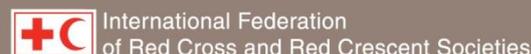


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# DREF Final Report

## Costa Rica: Floods



<b>DREF operation</b>	<b>Operation n° MDRCR017</b>
<b>Date of Issue:</b> 23 May 2019	<b>Glide number:</b> <a href="#">FL-2018-000165-CRI</a>
<b>Date of disaster:</b> 14 October 2018	
<b>Operation start date:</b> 15 October 2018	<b>Operation end date:</b> 14 February 2019
<b>Host National Society:</b> Costa Rican Red Cross	<b>Operation budget:</b> 317,526 Swiss francs (CHF)
<b>Number of people affected:</b> 125,190 people	<b>Number of people assisted:</b> 15,150 people
<b>National Societies involved in the operation:</b> The International Federation of Red Cross and Red Crescent Societies (IFRC)'s Regional Office for the Americas (ARO) and its Country Cluster Office for Central America	
<b>Other partner organizations involved in the operation:</b> National Emergency Commission (CNE), Emergency System 9-1-1, Fire Department, Ministry of Public Infrastructure and Transportation (MOPT), Traffic Police, National Meteorological Institute (IMN), Costa Rican Power Institute (ICE), Costa Rican Aqueduct and Sewerage Institute (AyA), Municipal Emergency Committees (CMEs)	
<b>The Costa Rican Red Cross spent a total of 280,524 CHF. The remaining balance of 37,002 CHF will be reimbursed to the Disaster Relief Emergency Fund.</b>	

< For the Final Financial Report, click [here](#). For contact information, click [here](#). >

## A. SITUATION ANALYSIS

### Description of the disaster

On 2 October 2018, the IMN warned of a low-pressure system coming in from the south-western Caribbean Sea, which activated an Inter-Tropical Convergence Zone over the country and over the waters of the Pacific (Meteorological Report # 2). On 4 October, IMN detected two other low-pressure systems (Meteorological Report #8), one in the Caribbean near the Nicaraguan coast and another in the Pacific in western Costa Rica, that led to even more intense rainfall and severe weather conditions along the Pacific coast and slightly milder conditions in other parts of the country. Rains of varying intensity fell in Pacific regions and even in the Central Valley. The greatest amount of rainfall was recorded in the Nicoya Peninsula and the Central Pacific, where between 50 to 150 mm of rain were reported over a period of 24 hours. 125,190 people were affected by the floods.

Meteorological Report #16, which was issued on 5 October, revealed that more than 300 mm of rain fell over several areas in the North Pacific and Central Pacific on 4 and 5 October. The highest concentration of rain and floods were seen in the districts of Lepanto, Paquera and Puntarenas (Central) and in Tárcoles, Garabito, Parrita and Quepos in the Central Pacific and North Pacific coastal strip. Over a period of 24 hours, IMN reported 400 mm of accumulated rainfall in Paquera, 255 mm in Hojanca, 206 mm in Cuajiniquil, 145 mm in Sardinal, 71 mm in Liberia and Bagaces, and between 100 and 140 mm in the Central Pacific; this led to increased water levels in the Naranjo, División Savegre and Tempisque Rivers and in lower areas of the Abangares River.

Post-impact data revealed that the most affected areas were located in the Nicoya Peninsula. Data on damages and victims remain as described in the Plan of Action. During the first two weeks of intervention, the National Risk Management System worked on the following lines of action:

- Collective centre management.
- Distribution of food and household kits.
- Water distribution and aqueduct rehabilitation.
- Special and ordinary waste management.
- Rain sewer cleaning.
- Specific agriculture and livestock, geology, engineering (housing, roads, bridges, fords) and socioeconomic (families) assessments.

- Contracting of machinery and purchase of materials (roads, aqueducts).
- Complete rehabilitation of electrical, telephone and internet services.
- Intervention in rivers (retaining walls and dikes, dredging and cleaning of riverbeds).
- Presence of assessment institutions.

The State invested approximately ₡ 300,000,000.00<sup>1</sup>, especially in:

- Food: ₡ 55,522.000.00
- Initial impact: ₡ 181,323,955.00, part of a National Risk Prevention and Emergency Response Commission mechanism intended to enable local governments to rehabilitate and rebuild infrastructure such as bridges, roads and municipal dikes, as well as dredge rivers and other similar activities.

