ministry of Labour and Social Security and other agencies involved in rehabilitation efforts. The JRC/Federation beneficiary group included the pension-less elderly, the infirm and those without to means to purchase zinc themselves, such as unemployed single mothers. Understandably, many beneficiaries included in the initial September assessment had, by December, taken matters into their own hands and purchased replacement zinc or received zinc from other organizations. Other beneficiaries had acquired the means to do so. In redefining beneficiary lists, the JRC/Federation is confident that the zinc it supplied was distributed to those most in need.

Impact

JRC branches were able to encourage community support as residents were willing to help their neighbours who were unable to place the zinc on their homes themselves. This occurred in situations with the elderly, for example, where Red Cross volunteers and other community residents provided assistance. Supervision was always ensured by the Red Cross. An organization known as the Christian Public Service also extended expertise in housing construction. This facilitated the assurance of an island-wide standard for the rehabilitation of roofs. In addition to the support received as a result of the Federation's Emergency Appeal, local donations enabled the JRC to extend its coverage even further by undertaking the construction of houses; fifty houses have been completed.

Constraints

JRC branches experienced challenges with transportation. In some cases, transportation was quite limited, especially considering the need to provide assistance effectively and in a timely manner.

Cayman Islands

In the immediate aftermath of the hurricane, people staying in emergency shelters in the Cayman Islands were registered. Those in need of assistance but not staying in shelters were also encouraged to register in order to ensure that they received relief items. In the Cayman Islands, 520 tarpaulins of 102 feet, funded by DfID, were distributed through the municipal authorities. This allowed most people to move out of the shelters and back to their homes. By the end of September, there were less than 800 people left in the emergency shelters, and some 1,500 people from Grand Cayman were temporarily settled in Cayman Brac, which was less affected by the hurricane. In addition, many foreign nationals who were severely affected by the hurricane returned to their country of origin. Both the Honduran and Jamaican governments provided planes to repatriate nationals of their countries.

The Federation distributed 900 plastic sheets that arrived on the first cargo flight from PADRU on 17 September and an additional 1,000 sheets during a second relief distribution on 26 September. The most affected families in the country received plastic sheeting, which allowed them to move out of shelters and into their homes.

Once these emergency relief distributions were completed, the Cayman Islands Overseas Branch and the British Red Cross began examining the possibility of bringing in roofing materials to store in the Red Cross warehouse which would be made available to those in need. The roofing project was implemented in three phases. The first phase consisted mostly of a damage and needs assessment, followed by a second phase of selection of beneficiaries. Uninsured families with children under five and/or elderly and disabled persons were given priority in this selection. The third phase consisted of the actual repair of damaged roofs.

Cuba

The CRC has received shipment of relief goods, including zinc sheets and boxes of nails. In total, the CRC has received 61, 649 zinc sheets. To date, the CRC has completed 1,322 roofs in 77 communities in the provinces of Pinar del Rio and La Habana, benefiting 1,580 families (6,663 people).

Province of Pinar del Rio

Municipality	Zinc sheets received	Boxes of nails received	Beneficiary families	Beneficiaries	Roofs completed
Mantua	21,033	46	481	2,304	351
Guane	10,270	23	260	834	247
Minas de Matahambre	9,291	20	335	1691	304
La Palma	2,060	5	74	285	52
San Juan y Martinez	2,054	5	76	251	42
Pinar del Rio	1,539	4	37	99	37
Consolación del Sur	1,032	3	43	141	41
Sandino	1,026	3	22	74	22
San Luis	1,035	3	37	134	11
TOTAL	49,340	112	1,365	5,813	1,107

Province of La Habana

Municipality	Zinc sheets received	Nails received	Beneficiary families	Beneficiaries	Roofs completed
Artemisa	6,374	42,362	174	701	174
Bauta	1,311	6,374	41	149	41
Guira de Melena	4,624	--	--	---	--
TOTAL	12,309	48,736	215	850	215

The distribution and installation of zinc sheeting is on-going in Cuba and it is expected that the relief operation will be concluded by early July.

Water and Sanitation

Objective: The water and sanitation needs for 17,000 vulnerable families (10,000 families in Grenada, 3,000 families in Jamaica, 1,000 families in the Cayman Islands, and 3,000 families in Cuba) have been assessed, and a plan has been developed to deliver the planned assistance in this sector.

Progress/Achievements (activities implemented within this objective)**Grenada**

The Grenada National Water and Sewage Authority (NAWASA) conducted assessments of the water needs in the country; within a week of Hurricane Ivan, 23 of the 25 water treatment plants were functioning again, as well as four water tankers distributing water. The Federation coordinated with OXFAM which took primary responsibility for the water and sanitation component of relief efforts, resulting in complementary activities by the Federation, including the loan of two 10,000-litre water bladders, which supplied water to approximately 3,000 people, and the distribution of hygiene kits, jerry cans, and bottled water. These activities concluded on 1 November when the bladders were donated to the GRCS, with ongoing use by NAWASA which maintains the direct mandate in water supply issues. GRCS will keep a buffer stock of water purification tablets/sachets and jerry cans as disaster preparedness stock.

