

Final report



International Federation
of Red Cross and Red Crescent Societies

The Caribbean and Mexico: Hurricane Dean

Final report
Emergency appeal n° MDR49001
GLIDE n° TC-2007-000135
5 August 2009

Period covered by this Final Report: 14 December 2007 to 30 June 2008; the final financial report reflects additional bookings made in the first six months of 2009.

Appeal target (current): CHF 2,927,000 (USD 2,685,321 or EUR 1,876,282).

Final Appeal coverage: 98%; [<click here to go directly to the final financial report, or here to view the contact details>](#)

Appeal history:

- A Preliminary Appeal was launched on 22 August 2007 for CHF 1,591,000 (USD 1,321,429 or EUR 964,942) for 6 months to assist 35,000 beneficiaries (7,000 families).
- The appeal was revised on 30 August 2007 to CHF 2,399,670 (USD 2,049,249 or EUR 1,445,584) for 9 months to assist 108,550 beneficiaries (21,710 families).
- A Revised Appeal with revised budget for CHF 2,927,000 was launched on 21 April
- The Operation was extended until June 30, 2008; a final report is therefore due on 30 September, 2008.
- Disaster Relief Emergency Funds (DREF) allocated: CHF 150,000 (USD 124,585 or EUR 90,909).

Summary: This Final Report consolidates information gathered from the inception of this operation on 22 August 2007 to 31 May 2008. With the completion of the relief phase of the Dean response, the main focus of this reporting period was working with the five National Societies to develop a recovery work plan which was aligned with four objectives of the appeal: (1) Relief; (2) Early Recovery; (3) Health and (4) Capacity Building, and to commence implementation of the planned activities. A consultant was hired from the American Red Cross, to do a review of the remaining needs in close collaboration with the Pan American Disaster Response Unit (PADRU), the Regional Logistics Unit (RLU), the Americas health team and the regional representations in Trinidad and Panama.

The most impacted communities were in need of relief supplies, telecommunication equipment and Tropical Mobile Storage Units (TMSU), as well as emergency container retrofitting and the construction and retrofitting of houses. Therefore, mechanisms were put into place for completion of these activities by the end of the operational period. A calendar of training activities was developed and training commenced for psychosocial support, using the "Helping to Heal" methodology, volunteer management, Water and Sanitation, emergency relief supply management and Telecommunication Regional Intervention Team



House completely destroyed by Hurricane
Dean Source: International Federation

members (RIT). Other health education messages on safe water practices and environmental hygiene were also printed and have been distributed with complementary community based activities.

At the conclusion of the entire operation an evaluation was done to highlight the coordination of the International Federation with National Societies and other partners in an ambit to better harmonize the response to disasters.

This report includes the final narrative information presented at the interim final report, and features the final financial report which presents a balance of CHF 28,714. The decrease in balance in relation to the interim final report published on 31 October 2008 relates to the booking of items which took place following the publication of the interim final report. In addition, a pledge was adjusted in accordance with the actual amount of expenditure incurred and this lesser amount was therefore reimbursed by the donor.

The remaining funds of this operation will be allocated towards Disaster Management activities.

The situation

Hurricane Dean was the first hurricane of the 2007 Atlantic hurricane season. It affected the countries of Belize, Cayman Islands, Dominica, Haiti, Jamaica, Martinique, Mexico and Saint Lucia. There were approximately 77,918 families affected by the strong winds, massive floods and landslides. Dean entered the Caribbean through the **Saint Lucia** Channel (between St. Lucia and Martinique) on August 17, while still a category two hurricane. The storm damaged houses and buildings throughout the island chain and devastated the agriculture economies of Dominica, Martinique and St. Lucia. Although the toll in terms of loss of life was limited, there was a considerable impact on livelihoods on the islands' fragile economies.

The island of **Dominica** was not directly affected by Dean, but its high gusty winds and torrential rains causes severe damage to agriculture, housing and infrastructure. The agricultural sector suffered a loss of almost 70 percent of damages (Source: Food and Agricultural Organization). The Office of Disaster Management in Dominica reported that 771 houses were damaged, while 43 houses were completely destroyed as well as significant damage to infrastructure, roads and bridges as a result of landslides, fallen trees and mass debris.

Dean did not directly hit **Haiti**, but it brought heavy squalls and wind gusts causing damage in the country mostly in the coastal areas of Sud, Sud-est, Grande Anse, Nippes and Ouest. There were 1,858 affected families, 73 houses completely destroyed and 33 houses lost their roofs.

In **Jamaica**, the devastating winds caused by Dean left 3,272 houses destroyed, 16,650 houses with major damages and 18,053 houses with minor damages. The Office of Disaster Preparedness and Emergency Management (ODPEM) and other members of the National Disaster Committee, which includes the Red Cross, assisted the people affected. ODPEM reported that due to the hurricane 160,000 people were affected and four people died.

On 21 August, Dean hit **Belize**, affecting 2,500 families in the district of Corozal and Orange Walk and the islands of Ambergris Caye and Caye Caulker. At least 400 homes were completely destroyed, while another 1,500 houses lost their roofs or received serious damages. Livelihoods were greatly affected as a result of the storm; in particular the yields of cash crops (papaya and sugar cane plantations) were affected. Some 35,000 acres of sugar cane alone have been rendered unfit for harvesting, with subsistence farmers facing extensive loss of their crops.