Main impact to livelihoods:

- Trade: while some businesses suffered direct impacts to their infrastructure, the biggest impact for most was the decrease in sales due to damage to roads, which disrupted daily activities.
- Tourism: hotel infrastructure and tourist activity were affected by the decrease in tourism to the area and the fact that some sectors were left incommunicado for up to 15 days.
- Crops: the following crops were totally or, in very few cases, partially lost due to heavy rains and landslides.
  - Grasses
  - Bean
  - Guava
  - Papaya
  - Plantain
  - Rice
  - Maize
  - Cantaloupe
  - Mango
- Shrimp farming: losses caused by rainfall volumes (floods) and resulting pollution to shrimp-farming ponds.
- Egg production: loss of poultry.
- Teak: plantations in the area were destroyed by landslides.
- Bee hives: loss of honey-producing hives caused by torrential rains and floods.
- Irrigation systems: damaged by landslides and flooding from rivers and streams.

Source: National Emergency Commission

## Summary of response

### Overview of Host National Society

Upon the completion of the post-impact assessments, the CRRC carried out the following lines of intervention:

A cash-based intervention (CBI) with the following methodology:

- The CRRC dispatched a team to carry out a market analysis of the affected communities.
- The CRRC held a meeting with IMAS (Instituto Mixto de Ayuda Social) and the Ministry of Agriculture, with the objective of obtaining information and coordinating efforts to select beneficiary communities and not duplicate efforts since these two government institutions provide economic assistance to those affected by disasters for specific purposes and under certain criteria that do not always benefit the most affected since IMAS targets people who live in extreme poverty and MAG (Ministerio de Agricultura y Ganadería) focuses on small and medium producers that live in poverty or extreme poverty
- Concurrently, a team of CRRC volunteers from the region of Limón trained in CBI conducted the beneficiary selection process, thus guaranteeing its neutrality.
- With CRRC volunteers from the region of Puntarenas, including the auxiliary branches present in the intervention areas, the CRRC used the following resources to deliver prepaid debit VISA cards to beneficiary families:
  - Vehicles for transporting personnel and equipment.
  - 1 Ambulance provided by an auxiliary branch in the intervention area.
  - A boat, which was provided by the Regional Structure of Puntarenas, for transport to the Peninsular Islands that are part of the project.

Distribution of Water Filters:

- The entry of the first shipment of water filters was delayed due to a tax exemption issue; however, through meetings with the Ministry of Finance, the CRRC was able to negotiate the delivery of humanitarian relief items directly to the National Society as opposed to via the National Emergency Commission. The new

<sup>1</sup> Costa Rican colones

arrangement proved effective, as the second shipment of water filters arrived at the CRRC's facilities in Tibás within 24 hours despite being briefly delayed due to a procedural error.

- The CRRC will continue using the expedited entry procedures for relief items, and the National Coast Guard Service will assist the National Society with the delivery of water filters to Peninsular Islands that were affected during the emergency.

### Overview of Red Cross Red Crescent Movement in country

During the operation, the CRRC has maintained continuous communication with the IFRC's regional office for the Americas (ARO) in Panama, especially with ARO's disaster management coordinator for Central America, its cash delegate and its continental operations coordinator for the Americas region; the CRRC has also regularly communicated with the IFRC's country cluster office for Central America. An information management (IM) Regional Intervention Team (RIT) member from the Salvadorian Red Cross Society supported the operation, and a consultant assisted the CRRC on the following activities:

- The development of a tool to centralize beneficiary information through online forms.
- The updating of an operational Dashboard.
- The collection of field data
- The training of CRRC personnel to ensure installed capacity in information management.

### Overview of non-RCRC actors in country

For the government, AyA, IMAS, the Costa Rican Electrical Institute, the Ministry of Livestock and the Ministry of Public Works and Transport have been working to re-establish basic services and cover affected people's primary needs as follows:

- AyA: It has restored drinking water service to 80 to 85 per cent of the affected areas. AyA is currently focusing on restoring the supply of drinking water to the Peninsular Islands since the aqueduct that provided this service was one of the most damaged; the institute expects the work on the aqueduct to be completed by March 2019.
- IMAS: It has focused on giving financial aid to affected families for the replacement of household goods (kitchen, washing machines or other appliances), subsidizing rental housing for those who require it; however, its aid focuses primarily on the most impoverished segment of the population.
- Costa Rican Electrical Institute: The institute has fully restored the electrical and telecommunications networks affected by the flooding.
- Ministry of Livestock: Its work has focused on the productive sector, where it is supporting mainly small and medium producers to ensure their livelihoods through the delivery of animal feed, seed, fertilizer, agricultural tools and livestock.
- Ministry of Public Works and Transport: Although the road network is 90 per cent functional, it still has sectors where the ministry needs to repair flood-damaged sections.