Water / Sanitation Equipment		
Items Handed Over	No.	Recipient
10,000 litre water bladders, pump & spare parts	2	GRCS on loan to NAWASA

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Water Purification Sachets	30,000	GRCS
Water Purification Tablets	30,000	GRCS
Collapsible Water Containers	1,870	GRCS

Impact

The coordination of efforts with OXFAM and NAWASA ensured that the water and sanitation needs were addressed in a timely and appropriate fashion, within the World Health Organization's standards.

Jamaica

Water and sanitation needs were assessed with the help of a water and sanitation delegate who worked with the national authorities. These assessments identified the lack of potable water in several areas, particularly Cave Valley, Saint Ann, a community that lies along the border of Clarendon. In addition to the provision of local water trucks by the national agencies, the water and sanitation delegate provided technical support to the JRC and its partners. Recommendations were also made for training sessions within the most affected communities in basic hygiene. The purchase of chlorine was carried out to facilitate the water purification process. Subsequent to the flooding which occurred, there was collaboration between the JRC and the Ministry of Health in a vector management programme. Through appeal resources, the JRC/Federation were able to contribute J\$ 1.5 million (CHF 30,869) for the purchase of insecticide for national vector management.

Impact

A workshop was carried out with the support of the Pan American Health Organization on basic health and hygiene. This training included Red Cross volunteers from Cave Valley and its environs within Saint Ann, as well as other community members. The partnership with PAHO is invaluable and it was agreed that the organization would support the JRC in other similar workshops through human resources and information material.

The Ministry of Health achieved island-wide coverage for the vector management programme. Spraying of the insecticide was initially focused on the most affected parishes; however, resources from the JRC/Federation and other donors allowed the agency to reach the entire island, hence preventing outbreaks of disease.

Constraints

The purchase of chlorine, though initially a valid action, later created a challenge. The time between the assessment and the actual purchase and delivery of the chlorine was longer than anticipated. By the time of delivery, the needs had changed as potable water was then available in most of the country. The quantity of chlorine procured was greater than necessary than at the time of distribution. Some of the chlorine was damaged whilst in storage; fifty percent of the amount purchased was distributed to beneficiaries and also to health and educational institutions.

Cayman Islands

According to the Department of Environmental Health, there was an increase in the incidence of diarrhoeal disease following the hurricane. Bottled water was distributed by the government as the piped water system was being restored. Vector control was addressed by the government's Mosquito Control Programme through daily aerial spraying.

The Cayman Islands Overseas Branch worked with the Federation's regional health delegate to put together an awareness campaign addressing the importance of consuming safe water, as well as other public health and disaster preparedness issues. Materials for this campaign were developed in Panama. The materials were also made available in Spanish to address the needs of the large Spanish-speaking population in the country. The campaign activities were based on the distribution of printed materials, which were distributed house-to-house.

Family linking

Objective: In Grenada, Jamaica and the Cayman Islands people with missing family members will have received assistance from the Grenada Red Cross Society, the Jamaica Red Cross, and the Cayman Islands branch of the British Red Cross.

Progress/Achievements (activities implemented within this objective)**Grenada**

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Although the GRCS has expertise in this area and there was a need for tracing and family linking services immediately following the hurricane, implementation of this objective was not possible at the beginning of the operation due to the disruption of all telecommunications systems in the country. For more than three weeks telephone lines were not functioning regularly. However, despite the difficulties in providing linking services, the GRCS was able to address many of the tracing needs through working with the telephone company and the local radio station. After telecommunications systems were restored, family linking was no longer a priority.

Jamaica

No major tracing activities were implemented by the Jamaica Red Cross and the National Society only received a few requests for tracing services. By the end of October the National Society no longer considered this objective a priority, particularly as telephone land lines and cell phones were once again operating throughout the country.

Cayman Islands

Three volunteers trained in family linking from the Costa Rican Red Cross travelled to the Cayman Islands to establish a project to assist those with family members outside the country and who wished to return home. The Costa Rican Red Cross set up a telephone number in its telecommunications centre where people could call for information about their relatives living in the Cayman Islands and review the possibility of their return. A large number of calls were placed to the centre. The volunteers set up a service in the Cayman Islands offering assistance to foreigners settled in the country, focusing particularly on the Costa Rican community. A survey was carried out of those who wished to return to their countries of origin and the needs and situation of those concerned were also reviewed. Family linking was facilitated through the project in order that people were able to communicate with their relatives outside the Cayman Islands. On Friday, 24 September, a plane carrying 50 Costa Rican nationals left the Cayman Islands

The Cayman Islands Overseas Branch received very few requests for tracing services as one of the three cellular phone companies in the country was operational throughout the disaster and most residents had access to cell phones.

Impact

In the Cayman Islands, foreign nationals wishing to return home were assisted through the efforts of the Federation and the Costa Rican Red Cross.

Psychosocial support

Objective: Vulnerable families will have benefited from psychosocial support to assist them in recovering from the effects of the hurricane.