The next day, 22 August, Dean made landfall on **Mexico's** Yucatan Peninsula as a strong category five storm. Homes were severely damaged and tens of thousands of people including tourist had to take refuge in shelters on the Yucatan Peninsula. The hurricane caused flooding and landslides across Central Mexico as it passed over the Sierra Madre Oriental range. 207,800 people were affected in the states of Quintana Roo, Campeche, Veracruz, Hidalgo, Puebla and Tabasco. Five deaths were recorded in Puebla and at least 50,000 homes were damages and many crops destroyed.

Red Cross and Red Crescent action

Belize

When hurricane Dean hit Belize, three Belize Red Cross Society (BRCS) teams, along with a Disaster Management delegate from the Pan American Disaster Relief Unit (PADRU), conducted an assessment needs analysis in the northern districts along with branch volunteers. Based on these assessments, the most affected persons (predominantly the most economically vulnerable) were in dire need of food, portable water, hygiene kits, buckets, tarpaulins and blankets. Thanks to the support of the European Commission's Humanitarian Aid Office (ECHO), through the Norwegian Red Cross, BRCS supported 400 families in the Corozal District and 100 families in the Orange Walk District.

Further to the assessment needs conducted by the BRCS, a donation to the National Society from the OAK Foundation enabled the provision of relief items and support to an additional 445 families in the Copper Bank, Chunox and Sarteneja areas in the Corozal district. Local donations also allowed the BRCS to provide and distribute an additional 800 food packages to the affected families. In addition, the BRCS installed a water purifying system, providing water to the affected village of Patchacan and several others.

All BRCS activities are linked to the on-going community based Risk Reduction programme. The BRCS also printed health awareness and hygiene promotion posters targeting families in the affected areas in order to prevent the propagation of diseases.

Dominica

After the passing of Hurricane Dean, the Dominica Red Cross Society (DRCS) immediately distributed their pre-position stocks. Assessments identified the need for support to an additional 175 families not identified in the initial stage of the response. A request for distribution of mattresses and kitchen sets was placed and a total of 75 kitchen kits were dispatched from PADRU to support in this response. Following the emergency relief phase, DRCS was involved with the distribution of roofing materials for those suffered lost during the passage of Dean.

Haiti

In response to Dean, the Haitian National Red Cross Society (HNRC) worked with the International Federation and other partners targeting 900 families to receive non-food emergency relief supplies through the International Federation's Hurricane Dean Appeal in the areas of the Sud, Sud-Est, Grand Anse and Nippes. After further evaluation and assessment of needs, the number of beneficiaries increased to 950 families. Distributions were completed in November. Subsequently, PADRU shipped items for 900 families to Haiti to reposition relief items for future emergency response.

Jamaica

Prior to the passage of tropical storm Dean, the Jamaican Red Cross (JRC) pre-positioned non-food emergency relief items throughout the country for immediate distribution. Emergency assessments and distributions took place simultaneously to determine the level of damage and immediate needs of those affected. The worst affected parishes were Clarendon, Manchester and St. Catherine. In Clarendon, nine schools were affected; a fish market was completely destroyed as well as 314 houses in the Portland Cottage located in Clarendon due to water, wind damage, storm surges and mud. In Manchester, the strong winds caused major damage to roofs of which

ten percent were completely destroyed. As a result of needs assessments there was an additional request for relief non-food items, drinking water, roofing materials and construction timber, regular water supply, garbage and debris collection, repair of electricity infrastructure and repairing of schools



Beneficiary standing in front of her house constructed by the French and Jamaica Red Cross
Source: Jamaica Red Cross

Jamaica has been working with the French Red Cross on an ECHO supported programme to rebuild destroyed houses on the island. During the recovery period a total of 37 houses were constructed, while 29 were repaired with funds provided by the IDB. In November livelihood support activities started to provide agricultural tools to farmers who lost them during Dean. Since the beginning of the relief operation, 296 vouchers of J\$10,000 each were delivered for livelihoods.

Saint Lucia

The Saint Lucia Red Cross (SLRC) responded to the urgent needs of Hurricane Dean immediately by distributing their pre-positioned stocks to 110 affected families. Emergency assessments were conducted by the SLRC. These assessments indicated a need for mosquito nets, as a result of the increased number of dengue cases after the hurricane. The overall families reached by the distribution of non-food emergency relief items increased to 960. Saint Lucia Red Cross has since been involved in supporting the retro fitting of damaged houses.

Relief distributions (food and basic non-food items)

Objective 1 : 22,706 families (113,530 people) affected by Hurricane Dean (500 families in Belize, 296 families in Dominica, 950 families in Haiti, 5,000 families in Jamaica, 15,000 families in Mexico and 960 families in Saint Lucia) will benefit from the provision of relief items to accelerate recovery.

Objective 2: To assist National Societies restock their depleted relief supplies in preparation for the 2008 hurricane season.

The relief phase was completed with over 22,706 families being reached with relief items.

In Belize: The preliminary assessments identified approximately 1,800 families, (9,000 beneficiaries), in need of urgent assistance. The pre-positioning of supplies to the branches, allowed for immediate distribution to some of the most affected people. In the Plan of Action, the Belize Red Cross targeted 400 families in Corozal and 100 families in Orange Walk for assistance. These vulnerable families would receive family size food packages fortnightly for three months with their needs being assessed and adjusted at each distribution visit.

Dominica: The Dominica Red Cross Society provided 350 families with emergency relief items such as tarpaulins, cleaning kits, lanterns, mattresses and kitchen sets.

Haiti: The Haitian National Red Cross Society jointly with other organizations distributed the following emergency no food items in the affected departments of Grande Anse, Sud-est, Nippes and Sud: school kits, kitchen sets, hygiene kits, mattresses, jerry cans, buckets, mosquito nets and blankets.