## Needs analysis and scenario planning

### Needs analysis

The needs have not changed since the Disaster Relief Emergency Fund (DREF) EPoA was issued on 15 October 2018.

### Operation Risk Assessment

The CRRC does not foresee any risks to the implementation of this operation's activities.

## B. OPERATIONAL STRATEGY

### Overall Objective

Ensure humanitarian assistance during the relief phase for at least 3,000 families (15,000 people) affected by floods and landslides in the flood-affected provinces of Guanacaste and Puntarenas through the provision of water, sanitation, and hygiene promotion (WASH) services and actions to restore livelihoods through a CBI. Additionally, the CRRC will consider protection, gender and inclusion (PGI) issues while planning and implementing its activities.

### Proposed strategy

The CRRC is maintaining continuous communication and coordination with the Costa Rican government and other humanitarian organizations to carry out better the operation's activities and avoid the duplication of efforts. The National Society is also maintaining communication with the affected communities to ensure that its actions are well received and the organization's accountability to the beneficiary families. The CRRC is incorporating PGI into all its project activities, and it is guaranteeing that its volunteers deliver consistent messages that uphold the National Society's values and principles.

## Operational support services

All activities proposed in the EPoA were completed, although the amount of personnel available was less than expected. This, however, did not affect the implementation schedule or the quality of activities, as the staff had skills and knowledge acquired during previous experiences that facilitated and optimized implementation.

In terms of filter distribution logistics, planning for this activity allowed optimizing delivery. Having a truck with greater cargo capacity reduced the number of trips required.

As for expenditures during the emergency phase, auxiliary committees submitted invoices for small amounts because the National Risk Management System provided support for many search and rescue activities, as well as for assessments and humanitarian aid distributions at the time of impact. Therefore, the amount budgeted for the DREF was not fully executed.

## Human resources (HR)

The Costa Rican Red Cross has a technical and multidisciplinary team that will supervise the execution of this plan of action's activities of:

- An operation coordinator (charged to the operation)
- A field coordinator (charged to the operation)
- A technician in water and sanitation for hygiene promotion (covered by the National Society)
- Staff for administrative duty in the central administrative headquarters
- Staff for the Risk Reduction Office and its departments
- Staff for the Procurement department (purchasing, storage and fleet)
- Staff for the Press Department
- Staff for the Information Technology (IT) Department
- More than 2,000 volunteers
- All volunteers of the Costa Rica Red Cross have an accident insurance.

CRRC's administration and its Relief and Operations Directorate, which is supported by general management, will oversee the human resources processes. ARO will provide support to the National Society through the mobilization of a Regional Intervention Team (RIT) member, who will assist with the Information Management; the RIT will also provide support to the operation's reporting component.

## Logistics and supply chain

The Logistics sector aims to effectively manage the supply chain, including mobilization, procurement, customs clearance, fleet, storage and transport to distribution sites in accordance with the operation's requirements and aligned to the IFRC's logistics standards, processes and procedures.

The National Society has storage space in its central warehouse, and it has a Procurement Department.

All procurement related to this appeal will follow the IFRC's standards procurement procedures and Sphere standards; in addition, procurement is supported by the Costa Rican government when public funds are used to purchase relief items.

## Communications

A communication plan has been established for the operation; it promotes the humanitarian actions that the Red Cross has done in the country since the onset of the emergency. These activities have generated a positive response regarding the Red Cross's involvement, and they have prevented the spread of misinformation to the beneficiaries and the rest of the public.

The Red Cross has an Institutional Communication Department, which establishes strategies for activities that occur within the organization and beyond it, thereby providing much-needed visibility to CRRC's response and recovery activities.

The communication objectives according to the target audience are the following:

- Internal communication:
  - Red Cross members are aware of Red Cross humanitarian projects through situation briefs and continuous communication with operations coordinators. The communication office will centralize such data and prepare tools that may be adapted to the information culture or the National Society. Examples: social media, situation reports, web pages.
- External Communication:
  - A series of informative products has already been put in motion to inform beneficiaries and the public about the CRRC's actions and to help those affected by the emergency. Examples: social media, interviews, news bulletins.

- Documentation: Documenting support processes in emergency situations gives the Red Cross greater credibility in the eyes of donors and people in general. Some forms of documentation: an archive of published news, an image archive, beneficiary stories.
- Reputational risk assessment and mitigation: To be prepared for any reputational risk, reactive lines and other positioning documents will be developed and a monitoring mechanism will be put in place. The thorough documentation of CRRC actions will enhance the public's trust and perception of the National Society, thus bolstering the CRRC's credibility, which will in turn provide greater support to future emergency operations.