Progress/Achievements (activities implemented within this objective)***Grenada***

Although the Grenadian society has well-functioning structures of mutual support and solidarity and has a supportive, deep-rooted faith, there was a clear need to address the mental and social impact of the disaster, as the increase of domestic problems, substance abuse and anti-social behaviours would likely increase, as well as the incidence of post-traumatic stress syndrome, depression and psychosomatic complaints. It was anticipated that these developments would present a challenge to the services currently available, including the GRCS's resources and public services related to health and education. Based on recommendations from a psychosocial support delegate, the GRCS developed and managed the 'Wellness Facilitators Programme' which trained Red Cross volunteers in community-based psychosocial support outreach and support group work and dissemination of psychosocial support coping mechanisms.

Three training sessions were carried out between October and February, including two by the Jamaican Red Cross Disaster Mental Health Unit and one by the St. George's University Student Counselling Unit. These sessions provided the basic counselling and referral skills necessary in post-disaster environments. Two staff and 19 exceptionally committed volunteers from a variety of backgrounds were trained as facilitators and reached 225 persons in 19 groups in five parishes during six weeks of sessions. A flexible approach to the development of support groups allowed for facilitators to pilot their skills. A counselling referral system was developed with the government's National Wellness Programme system developing a primary, secondary and tertiary referral system.

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As a result of the initiative and visibility of the programme, the GRCS was also a member of the National Wellness Steering Committee and Ministry of Social Development working group on the subject.

The early stages of the response were supported by a psychosocial support delegate. Subsequent programme development and management was spearheaded by the GRCS Director of Health and Safety, supported by a part time administrative assistant and 19 trained volunteers. It is the intention of the GRCS to continue the programme beyond the end of this Emergency Appeal.

Impact

As psychosocial support and wellness programmes are new to the GRCS and the initial focus of the operation was on relief items, the design and implementation of this programme began with only three months left in the appeal and, in practice, served as a pilot project. Facilitators focused first on groups with which they were most familiar, such as students and community members; it is anticipated that with more practice and confidence these groups will spread to more vulnerable populations.

Constraints

The results of the first stages of this programme to date are quite impressive. It is now necessary for the programme to develop appropriate and sustainable funding, management capacity, target groups, and policies required in a long-term programme such as this. The national system is overwhelmed and under-resourced, and the GRCS programme must promote only services it can offer without overextending itself.

Jamaica

The JRC psychosocial coordinator has continued to work with partners in the government supported Disaster Mental Health Unit (DMHU) to finalise a range of training manuals that will be circulated to mental health professionals and JRC psychosocial volunteers. The JRC is exploring ways in which to further strengthen the relationship with the DMHU. In response to this, 20 new professionals have recently become volunteers in this programme subsequently increasing the roster of trainers/counsellors. These persons attended an orientation including general information on the Red Cross and key elements of Disaster Mental Health. Training for JRC volunteers/staff was held in February 2005 in order to strengthen these persons' capacities as well as those of their respective branches. A video with footage from the hurricane will be added as a training aid for Mental Health practitioners.

Posters and brochures were designed and printed to enhance the reach of the programme. The brochures are specialized, for example, one is for care givers/responders, one is for children and a general brochure has been developed. The poster and brochures highlight the importance of psychosocial support activities in emergencies and the role of the JRC in providing psychosocial/trauma counselling.

The JRC psychosocial coordinator held a meeting with the Office of Disaster Preparedness and Emergency Management regarding the purchase of recreational kits for children affected by Ivan. The original aim of the project was to supply games to children whose homes were destroyed by Ivan and who were temporarily housed in shelters. The pace of the recovery effort, however, meant that children quickly returned to their homes lessening the need for games. The JRC/Federation has therefore agreed to replenish ODPEM stocks and maintain a small JRC stock.

Impact

The Disaster Mental Health Unit has received wide acclaim both within the JRC and nationally. This has caused other agencies to take the issue of psychosocial support seriously and to see this as a critical element of disaster response. Organizations such as the Planning Institute of Jamaica and UNICEF have requested special sessions and training in psychosocial support, the latter with the focus on children. ODPEM has also included a special session on psychosocial support in its shelter managers' training. It is hoped that the Unit will continue receiving support, particularly regarding the maintenance of the programme coordinator position.

Cayman Islands

A plan of action was drawn up that included a request for psychosocial support for Red Cross staff and volunteers who were working long days, despite having suffered great losses themselves. The plan of action addressed training

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Red Cross staff and volunteers in psychosocial support, and also looked at the possibility of working with professional health care workers in the community to strengthen the Overseas Branch's psychosocial support capacities. The Jamaica Red Cross carried out a psychosocial support session for the Cayman Red Cross Overseas Branch volunteers and staff according to the plan of action.

Impact

The Jamaica Red Cross's assistance to the Cayman Islands Overseas Branch in the area of psychosocial support contributed to the cross regional solution of coping with the effects of disaster.

Strengthening of preparedness and response

Objective: The capacity of the Grenada Red Cross Society, the Jamaica Red Cross, the Cayman Islands branch of the British Red Cross, and the Cuban Red Cross and vulnerable communities in disaster response and preparedness will have been strengthened.