Jamaica: The Jamaican Red Cross mobilized over 800 volunteers during the course of the response to Hurricane Dean. Assessments were completed for immediate response and for long term recovery to help define the most appropriate plan of action which saw the provision of emergency food and non food items to over 1200 families.

Mexico: The Mexican Red Cross has reached the 15,000 families with the planned distributions of relief items. The American Red Cross provided bilateral support to the Mexican Red Cross in response to this appeal by providing roofing materials for Mexican families.

Saint Lucia: Saint Lucia Red Cross finalized its relief distributions with the following items across the island: hygiene kits, cots, blankets, tarpaulins, kitchen sets and mosquito nets.

Since the relief distributions were completed the focus has been on restocking the depleted relief supplies in preparation for the 2008 hurricane season.

For most of the National Societies emergency relief non-food item stocks had been distributed in wake of Dean, and as a result they were depleted. Therefore, stocks were replenished to better prepare the National Societies for the Hurricane 2008 Season or any other natural disasters which may include floods, earthquakes and or landslides that can occur. The existent storage for these supplies was also identified as inadequate and this was addressed by providing additional emergency storage containers called TMSU (Tropical Mobile Storage Unit) supplied by PADRU.

The storage facility for the relief supplies was improved in all five National Societies through the use of these containers as outlines below:

National Society	Quantity	Type of Storage Facility
Belize	1	TMSU situated in Belmopan
Dominica	1	TMSU situated in Roseau, HQ

Haiti	3	TMSU one each in Miragaone, Jeremie and Artibonite 40ft retro-fitted containers purchased in country: St. Thomas (2); St. Mary (1);
Jamaica	6	St. Catherine (1), Westmoreland (1) and Hanover (1)
Saint Lucia	1	TMSU situated in the highly vulnerable area of Soufriere

These containers were all stocked with relief items identified and ordered by each National Society based on an assessment of the community needs in the areas they regularly respond to.

Belize

In Belize, Norwegian Red Cross with ECHO funding supplied stocks for 200 families. This stock has been complemented by the Federation as indicated below, to reach a total of 500 families.

Description	Quantity	Location	Purpose
Kitchen Sets	300	TMSU	Preparedness
Hygiene Kits	300	TMSU	Preparedness
10 Liter Buckets	1000	TMSU	Preparedness
Mosquito Net	1000	TMSU	Preparedness
Blankets Medium weight	400	TMSU	Preparedness

Dominica

The DRCS reached 350 families with relief items following the passage of Dean. At that time the two 20 ft. containers donated by the Japanese Red Cross were at full capacity during the initial response with donations made locally. Although the preference of choice for additional storage was a warehouse, the timeframe and cost ultimately meant that a TMSU was the only viable option made available to the DRC.

Description	Quantity	Location	Purpose
Kitchen Sets	300	TMSU	Preparedness
Hygiene Kits	300	TMSU	Preparedness
10 Liter Collapsible Jerry Cans	400	TMSU	Preparedness
10 Liter Buckets	400	TMSU	Preparedness
Blankets Light Weight	400	TMSU	Preparedness
Generator Honda Petrol 3kva 110/210V	1	TMSU	Preparedness
Shelter Kits	100	TMSU	Preparedness
Family Tents	4	TMSU	Preparedness
Switch for Generator	1	TMSU	Preparedness
Tarpaulin	150	TMSU	Preparedness

Haiti

The Haitian National Red Cross Society jointly with other organizations distributed emergency non-food items to 950 families in the affected areas of Jeremie, Artibonit and Miragaone after Hurricane Dean hit the island.

The HNRCS depleted its disaster preparedness stock in an ambit to fulfill its mandate in line with its 2007 Contingency Plan after Dean. As a result, a restocking of pre-positioned decentralized supplies was required at three sites: Miragaone, Artibonit and Jeremie besides their existing warehouse in Les Cayes.

Description	Quantity	Location	Purpose
Kitchen Sets	1000	TMSU	Preparedness
Hygiene Kits	1000	TMSU	Preparedness
10 Liter Collapsible Jerry Cans	2000	TMSU	Preparedness

10 Liter Buckets	2000	TMSU	Preparedness
Blankets Medium Weight	2000	TMSU	Preparedness
Mosquito Nets	2000	TMSU	Preparedness

Jamaica

The Jamaican Red Cross delivered assistance to 5,112 families in the relief phase. Therefore, the depleted stock base for 2,000 families had to be replenished and decentralized using six containers, in the remote areas of the island. Their requests were as follows:

Description	Quantity	Location	Purpose
Kitchen Sets	1,500	Container	Preparedness
Hygiene Kits	650	Container	Preparedness
Blankets Medium Weight	500	Container	Preparedness
Tarps 4x6 meters	250	Container	Preparedness

Saint Lucia

An initial total of 125 families were reached with relief supplies, by the Saint Lucia Red Cross with a further 875 benefited from the provision of mosquito nets. Unfortunately, the stock of the SLRC was insufficient to respond to a disaster of Dean's magnitude. These supplies in stock were quickly used and therefore needed to be replenished to support 250 families as shown below in the table. All stocks were pre-positioned in a TMSU situated in the La Soufriere area.