## Security

The area where the project was implemented did not require extreme security measures, as it is a low-crime, no-conflict area. Security measures were considered, nonetheless.

Vests (indicative emblem) were used while transporting filters and personnel to the islands. It was important to increase visibility because this activity was carried out using Coast Guard (Police) boats.

Because the targeted area was along the coast, personnel were required to use flotation devices when travelling to the islands where some of the beneficiaries were located.

## Planning, monitoring, evaluation, & reporting (PMER)

Reporting on the operation was conducted in accordance with IFRC's minimum reporting standards.

## Community engagement and accountability (CEA)

Community Engagement and Accountability remained a crucial cross-cutting component of all sectorial interventions, including health, water, sanitation and hygiene promotion, livelihoods, and shelter. Based on the principle of 'information as aid', a CEA approach ensured that communities targeted through this DREF received consistent, reliable and actionable information that empowers them to be in the driving seat of the response and recovery process; it also ensured feedback, questions and complaints from communities are consistently tracked, analysed and integrated into the operational strategy.

Meetings were held with community leaders and branch staff to discuss activity processes and identify potential beneficiaries.

Two telephone lines were made available to receive complaints, comments and queries from beneficiaries. After cash transfers, staff make follow-up calls to beneficiaries and sometimes visit their homes.

Two meetings were held (one at the Paquera Branch and another at the Jicaral Branch) with beneficiaries, branch staff and the project coordinator after the cash transfer to listen to their experiences, concerns and recommendations.

## C. DETAILED OPERATIONAL PLAN

### Food Security, Nutrition and Livelihoods

**Needs analysis:** The floods and landslides in islands and communities located in the Gulf and Peninsula of Nicoya affected the livelihoods of their residents, as many are fishermen, small-scale farmers, packing-plant workers, harvesters and individuals who work in the tourism sector. They have been unable to continue with their jobs or have lost their crops because of the emergency.

**Population to be assisted:** 500 families whose livelihoods have been affected



### Livelihoods and basic needs

**People reached: 2,500 people**

Male: 975

Female: 1,525

**Outcome 1: Communities, especially in disaster and crisis affected areas, restore and strengthen their livelihoods**

Indicators:	Target	Actual
500 households have enough cash to meet their survival threshold	500	100%
<b>Output 1.1:</b> Households are provided with unconditional/multipurpose cash grants to address their basic needs		
Indicators:	Target	Actual
500 of assisted households able to meet (Survival) Minimum Expenditure Basket needs (including food items, food-related non-food items)	500	100%
<b>Activities</b>		
1.1.1 Development of a CBI feasibility study 1.1.2 Rapid market analysis 1.1.3 Refresher workshops on CBI for volunteers and CRRC staff 1.1.4 Selection and registration of beneficiaries 1.1.5 Distribution of non-restricted cash transfers 1.1.6 Monitoring and reporting on distributions 1.1.7 Setting up of a monitoring system and beneficiary communication and accountability system 1.1.8 Beneficiary satisfaction survey		

Achievements
<p>500 cards were distributed over six days through 33 meetings, benefitting families in 27 different communities.</p> <p>Beneficiary selection began with the identification of the region to be targeted based on areas affected and information shared in the government's national EOC; followed by meetings with institutions at the local level (Mixed Social Assistance Institute (IMAS), Ministry of Agronomy (MAG), Aqueducts and Sewers (AyA), and the Red Cross Operations Coordinator in the region) to determine the specific communities to be targeted and later by meetings with community leaders to identify the most affected families within said communities. Once preliminary lists were completed, potential beneficiaries were pre-selected through house-to-house visits.</p> <p>After reviewing each case, selection criteria were applied based on information collected via a phone survey. Selected beneficiaries later received a call informing them where and when to claim their card.</p> <p>At the same time, a Feasibility Study and Rapid Market Analysis were carried out that took into account affected communities selected to benefit from the cash transfer system.</p> <p>Communities selected for the CBI programme are distributed across two areas, so a workshop was held in each area. Fifteen volunteers were trained, as well as other volunteers who participated in only one of the deliveries who were given a refresher at that time.</p> <p>A strategy consisting of an analysis, implementation, monitoring, accountability and social networks phase was prepared, seeking to establish appropriate communication with people in affected communities to improve community engagement and accountability through the use of the CEA Guide and tools.</p> <p>As part of monitoring, two phone lines were made available to serve beneficiaries. A satisfaction survey was applied, via a phone call or home visit, to 20 per cent of those who received a card.</p> <p>Project beneficiaries were followed up via the CEA strategy, using forms, list of questions to project implementers, recurrent meetings with project implementers and monitoring staff, monitoring visits and phone interviews, and lessons learned meetings with community members and volunteers from community committees who worked on this project.</p>
Challenges
<p>The platform presented issues after the first groups of cards had been distributed, causing a delay in the activation of the cards that normally take 24-48 hrs. Instead, it took 8-days for the beneficiaries to be able to withdraw their funds.</p> <p>Five beneficiaries presented issues with their cards:</p> <ul style="list-style-type: none"> <li>• In four cases the card had an apparent malfunctioning, thus the cash assistance was delivered as cash in envelope.</li> <li>• In the case of one beneficiary, the ATM deducted the amount but did not dispense the money. The bank was asked to investigate the incident but ultimately failed to resolve it and said that they needed a note from the issuing bank in order to move forward. The money was eventually delivered to the beneficiary as cash in envelope as well in order to provide the assistance.</li> </ul>