Progress/Achievements (activities implemented within this objective)***Grenada***

With the support of PADRU, the GRCS built up a VHF communications system to cover the entire island of Grenada and the island of Carriacou. In addition, an HF network has been installed and will be further incorporated into the regional communications network with trained staff and volunteers using the equipment. Additional hardware components, including additional telecommunications and computer equipment, generators, two 10,000-litre water bladders with pump and spare parts, a pick up truck, and small emergency stocks and equipment, have been provided to the National Society.

In addition to these material resources that have been supplied to the National Society, this component of the operation focused on increasing the Red Cross' disaster preparedness capacities and raising awareness of disaster mitigation and preparedness at the community level. Activities to strengthen the National Society's capacities focused on Vulnerability and Capacity Assessments (VCA), training and implementation. The results of the exercise have served as a basis for a National Awareness Campaign which aims to raise awareness of the GRCS's primary programmes and set the groundwork for Community Based Disaster Preparedness (CBDP) and National Intervention Team (NITs) trainings to follow, with the support of the Federation's Sub Regional Office. The GRCS has also approached the national government with a proposal to provide similar assessment services in vulnerable communities around the country. An organizational development delegate worked closely with the GRCS to identify financial, material and human resources, capacities and sustainability. This informed the proposed plan of action for 2005-2006 as well as suggestions for volunteer management efforts. In addition, logistics, telecommunications and volunteer management trainings and workshops were carried out for volunteers and staff to better prepare them for future disaster response.

After the conclusion of the Appeal, assistance is planned to assist the National Society in reconstruction of its headquarters, which was affected by the disaster, in order to enhance the Red Cross's ability to carry out humanitarian programmes. The plan also aims to strengthen the National Society's presence in the country and to enable the Red Cross to provide wider coverage through the development of a GRCS branch in Greenville, the second largest city on the island.

Impact

The GRCS's capacities in disaster management have been increased through the provision of communications equipment and other required materials. Communications equipment has been particularly important as communications capacities within the country remain limited. Over 50 full-time volunteers have received valuable experience in disaster response and subsequent trainings, with the majority of those becoming paid staff in subsequent bilateral programmes. The GRCS has proven itself a willing, capable and enthusiastic partner; it is now better positioned with human and material resources to implement ongoing programmes and to respond to disasters in the future.

Constraints

Prior to Hurricane Ivan, the GRCS had only four full-time, paid staff with programmes focusing on first aid, HIV/AIDS awareness and disaster preparedness. While the National Society now has significant material, human,

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volunteer and financial resources as a result of Hurricane Ivan, the challenge to absorb, capitalize and manage these resources in a sustainable fashion remains.

Jamaica

The JRC Programme Coordinator established a disaster management training schedule. In all four workshops are planned: National Intervention Team training, National VCA training, Community VCA training and Community Disaster Response training. Abstracts for each training session have been shared with Sub Regional Office in Trinidad. A National Training of Trainers was held between 11 and 13 February. The post workshop evaluations indicated that the participants thoroughly enjoyed the training and are anxious to begin working with communities through their branches. Community VCAs are being organized for the parishes of Clarendon, Kingston and St. Andrew and Saint. Ann.

The JRC has received telecommunications equipment which is ready for installation; training of personnel in the use of the equipment is also envisaged. The equipment will strengthen communications links - between branches, headquarters and other civil society actors ó and enable the JRC to better manage response activities. Moreover, the equipment will integrate the JRC into a Caribbean wide telecommunications network. The JRC is in consultation with the official body charged with issuing VHF licenses and frequencies. Once frequencies have been assigned, the Federation telecommunication's department in Geneva will be able to pre-programme duplexers and dispatch to Jamaica.

Cayman Islands

According to this plan of action, capacity building activities following the emergency relief phase of the operation focused on replenishing stocks of relief supplies, which were depleted during the operation, in order to ensure that the Cayman Islands Overseas Branch is adequately prepared for any future disasters. The Cayman Islands Overseas Branch replenished stocks from the Red Cross container that were used during the relief operation. Based upon the experiences gained during this relief operation, the Cayman Islands Overseas Branch adjusted the content of the relief container in order to meet the actual needs that arose from this disaster.

The Cayman Islands Overseas Branch building sustained considerable damage from the hurricane. The building was insured and after the assessment carried out by the insurance company, costs for renovation will be covered by the company. Renovations to the headquarters building were completed by January 2005.

Cuba

The Cuban Red Cross is fortunate enough to have a sufficient number of trained volunteers who are able to carry out the activities to respond to this disaster. The CRC also has personnel trained to go into communities and help them to assess and address their own vulnerabilities. The national disaster preparedness programme is being implemented in selected communities and municipalities and the CRC is currently working to strengthen search and rescue groups. The CRC is also in the midst of the process of revising the facilitator manuals and community guides for disasters and emergencies. In addition, the CRC is providing volunteer groups with shirts, office materials, fuel, and communications equipment. These activities carried out in response to Hurricane Ivan have allowed the CRC to increase its response capacity and improve its institutional image.

Livelihood Support Activity

Objective: School children in Jamaica have been able to return to school as a result of support provided to their families through a school feeding programme.