Description	Quantity	Location	Purpose
Kitchen Sets	250	TMSU	Preparedness
Hygiene Kits	250	TMSU	Preparedness
10 Liter Collapsible Jerry Cans	500	TMSU	Preparedness
Blankets Medium Weight	500	TMSU	Preparedness
10 Liter Buckets	500	TMSU	Preparedness

In April, a training session in Emergency Stock Management and Logistics was conducted by a RIT specialized in logistics from the Venezuelan Red Cross deployed by PADRU. This training complemented the restocking of the relief items activities and improved emergency storage capacity actions. The training was conducted in three countries; Saint Lucia – 22 participants, Dominica – 10 participants and 18 in Belize, using the pre-positioned containers for the practical, "hands on" training. Similarly, in Haiti 21 volunteers received this training which was facilitated by a member of staff who is a French speaker and also manages the Logistics Unit at PADRU.

In order to rapidly dispatch SLRC volunteers to affected locations or to the SLRC headquarters, a Toyota Hiace RLU fleet van was purchased, quite suitable for the terrain of the island. This purchase responded to the need of the SLRC for transportation capability, as Saint Lucia does not have an efficient and organized public transportation system. The vehicle was purchased through the Federation's Fleet Unit in Dubai and is being used by the National Society.

Impact:

After Dean had hit these Caribbean countries severely, the relief phase was carried out expeditiously, mainly as a result of having pre-positioned stocks available and the support of extra goods flown in from PADRU. This phase was concluded at the end of November 2007 and has reached a total of 7,035 families.

The JRC and BRCS completed their beneficiary surveys based on a methodology developed by PADRU to assess the impact of the relief phase. Jamaica Red Cross used a consultancy firm to do a fully external assessment on the relief phase while the other National Societies have commonly used community volunteers to carry out this exercise.

In the case of Jamaica the relief items arrived in the country in time for their response to a severe flooding in the Saint Ann's and the Ocho Rios Areas in April 2008.

Constraints

Due to the time and budgetary constraints encountered during the Recovery phase of the project the Dominica Red Cross Society was unable to proceed with the construction of the warehouse of their preferred choice. However, the DRC as a result benefited from a TMSU, additionally topping up their relief supplies and were able to improve the security for the container and contents by the construction of a fence around the headquarters where the container is located.

In country costs of moving the TMSU from the port to the final locations proved to be more expensive than originally anticipated in most countries. It will be considerably more expensive in Haiti due to the mountainous terrain.

Another challenge with the HNRCS was the large language barrier between the National Society and the Regional Representation for Cuba, the Dominican Republic and Haiti. Communication was limited and therefore, the Regional Representation depended in the availability on one person from the National Society to handle some matters such as trainings, health messages translation, finance, among others.

National Societies have expressed their challenges in implementing all activities within the timeframe given because of the limited human resources capacity. As a result, better trained, equipped and managed volunteers were identified as one way of addressing this; along with improved recovery planning in the early stages of the response. This helps to place well trained and better managed volunteers at the disposal of the National Society to enable a scale up in emergency capacity and ensure d that the most affected are appropriately assisted as quickly as possible.

Getting National Societies to report in their working advance in due time for accounting purposes caused some challenges in getting donor reporting completed in due course.

Early Recovery

Objective: Early recovery and rehabilitation activities are assessed, planned and implemented together with the affected communities and key local, national and international stakeholders.

The National Societies identified immediate recovery needs during the initial assessments and focussed predominantly on damaged houses, as well as in some instances on damage to livelihoods. Work on these activities started in November, but there was a need for a review in January of where these activities were and what further support was required. Although National Societies have conducted recovery/livelihoods activities, there was a perceived need to look at how collectively the Red Cross Movement in the Caribbean plans and programmes for recovery.

In April, a recovery workshop was held to strengthen the capacity of Red Cross Red Crescent (RCRC) partners to plan and implement effective post disaster recovery programmes in the Caribbean region. There were two main objectives of this workshop: (1) to raise awareness on “what is recovery” and its place within the regions overall disaster response mechanism; and (2) to share experiences, lessons learnt and best practices for recovery (shelter, livelihoods etc.) between the National Societies providing assistance in the Caribbean region. Timing was optimal as it provided the opportunity to discuss the recent Movement recovery response to Hurricane Dean and Noel over 2007 – 2008, and supported initiatives to better plan for and coordinate preparedness for the 2008 hurricane season. The workshop was co-funded by the Canadian Red Cross to allow the workshop to be carried out regionally, particularly important in a multi-country impact situations when National Societies are all working within the same response plan

The Belize Red Cross Society has been supported through the Norwegian Red Cross with funding from ECHO focussing on emergency water and sanitation needs. Also well cleaning activities and the availability of potable water has impacted positively on the daily activities of the villagers.

The Belize Red Cross Society with the support from Canada Fund for Local Initiatives completed and handed over 23 houses to affected families and retrofitted 13 roofs in the Corozal and Orange Walk districts. To date, no further houses were constructed or retrofitted in the recovery phase of this operation.

Dominica: There was an initial plan for 500 houses indicated for funding support that was reduced in the first phase, cutting the numbers down to 166 households. This programme worked exceedingly well building on the Dominica Red Cross Society’s experience in managing voucher system distributions. The government of

a Dominica received considerable funds for retrofitting and construction of homes; as a consequence the DRCS did not see this as priority activity for the National Society in the recovery phase.

Jamaica: Once the relief phase was concluded, the livelihoods component was implemented. Just as the Dominica Red Cross Society, this support was provided by the use of a voucher system. The JRC issued 218 vouchers of USD 10,000 each to fishermen. Poultry farmers who had lost their chickens were also assisted. In total 239 families were helped to start up again. This was done with local funding. JRC also made small financial contributions to six families to complement the stock for their small subsistence sidewalk vending business. This allowed families to purchase goods lost in the hurricane and recommence activities that would support their families. Complimentary to this, the JRC through partnering with local businesses was able to



Handing over a “starter pack” of chicks to a chicken farmer who received assistance
Source: Jamaica Red Cross

provide training in a small scale financial management for these vendors and organised sessions on alternative skills for those that has temporarily or permanently lost their livelihoods. These include photography and hairdressing.