Progress/Achievements (activities implemented within this objective)

Many children in poor rural communities have been unable to return to school since the hurricane because their parents lost their livelihoods and income following Ivan and can afford neither school uniforms, a packed lunch nor to pay for a school meal. The school feeding project provided support to 1,100 children in 23 schools for one school term (January through March 2005).

Updated assessment data provided by the National Office for Reconstruction and verified by the Red Cross was used to identify beneficiary schools. In addition to an assessment of needs, other criteria were applied to determine where to target assistance. The project sub contracted canteens to provide hot meals for beneficiary children.

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In addition, in an effort to better integrate the response, the JRC continues to review the needs of parents and seek to restore livelihoods through the provision of seeds and tools. This activity, whilst linked to the schools' feeding project is not, in itself, an objective of the Hurricane Ivan Emergency Appeal and will be funded and managed independently by the JRC.

A livelihood programme has also been developed to provide fishermen with support via the provision of equipment including nets and fish pots. These fishermen are from various areas impacted by the hurricane, including Portland Cottage and Old Harbour Bay. 60 fishermen have received assistance through the operation. Support from other donors may facilitate an increase in the number of fishermen assisted.

Red Cross and Red Crescent Movement -- Principles and initiatives

- Relief activities being carried out are based on the Fundamental Principles of the Red Cross and Red Crescent Movement.
- Beneficiary selection criteria focus on the vulnerability of those affected.
- Relief operations are being conducted with respect for the culture of the beneficiaries, ensuring gender sensitivity and prioritizing assistance to children and the elderly.
- Activities are based on the SPHERE Project humanitarian charter and the code of conduct for emergency response.
- Transparency is being ensured through the production of regular reports and news bulletins.
- All objectives put forward in the appeal are in line with Strategy 2010, as well as the Strategy for the Movement and the Principles and Rules of the Movement.

National Society Capacity Building

Grenada

The GRCS drew from their core volunteers and mobilized 40 volunteers during the earliest stages of the operation. With the continuing programmes ongoing in the country, the majority of those became full-time volunteers and/or paid staff, exposing them to warehouse operations, distributions, community and housing structure assessments, and VHF radio use. Specific trainings included VCA, volunteer management, basic logistics, and telecommunications. Given the consistent participation of volunteers throughout the response, the GRCS emergency human resource capacity has improved significantly. To support these volunteers and staff in current and future activities, computer and telecommunications systems have been installed with staff trained in its use.

Jamaica

With support from the Emergency Appeal, JRC volunteers were able to access additional training in various areas of disaster management. Several youth volunteers acquired valuable skills in warehousing and general logistics, particularly from Federation personnel who were present during the first two months of the operation. Additional training was achieved in Vulnerability and Capacity Assessment methodology and the JRC now has an additional 19 trainers in community VCA. More volunteers were exposed to the value of psychosocial support, and approximately 25 JRC branch representatives received special training on how to respond using basic psychosocial support skills in times of disaster. The JRC has also benefited from upgrades in telecommunications equipment for both VHF and HF systems.

Cayman Islands

In the Cayman Islands, more than 125 volunteers worked in the Red Cross shelters in the days leading up to and immediately following the hurricane. Many of these volunteers continued working despite being personally affected by the hurricane. These volunteers have gained valuable experience that will assist them in responding to a future disaster. The Cayman Islands Overseas Branch's relief supplies were also restocked following the hurricane in order to ensure that the branch is better prepared for emergencies. The contents of the relief stocks were adjusted based upon the experience of this operation in order to ensure an adequate response in the future. In addition, the branch headquarters was renovated following extensive damage sustained during the storm.

Cuba

The Cuban Red Cross' has extensive network of trained volunteers that has previously implemented relief operations in response to Hurricanes Lili and Isidore in 2002/2003 and Hurricane Charley earlier in 2004. This

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network of volunteers was able to respond to this disaster, providing support to the evacuation effort prior to the hurricane, supporting beneficiaries housed in emergency shelters and distributing essential relief items, such as zinc sheeting. Trained volunteers were also able to go into the communities to assess the extent of the damages following the passage of the hurricane. These volunteers have gained additional experience through this relief effort, which will be a valuable asset during future disasters. In addition, the CRC's working relationship with governmental authorities was strengthened through this relief operation as the CRC coordinated with the Cuban government on damage and needs assessments, surveys of beneficiaries and in the work carried out in shelters.

Communications – Advocacy and Public Information***Grenada***

A video on the Grenada Red Cross Society and Federation's relief efforts was compiled and edited in Europe for dispatch to news networks. A video tape was also prepared that documented the first general distributions, including interviews with international and regional delegates and Regional Intervention Team members. This video will also be made available to Red Cross/Red Crescent National Societies and regional offices. In addition, delegates, regional offices and national Red Cross staff regularly gave interviews to local, national and international media. An interview with the FACT team leader, entitled "IFRC and GRCS working together to assist Ivan's affected people," was published in the "Informer", the first newspaper to be restarted in the country following the disaster. An advertising campaign was published for two weeks in three newspapers: Grenada Today, Grenada Informer and Grenadian Voice. This effort was followed up with television interviews with local MTV and a CEDERA regional response documentary. Local television coverage of Movement activities continued approximately weekly throughout the operation. Two visits from the Sub Regional Office's information officer produced stories included in newsletters and on regional and international Red Cross websites. In addition, 250 Red Cross t-shirts were worn by all volunteers and staff in the field while carrying out assessments and distributions for over a month. Red Cross banners were placed at distribution points, along with relief supplies and vehicles identified with Federation stickers, generating visibility.