In addition, the JRC was also working with the French Red Cross to assist families who have lost their homes either (partially or permanently) with repairing of roofs, the rehabilitation of damaged homes and the construction of new homes throughout Jamaica, with a stronger focus on the most affected areas. In the recovery phase of the operation a total of 35 houses were constructed with the technical support from the French Red Cross.

Saint Lucia: The Saint Lucia Red Cross with support of the International Federation repaired and or replaced 40 roofs. For recovery phase the SLRC has been retrofitted 150 roofs.

Constraints: Construction of houses has been delayed at times due to a lack of availability of building supplies in country and the subsequent need to wait for them to be brought in the country. Another challenge has been the identification of houses for roof repairs. In many cases, roof replacement or repair was not practical due to the existent dangerously compromised housing structures.

Emergency health

Objective: The affected communities will benefit from psychosocial support (PSP) to assist them in recovering from the effects of the hurricane

In April and May, 2008 the PSP training was conducted in three countries: Belize 22 - 24 May; Dominica – 13-15 May; and Saint Lucia 24 - 26 April. The training sessions were facilitated by the Jamaica Red Cross and a representative of the Federation’s health team in Trinidad. Considering that the Jamaica Red Cross is a leading National Society in the region in PSP support, the methodology was developed into a training toolkit also called “Helping to Heal”. The training toolkit has been piloted and tested in Jamaica after Dean, reaching 424 people. It was translated into French to benefit Haiti for future training and for this a French speaking facilitator would be contracted.

The main challenge posed with this training was to get the material translated into French to be used in Haiti; as well as locating a person to carry out the training in French Creole within operational timeframe.

Water, sanitation, and hygiene promotion

Objective: Vulnerable families will be sensitised on key health messages through a health awareness campaign related to vector control and water borne diseases.

With the passage of Dean, water levels in the affected countries increased considerably. This situation, combined with a history of dengue and malaria in countries affected posed a real threat of an outbreak of waterborne diseases. The Caribbean Regional Representation Office in Trinidad and Tobago printed 4,000 water hygiene and 4,000 environmental hygiene posters and distributed them to Saint Lucia, Jamaica and the Dominica Red Cross. The DRC created activities and training with the distribution.

The Belize Red Cross Society had already printed posters and distribution had been ongoing, depleting stocks. BRCS printed an additional 1000 posters in English and 1000 in Spanish and have complimented the distribution with activities for children. BRCS also produced and distributed leaflets on prevention of dengue in partnership with the Ministry of Health. Moreover, Belize Red Cross volunteers were trained in vector control along with Ministry of Health staff.

In Jamaica, the JRC printed on plastic bags used for distribution key messages and disaster preparedness reminders, in cooperation with the Ministry of Health and PAHO for dengue and malaria prevention.

On April 8 -10 water testing training was conducted in SLRC facilitated by a Jamaica Red Cross trainer who is a RIT specialized in Water and Sanitation. This training was well received by the National Society; as a result the SLRC identified a professional volunteer who will conduct the training in the future in country. Also, Belize requested chemicals for their water testing kit since their stock was depleted. Belize, Dominica and Haiti all have volunteers who have participated in previous Water and Sanitation trainings organized by PADRU.

National Society Capacity Building

Objective: The capacity of the National Societies in disaster response and preparedness will have been strengthened.

Lessons Learned

The Haitian National Red Cross Society felt it would be beneficial to conduct lessons learned meetings with their branch volunteers. These meetings allowed volunteers to de-brief on their experiences to evaluate and indicate the needs to increase preparedness for the upcoming hurricane season. Three meetings were conducted – 10 March in Nippes, 11 March in Les Cayes and 8 May in Nord Oest. These meetings proved very useful and the outcomes were shared at the Pre Hurricane Meeting in Panama. During the Pre Hurricane Meeting all National Societies reviewed the last season, updated new tools and strategies, and met with related partners.

Volunteer Management

Training was conducted, using the Volunteer Management Toolkit developed in the Caribbean. The training sessions aimed to better retain volunteers attracted to the Red Cross during the Dean response, and to improve the management and recognition of long standing volunteers especially those who responded from the branches and the Community Disaster Response Teams (CDRT) members. The training session was conducted in 13-15 February in Jamaica and was attended by 25 volunteers, staff and members of the government board. Training in Belize was conducted in 19 - 21 February and was attended by 28 participants, including volunteers' leaders, staff members, one delegate and board members. Training in Saint Lucia was conducted on 12-14 March for 17 volunteers and on 7 and 8 April in Dominica for ten volunteers; in both countries representatives of volunteer leaders, staff and governance were present. With improved management and preparation of volunteers, the National Societies' response in emergencies will be more timely, organised and equitable.

Moreover, the Volunteer Management toolkit was translated into French by a member of the French Red Cross based in Haiti. However, due to time constraint the training will be conducted in the future to address the needs of the HNRCS.

In May the planned SPHERE training workshop was cancelled due to the unavailability of facilitators to conduct it within the given timeframe of the operation; and also due to the difficulty for disaster managers to attend the first day training session during the continued response.

On March 6 and 7 the Disaster Management Network met to evaluate the response to hurricane Dean and coordinate preparations for the Recovery workshop. The network met again on June 6th following the Pre Hurricane meeting in Panama. In this meeting, the plans for the Dean Evaluation Exercise were finalized.

Finance Support

The finance staff of the Caribbean Regional Representation Office in Trinidad and the Americas Zone Office by extension contributed greatly to the operation by providing the necessary support to the National Society with the Dean final financial reporting, as well as all other financial and accounting matters. The team conducted an assessment of the National Society financial systems and gave advice and training when needed to assist in the efficiency and accuracy of reporting.

Dean Evaluation Exercise

The evaluation exercise was conducted as part of the International Federation's policy to measure: the efficiency and effectiveness of its disaster response; coordination to generate lessons learned to improve future performance; build on past experiences; and contribute to knowledge sharing with the Federation and the international humanitarian community.

This evaluation was planned on the completion of the Dean operation to assess the planning, management and coordination of the Federation's response with a key focus on internal coordination between the International Federation and the affected National Societies, as well as PNS and other Federation partners. The evaluation also permitted to make recommendations on improvements to better prepare the region to assist the most vulnerable in a timely and effective manner.

This evaluation team was comprised of a lead consultant, two persons from the regional National Societies and a member of the Federation. The review started on June 28 and took 20 days before completion of interviews and research.

Please see the time table below for the review exercise:

Day 1	Caribbean Regional Representation Office
Day 2	Caribbean Regional Representation Office
Day 3	PADRU
Day 4	PADRU
Day 5	Americas Zone Office
Day 6	Americas Zone Office
Day 7	Belize Red Cross
Day 8	Belize Red Cross
Day 9	Jamaican Red Cross
Day 10	Jamaican Red Cross
Day 11	Jamaican Red Cross
Day 12	Haitian National Red Cross Society
Day 13	Haitian National Red Cross Society
Day 14	Caribbean Regional Representation Office
Day 15	Caribbean Regional Representation Office
Day 16 - 20	Finalized Write Up

After the completion of the review exercise, the team first drafted their final report which was then circulated to the National Societies involved for their views, comments and approval. After the first draft was shared, National Societies requested the incorporation of changes. After this was done, the report was passed around a second time and was approved. It was then published on the International Federation's website.

Communications – Advocacy and Public Information

Throughout the entire operation, the National Societies have coordinated and received support to increase the visibility of their actions in relation to communication through PADRU, our Regional Representation Offices and the communication department of the International Federation's Secretariat in Geneva. Regular situation reports were issued by Red Cross National Societies and through the Federation's website: www.ifrc.org. Several articles about Dean were published on the website issued by Jamaica Red Cross, Belize Red Cross Society and Mexican Red Cross. Also the Belize Red Cross produced a report combining activities conducted with international funds. In the same line, local and international media were provided with interviews directly from the National Societies.

Activities of the Jamaica Red Cross and other National Societies have been featured in the Caribbean Red Cross e-newsletter on www.caribbeanredcross.org. In May 2008, the communications officer of the Jamaica Red Cross attended a Communications Forum in Washington DC which assisted in strengthening

the capacity of the National Society in managing the media and to better inform the public with accurate and timely situation updates. All these communication activities have aided to raise funds and develop a better understanding of the mission of the International Federation and the organisation undertakes in serving affected communities.

Conclusion

Impact on beneficiaries was positive since all five National Societies in the countries impacted by Hurricane Dean have extensive experience in Disaster Management and are an integral part of the Federations Response Mechanism in the Americas and of their respective National Response Systems. Pre-positioning of non-perishable relief supplies in the most at risk areas allowed for immediate distribution to impacted communities. Distributions were carried out through the network of volunteers in branches, working along with the Community Disaster Response Teams (CDRTs) trained through the DIPECHO Projects. The pre-deployment and positioning of volunteer response teams also included those trained as Regional Intervention Team (RIT) members.

In Jamaica 144 CDRT members were immediately activated and took part of the evacuation of communities to shelters and safe areas. In one instance a CDRT member using the emergency equipment stored in his community during Red Cross CDRT training, conducted an emergency rescue of a family whose rapidly surrounded in their home was rapidly surrounded by violent flood waters.

After damages and needs assessments were conducted and updated by the Red Cross teams, the replenishment of pre-positioned supplies allowed the five National Societies to maintain support to affected people. All the damages and needs assessments were conducted following standard International Federation's forms. The National Societies were also represented on the multi-discipline assessment teams that were deployed by their governments. In Belize and Jamaica, pre-agreements (and in the case of Jamaica, virtual warehousing) developed with stores facilitated early food distribution. These agreements were made with stores in country that have the capacity to quickly release pre-agreed emergency food items to the National Societies until payment can be made.

As the immediate relief needs of the communities were met, shelter was identified as critical and again, National Societies in collaboration with their National Disaster Offices were well placed to provide roofing and retrofitting materials. Parallel to these activities, the National Societies received training on good construction practices. Hence, the network of community volunteers and skilled personnel entails another identified strength of the National Societies. In the case of the JRC, partnership with the French Red Cross allowed for complete house construction of a high standard that were very well received. Saint Lucia Red Cross capitalized on the construction skills of their Disaster Manager to also construct complete houses.

The high frequency (HF) radio systems proved vital in establishing contact prior to the onset of the storm; and HF communications were established immediately after the passing of the hurricane through the Lesser Antilles. This communication system has now been strengthened through the operation with the purchase of additional radio equipment for Belize, Jamaica and Dominica, and already proven beneficial for the 2008 hurricane season.