Jamaica

The Federation has agreed to fund the production of a public information bulletin to be broadcast on Jamaican television. The bulletin is intended to profile the work of the JRC, informing the public of the National Society's emergency and non emergency roles. In the first instance the JRC will liaise with media companies regarding the content of this bulletin. The JRC/Federation will also arrange for a newspaper journalist to accompany a distribution of relief items including zinc sheeting. The journalist will then produce an article on the role of the JRC and the Federation and the Red Cross response in the wake of Hurricane Ivan. A feature is also being prepared which will air on local television stations in prime time. This will demonstrate the work of the Red Cross, particularly the Red Cross response to Ivan and will highlight the donor support. A script was provided for the production company with the necessary guidelines.

Cayman Islands

In the Cayman Islands, the Red Cross used the government's radio station to communicate with the residents of the Cayman Islands, alerting them to the times and locations of relief distributions. The Director of the Cayman Islands Overseas Branch gave interviews detailing the work of the Red Cross in response to Hurricane Ivan, which were featured in the country's two major newspapers. In addition, the plan of action that was drawn up included activities that will ensure that the Cayman Islands Overseas Branch is more active in working with the local media in the future.

Lessons learned

Deployment: Early deployment of various Federation teams (FACT, ERU, RIT, RFU) was critical to the efficient nature of the operation from its earliest days. Clear terms of reference and mission instructions are essential for all members of these teams and must be communicated clearly to all delegates and to the National Societies. Teams and delegates must come to field with the appropriate tools necessary to carry out their jobs.

Federation Appeal: An explicit review of beneficiary needs, resources, and local capacities should inform adjusted objectives, programming and staffing approximately halfway through the appeal and submitted to the Operations Manager; Rehabilitation, capacity building and organizational development objectives should be realistically

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considered before inclusion in a 6 month emergency appeal; the process must be transparent in determining the extension or conclusion or appeal based on needs assessment.

Procurement: Pre-positioned relief items, especially food items, should be pre-packaged with Red Cross visibility on packaging and ready for immediate distribution upon receipt in country; heavy and potentially awkward relief items such as galvanized zinc sheets must be packaged in a safe and efficient distribution manner by the supplier.

National Society Relations: Memoranda of Understanding must be established with National Society within one week of response to clarify expectations and responsibilities of all parties; the FACT team should be both collaborative and realistic with the National Society in terms of budgets, programmes and human resources, and should paint a picture of what the next six months may look like; written/documented communication between the Federation team and the National Society must be a priority for both parties from the first to last days of operation.

Bilateral/PNS: Clear and coordinated expectations between the field, the Sub Regional Office, the Secretariat headquarters and potential PNSs are essential to successful processes and outputs of bilateral involvement; inconsistencies must be addressed immediately and definitively as close to the field level as possible.

Operations Office, Sub Regional Office and Regional Delegation: Rehabilitation efforts in areas such as disaster preparedness, National Intervention Team training and organizational development must be closely coordinated or managed completely by the Sub Regional Office.

External Lessons Learned: Lessons learned exercises must be scheduled so that a balance/cross-section of participants are available for 2-3 days. A total of 70 percent of the participants in the meeting to review the Hurricane Ivan response were from the National Societies, with the remaining participants from the Hurricane Ivan Operations Office and the Regional Finance Unit. There was no participation from the Sub Regional Office, the Pan American Disaster Response Unit or the Federation Secretariat in Geneva.

The operation has provided the National Societies involved with a lot of visibility, both among the population and the local authorities. The positive image of the Red Cross should now be used to increase the number of volunteers as well as to increase support from governments and other organizations. There is a need in all the National Societies to work further in the area of volunteer management. The National Societies also need to look at their management structure at the headquarters level. According to their current structures, there are just one or two people in upper-level positions that make all the decisions, while the middle management level needs to be strengthened and empowered.

Grenada

In Grenada, a survey was conducted of beneficiary satisfaction which revealed that almost all beneficiaries were satisfied with the relief assistance they received. As this operation covered a large number of people, it is important to note that this operation had a very real, positive impact on peoples' lives.

In future relief efforts, careful consideration must be given to including a large number of training sessions and workshops in a short, six-month operation. Given that most National Societies are quickly overwhelmed by the relief effort, and given that most of National Societies in the region are small, with only a handful of regular volunteers, the National Societies are not able to take full advantage of the training opportunities. As a result, a small number of staff and volunteers are trained in all areas and there is no opportunity to distribute these trainings amongst a large group. However, despite this, this operation has left the National Societies involved better trained and better prepared for a future disaster.

Many families kept their children home from school because they could not afford to buy meals for them. Children were also kept away from school because parents could not afford school uniforms. The feeding programme has encouraged parents to send their children back to school; in fact, for many children, the meal they received at school was their main meal for the day. The JRC also supported families in need by providing students with school uniforms.