Eventual high coverage of the appeal allowed for a calendar of trainings in strategic areas to National Societies response capability. The trainings were targeted to staff and volunteers, in particular the branches and community volunteers. In all countries, volunteers were the backbone of the immediate response. This highlighted the need to improve the management of volunteers through the use of the full cycle of volunteer management. Training was conducted in the four English speaking countries and the toolkit translated into French for Haiti to be conducted at a later date. Saint Lucia was the only one of the 5 countries that had not already received training in the standard water testing methodology developed by PADRU. This training session was facilitated by a JRC trainer.

Psychosocial support in situations of disasters had been emerging as a critical but unmet component of disaster response. The training sessions on PSP support were facilitated by the JRC and used the "Helping to Heal" methodology developed in the Caribbean. Overall, training has greatly improved the quality and holistic approach of National Societies' Disaster Management programming. It has also highlighted the value of using the existent resources within National Societies in the Caribbean.

On the other hand, training of branch volunteers on container management has increased efficient use of the TMSU and other emergency containers. This ensured that volunteers living in high risk areas have the skills to manage TMSU that have been pre-positioned. Also, to compliment the increased telecom capability of National Societies, a Telecom RIT training was conducted in Panama. Thus, the recovery phase of the operation has allowed all five National Societies to considerably raise their response capability.

An area in need of improvement is the coordination of action. This was highlighted in the evaluation at the end of the operation. The multi-country, multi-donor response using all components of the Movement, showed that improved coordination is needed to: a) smooth the transition from response to recovery; b) optimize the use of time; and c) improve the support to National Societies as they move towards re-establishing their "normal" work mode while finalizing response activities, before the start of the new hurricane season. This is critical, and was seen in Belize, Jamaica and Haiti. These three countries were severely impacted in the 2008 season, while still completing final activities and reporting for season 2007. This, the evaluation recommended that "the Americas Zone Office embarks on a process to bring together PNS with the disaster affected National Societies and the International Federation's structures in the Americas to develop a common strategy with regards to donor liaison."

Additionally, in an appeal supported by many donors the varying reporting requirements can be onerous and a considerable strain on the capacity of National Societies struggling to develop through the life of the operation. Improved support to National Societies is clearly needed in the matters of reporting, in particular financial reporting. This learning is already being factored in to responses this year. The re-structuring in the Americas Zone which was occurring at the same time, and the parallel lines of reporting of both PADRU and the Zone to Geneva, resulted in some ambiguity in terms of communication and authority. This is presently being addressed.

The final evaluation did make other recommendations for improving strategic and operational coordination in future disasters in the Caribbean:

- The Federation finalize the Handbook on Coordination and more widely disseminate it along with the other key policy documents, guidelines and references which articulate what is expected of the Red Cross members in terms of coordination such as the Seville Agreement and Supplementary Measures and case studies that show the value of good coordination and cooperation in terms of building the capacity of the National Societies to respond effectively.
- The Zone office review the system through which Federation funds are allocated to National Societies affected by a multi-country hit resulting in a Federation appeal, including articulating criteria for decision making, regular updates of the funding status to National Societies and in turn of the National Societies to the budget holder.
- More attention in the area of Organizational Development including assistance to National Societies that need support to deal with internal structural and management challenges that affect their response capability and better engaging the support of the Regional Organizational Development Network (RODNET) and OD specialists both within and outside of the region.
- Extending the RIT system to include finance volunteers as well as those with strong coordination skills and the establishment of peer support relationships between neighboring National Societies and the deployment of peer support teams to support National Societies management in critical early phases or to address ad-hoc problems during the disaster response

Suggestions made during the evaluation for key phases in the Disaster Management Cycle included:

Disaster Preparedness

- Budget with appropriate human resources for the completion of the Caribbean Regional Contingency Plan and support National Societies to develop their own Contingency Plans that accommodate the consideration of cash and voucher interventions as well as a standard supply of items from outside.
- Revision and re-activation of necessary pre-agreements for cooperation between National Societies and PNS

Needs Assessment

- Revision of needs assessment data collection instruments and ensure they incorporate adequate tools for collecting information on community level impact, as well as household level, with a simple system for consolidating the information and for establishing and maintaining a database.

Immediate Emergency Phase

- Provision of credit for mobile phone to not disadvantage community-level volunteers.

- Support from regional/zone structures in establishing collaborative agreements between PNS and the host National Societies.

Response Phase

- Continue the main channel of communication between National Societies with PADRU, while respecting the value of direct communication between the affected National Societies and the Caribbean Regional Representation Office and ensuring that this office is kept abreast of activities and the handover and that the process for handover be established from the beginning of the operation

Early Recovery

- Exposure of National Societies to innovation such as the use of cash and vouchers which can enhance the link between relief and development
- PADRU should pro-actively recruit or train disaster management delegates with experience in livelihood experience and resume the system of secondment of disaster management delegates to the Caribbean Regional Representation Office.
- Caribbean Regional Representation Office facilitates the linking of National Societies with opportunities for experimental learning and training as well as bringing together regional players in sharing and learning from such experiences as happened during the regional Early Recovery workshop

Learning and review

- Systematic learning and review should be built into routine programme monitoring to address areas of weakness in a timely manner.
- Process issues should be considered in addition to impact to beneficiaries.
- All support provided to responding National Societies should be evaluated. At the same time more attention is needed within National Societies to assess the impact and acceptability of their interventions with beneficiaries.
- Greater attention should be paid to data collection, analysis and report writing in this regards and the budgeting at the planning stage of information/reporting officers where necessary.