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In Grenada, the food voucher programme encouraged farmers to use their time working on and developing their land by ensuring that they did not have to worry about their next meal. The sooner these farmers are able to harvest, the sooner they can begin supporting themselves and the community again. Similarly, supplies were provided to fishermen in Jamaica as part of the school feeding project in order to assist the financial recovery of these individuals and the local communities.

Jamaica

The Federation monitored the passage of storms and hurricanes and was therefore able to ensure speedy mobilization to render assistance to the Jamaica Red Cross. By 9 September, a team of two persons was in place and facilitated the early identification of needs, accurate and immediate communication with PADRU, the regional delegation, the Sub Regional Office and the Secretariat headquarters. This process also facilitated logistical support for incoming members of the team who arrived within 48 hours of the passage of the hurricane. This was insightful and efficient as it created little or no burden on the National Society and allowed the Jamaica Red Cross to extend its assistance to affected persons. An amicable and mutually-respectful relationship was developed between the JRC and the Federation team, as a result of which decisions were mostly taken based on consultation, guided by the Federation team's expertise and the National Society's knowledge of culture, history, behaviour and needs. Furthermore, Federation mobilization facilitated the following, thus minimizing the pressure on the JRC:

- Assistance with clearance of goods at the airports and wharf. A logistician significantly improved the JRC's warehousing capacity. Further support was extended to fund the hiring of a warehouse manager and provision of equipment for use in the warehouse eg hand trucks and dollies.
- Preparation of news releases and stories, capturing and recording activities through digital photographs in collaboration with the JRC communication specialists.
- Identification of communications needs including the upgrade of VHF and HF equipment and increasing the internet capacity of the National Society.
- Preparation of an appeal using first hand information from the field, releasing JRC personnel from desk-bound tasks, increasing the National Society's capacity to respond effectively and efficiently.
- Attending inter-agency meetings including those of UNDAC, the appointed coordination agency.
- Logistics procedures, data entry and supply allocation and tracking.
- Technical assistance with regard to water and sanitation.
- Support with financial administration.
- Management of the procurement process and assistance with transportation and distribution.

On the part of the Jamaica Red Cross, the operation resulted in the following lessons learned:

- The pre-packing of food items eased the pressure on the branches, as all that was needed on their part was the distribution of the packages which saved time and money and facilitated standardization.
- The existence of a Disaster Mental Health Unit allowed the JRC to deploy professionals to provide counselling support and provide training to volunteers and to support other National Societies. It is hoped that the programme will continue to expand and that it will be possible to maintain the post of programme coordinator.
- An effective pool of volunteers was created through joint work with service clubs.
- With donations outside the framework of the Appeal, the JRC was able to implement a school feeding project to assist families whose income had been interrupted or lost as a result of the hurricane.
- Warehousing training has given volunteers essential experience which will assist the JRC and has empowered the volunteers themselves.
- Community disaster response teams (CDRT) formed as a result of the DIPECHO IV project supported by ECHO promoted effective response. CDRT members provided invaluable support to the Red Cross branches and parish agencies; support included pre-hurricane warnings, assessments, shelter management and relief distribution.
- Excellent relations between the JRC headquarters and local media agencies made it easier to ensure stories were carried and facilitated inclusion in key interviews.

[Financial report below; click here to return to the title page.](#)

International Federation of Red Cross and Red Crescent Societies

CARIBBEAN: HURRICANE IVAN

Selected Parameters	
Year/Period	2004/1-2006/5
Appeal	M04EA021
Budget	APPEAL

All figures are in Swiss Francs (CHF)

I. Consolidated Response to Appeal

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
A. Budget		7'389'000				7'389'000
B. Opening Balance		0				0
Income						
Cash contributions						
American Red Cross		276				276
Australian Red Cross		88'820				88'820
Austrian Red Cross		54'338				54'338
Barbados National Bank		38'076				38'076
Barbados Red Cross Society		80'146				80'146
Belize Red Cross Society		25'131				25'131
Bermuda - Private Donors		62'950				62'950
BP Foundation		10'741				10'741
British Red Cross		1'354'607				1'354'607
Canadian Red Cross Society		1'391'382				1'391'382
Danish Red Cross		5'252				5'252
Dominica Red Cross Society		15'732				15'732
ECHO		2'366'023				2'366'023
German Government		0				0
Guyana Red Cross Society		6'203				6'203
Icelandic Red Cross		10'000				10'000
Irish Government		543'375				543'375
Japanese Red Cross Society		197'915				197'915
Monaco Red Cross		12'420				12'420
Netherlands Red Cross		173'239				173'239
New York Office		62'950				62'950
Norwegian Red Cross		14'853				14'853
On Line donations		20'901				20'901
Other		0				0
Republic Bank Ltd.		95'279				95'279
Swedish Red Cross		169'000				169'000
Swiss Red Cross		101'306				101'306
Switzerland - Private Donors		2'050				2'050
Trinidad & Tobago Red Cross		91				91
United Arab Emirates Red Cross		5'984				5'984
United States - Private Donors		1'029				1'029
C1. Cash contributions		6'910'070				6'910'070
Outstanding pledges (Revalued)						
ECHO		60'389				60'389
German Government		-0				0
Netherlands Red Cross		0				0
On Line donations		0				0
C2. Outstanding pledges (Revalued)		60'389				60'389
Reallocations (within appeal or from/to another appeal)						
Australian Red Cross		-75'440				-75'440
Austrian Red Cross		-54'338				-54'338
Barbados National Bank		-38'076				-38'076
Belize Red Cross Society		0				0
Bermuda - Private Donors		-1'942				-1'942
British Red Cross		-73'819				-73'819
Canadian Red Cross Society		-63'061				-63'061
DREF		0				0
ECHO		14'145				14'145
Guyana Red Cross Society		-6'203				-6'203
Irish Government		-310'500				-310'500
Japanese Red Cross Society		-197'915				-197'915