How we work

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

The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

Global Agenda Goals:

- Reduce the numbers of deaths, injuries and impact from disasters.
- Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
- Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

Contact information

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[<Final financial report below; click here to return to the title page>](#)

International Federation of Red Cross and Red Crescent Societies

MDR49001 - Caribbean - Hurricane Dean

Final Financial Report

Selected Parameters	
Reporting Timeframe	2007/8-2009/6
Budget Timeframe	2007/8-2008/06
Appeal	MDR49001
Budget	APPEAL

All figures are in Swiss Francs (CHF)

I. Consolidated Response to Appeal

	Goal 1: Disaster Management	Goal 2: Health and Care	Goal 3: Capacity Building	Goal 4: Principles and Values	Coordination	TOTAL
A. Budget	2,927,000					2,927,000
B. Opening Balance	0					0
Income						
<u>Cash contributions</u>						
American Red Cross	3,190					3,190
Australian Red Cross (from Australian Government)	586,394					586,394
British Red Cross (from DFID - British Government)	155,479					155,479
Canadian Red Cross (from Canadian Government)	122,061					122,061
ECHO	730,400					730,400
Great Britain - Private Donors	335					335
Japanese Red Cross	75,428					75,428
Monaco Red Cross	10,038					10,038
New York Office (from Kraft Foods)	28,975					28,975
Norwegian Red Cross	4,014					4,014
Norwegian Red Cross (from ECHO)	84,485					84,485
Norwegian Red Cross (from Norwegian Government)	437,964					437,964
On Line donations	434					434
Sweden Red Cross (from Swedish Government)	175,200					175,200
Unidentified donor	-4,159					-4,159
United Arab Emirates Red Crescent	5,837					5,837
C1. Cash contributions	2,416,076					2,416,076
<u>Outstanding pledges (Revalued)</u>						
ECHO	167,581					167,581
C2. Outstanding pledges (Revalued)	167,581					167,581
<u>Inkind Goods & Transport</u>						
American Red Cross	51,152					51,152
Canadian Government	128,632					128,632
Norwegian Red Cross	109,046					109,046
C3. Inkind Goods & Transport	288,829					288,829
C. Total Income = SUM(C1..C5)	2,872,486					2,872,486
D. Total Funding = B + C	2,872,486					2,872,486
Appeal Coverage	98%					98%

II. Balance of Funds

	Goal 1: Disaster Management	Goal 2: Health and Care	Goal 3: Capacity Building	Goal 4: Principles and Values	Coordination	TOTAL
B. Opening Balance	0					0
C. Income	2,872,486					2,872,486
E. Expenditure	-2,843,771					-2,843,771
F. Closing Balance = (B + C + E)	28,714					28,714

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All figures are in Swiss Francs (CHF)

III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Goal 1: Disaster Management	Goal 2: Health and Care	Goal 3: Capacity Building	Goal 4: Principles and Values	Coordination		
A							B	A - B
BUDGET (C)	2,927,000						2,927,000	
Supplies								
Shelter - Relief	181,670	189,330				189,330	-7,660	
Construction Materials	388,962	255,647				255,647	133,315	
Clothing & textiles	198,468	181,931				181,931	16,537	
Food	96,742	109,615				109,615	-12,873	
Water & Sanitation	5,458	5,096				5,096	362	
Medical & First Aid		90				90	-90	
Utensils & Tools	316,920	309,081				309,081	7,839	
Other Supplies & Services	251,169	311,648				311,648	-60,479	
Total Supplies	1,439,388	1,362,438				1,362,438	76,950	
Land, vehicles & equipment								
Land & Buildings	286,479	16,477				16,477	270,002	
Vehicles	25,000	21,429				21,429	3,571	
Computers & Telecom	44,571	63,981				63,981	-19,410	
Office/Household Furniture & Equipm.	4,658	9,310				9,310	-4,652	
Others Machinery & Equipment		12,377				12,377	-12,377	
Total Land, vehicles & equipment	360,708	123,573				123,573	237,135	
Transport & Storage								
Storage	12,172	51,243				51,243	-39,071	
Distribution & Monitoring	220,385	190,453				190,453	29,932	
Transport & Vehicle Costs	20,351	47,234				47,234	-26,883	
Total Transport & Storage	252,908	288,931				288,931	-36,023	
Personnel								
International Staff	18,840	13,218				13,218	5,622	
Regionally Deployed Staff	20,951	53,002				53,002	-32,051	
National Staff	37,636	40,856				40,856	-3,220	
National Society Staff	62,634	153,675				153,675	-91,041	
Consultants	3,534	108,162				108,162	-104,628	
Total Personnel	143,595	368,913				368,913	-225,318	
Workshops & Training								
Workshops & Training	334,945	202,918				202,918	132,027	
Total Workshops & Training	334,945	202,918				202,918	132,027	
General Expenditure								
Travel	56,411	55,682				55,682	729	
Information & Public Relation	47,970	74,889				74,889	-26,919	
Office Costs	16,520	33,907				33,907	-17,387	
Communications	19,912	38,603				38,603	-18,691	
Professional Fees		28,103				28,103	-28,103	
Financial Charges	20,606	47,175				47,175	-26,569	
Other General Expenses	4,534	2,711				2,711	1,823	
Total General Expenditure	165,953	281,069				281,069	-115,116	
Programme Support								
Program Support	229,503	178,170				178,170	51,333	
Total Programme Support	229,503	178,170				178,170	51,333	
Services								
Services & Recoveries		37,760				37,760	-37,760	
Total Services		37,760				37,760	-37,760	
TOTAL EXPENDITURE (D)	2,927,000	2,843,771				2,843,771	83,229	
VARIANCE (C - D)		83,229				83,229		