International Federation of Red Cross and Red Crescent Societies

CARIBBEAN: HURRICANE IVAN

Selected Parameters	
Year/Period	2004/1-2006/5
Appeal	M04EA021
Budget	APPEAL

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Monaco Red Cross		-12'420				-12'420
Netherlands Red Cross		0				0
New York Office		-62'950				-62'950
On Line donations		-21'083				-21'083
Switzerland - Private Donors		-2'050				-2'050
Trinidad & Tobago - Private Do		-10'741				-10'741
United States - Private Donors		-872				-872
C3. Reallocations (within appe:		-917'264				-917'264
Inkind Goods & Transport						
Danish Red Cross		146'808				146'808
Norwegian Red Cross		241'500				241'500
C4. Inkind Goods & Transport		388'308				388'308
Inkind Personnel						
American Red Cross		4'254				4'254
British Red Cross		18'600				18'600
Canadian Red Cross Society		24'800				24'800
Norwegian Red Cross		33'734				33'734
Swiss Red Cross		15'987				15'987
C5. Inkind Personnel		97'375				97'375
C. Total Income = SUM(C1..C6)		6'538'879				6'538'879
D. Total Funding = B +C		6'538'879				6'538'879

II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
B. Opening Balance		0				0
C. Income		6'538'879				6'538'879
E. Expenditure		-6'469'731				-6'469'731
F. Closing Balance = (B + C + E)		69'148				69'148

International Federation of Red Cross and Red Crescent Societies

CARIBBEAN: HURRICANE IVAN

Selected Parameters	
Year/Period	2004/1-2006/5
Appeal	M04EA021
Budget	APPEAL

All figures are in Swiss Francs (CHF)

III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
A							B	A - B
BUDGET (C)		7'389'000					7'389'000	
Supplies								
Shelter	2'132'043		588'164			588'164	1'543'879	
Construction			1'336'457			1'336'457	-1'336'457	
Clothing & textiles	180'270		208'920			208'920	-28'650	
Food	410'803		450'936			450'936	-40'134	
Seeds,Plants			3'685			3'685	-3'685	
Water & Sanitation	124'531		6'383			6'383	118'148	
Medical & First Aid	56'440		19'593			19'593	36'847	
Utensils & Tools	331'600		203'026			203'026	128'574	
Other Supplies & Services	584'301		322'522			322'522	261'779	
Total Supplies	3'819'987		3'139'685			3'139'685	680'302	
Land, vehicles & equipment								
Vehicles	37'500		18'965			18'965	18'535	
Computers & Telecom	340'302		307'934			307'934	32'369	
Office/Household Furniture & Eq			29'311			29'311	-29'311	
Total Land, vehicles & equipme	377'802		356'210			356'210	21'592	
Transport & Storage								
Storage	573'963		85'766			85'766	488'196	
Distribution & Monitoring			573'161			573'161	-573'161	
Transport & Vehicle Costs	197'245		167'833			167'833	29'412	
Total Transport & Storage	771'207		826'760			826'760	-55'553	
Personnel Expenditures								
Delegates Payroll	770'429		202'897			202'897	567'533	
Delegate Benefits			326'572			326'572	-326'572	
Regionally Deployed Staff	334'126		73'542			73'542	260'584	
National Staff			152'749			152'749	-152'749	
National Society Staff			112'950			112'950	-112'950	
Consultants	106'000		72'446			72'446	33'554	
Total Personnel Expenditures	1'210'555		941'157			941'157	269'399	
Workshops & Training								
Workshops & Training	186'271		71'390			71'390	114'881	
Total Workshops & Training	186'271		71'390			71'390	114'881	
General Expenditure								
Travel	118'100		294'601			294'601	-176'501	
Information & Public Relation	172'257		132'075			132'075	40'182	
Office Costs	252'372		114'573			114'573	137'799	
Communications	163		137'203			137'203	-137'040	
Professional Fees			3'503			3'503	-3'503	
Financial Charges			35'756			35'756	-35'756	
Other General Expenses			5'197			5'197	-5'197	
Total General Expenditure	542'892		722'909			722'909	-180'018	
Program Support								
Program Support	480'285		411'620			411'620	68'665	
Total Program Support	480'285		411'620			411'620	68'665	
TOTAL EXPENDITURE (D)	7'389'000		6'469'731			6'469'731	919'269	
VARIANCE (C - D)			919'269			919'269		