Phone calls were made to the 500 beneficiaries of the cash transfer programme, of whom 350 did not answer. These 350 beneficiaries were called a second time. The problem is that the area does not have very good phone service. Furthermore, beneficiaries who do not have a mobile number provided the number of a relative or neighbour, and others had since changed their numbers.

#### Lessons learned

The house-to-house visits made to potential CBI beneficiaries helped us learn about each specific case, which led to greater objectivity when selecting beneficiaries.

Establish a relationship with banks at the central level in order to make them aware of Red Cross' CBI as well as mechanisms to resolve potential issues during future projects.

## Water, Sanitation and Hygiene Promotion

**Needs analysis:** A large part of the population lacks access to safe water due to the impact to or destruction of their water sources, as some communities get their water from artisan wells. Some 1,800 wells have been affected.

**Population to be assisted:** 3,000 families whose sources of drinking water have been affected by the floods and landslides.



### Water, sanitation and hygiene

**People reached: 15,150 people**

Male: 8,340

Female: 6,810

#### Outcome 1: Immediate reduction in risk of waterborne and water-related diseases in targeted communities

Indicators:	Target	Actual
# families with access to safe water and hygiene promotion messages.	3,000	100%

**Output 1.1:** Daily access to safe water, which meets Sphere and World Health Organization (WHO) standards in terms of quantity and quality, is provided to target population

Indicators:	Target	Actual
# families that receive water filters and know how to use them properly.	3,000	100%

**Output 1.2:** Hygiene promotion activities are provided to the entire affected population.

Indicators:	Target	Actual
# of families that receive hygiene promotion messages.	3,000	100%

#### Activities

- 1.1.1 Distributing a year's supply of water filters to 3,000 households
- 1.1.2 Training of beneficiaries in the use of the water filters
- 1.2.1 Hygiene promotion campaign for affected communities
- 1.2.2 Audiovisual documentation (professional photos, videos)
- 1.2.3 Printing graphic material (posters, infographics, brochure)
- 1.2.4 Social Media campaign (radio)

#### Achievements

The National Society has an Environmental Protection Policy; therefore, beneficiaries were registered using the ODK tool in order to reduce the use of paper.

Filters were distributed in communities in the districts of Lepanto, Paquera, Cóbano, Nandayure and Puntarenas. Distributions began in the Nicoya Peninsula islands (Isla Venado, Isla Caballo, Isla Cedros), which were carried out by volunteer and permanent staff from across the country, mainly from regional committees. Since reaching beneficiaries in the islands required transporting a large amount of filters and staff, Red Cross coordinated with the Costa Rican Coast Guard to use their boats to do so.

To deliver filters, meetings were held, materials were distributed and talks were delivered in various communities on hygiene promotion and on the filters' assembly and use, although hygiene promotion messages and printed material had

begun to be delivered at coordination meetings with communities when the project started. Talks were also used to acquaint communities with Red Cross and its Fundamental Principles, Social Inclusion and Violence Prevention.

A photographer was hired to document cash transfer activities and filter distributions.

A lesson learned during a previous project in this area is that people use calendars a lot to keep track of tides and schedule their activities, so a calendar with key hygiene promotion messages was created to distribute to beneficiaries.

A hygiene promotion campaign was conducted over the radio, broadcasting messages on four radio stations for 15-day and one-month periods in areas targeted by the project. The stations able to have an impact on affected areas have been identified, and we are waiting to finalize contracting. Some stations with Facebook profiles also replicated messages in said profiles.

#### Challenges

Government mechanisms to import humanitarian aid could not be used because a national emergency was not declared for this event, so the National Society had to carry out the processes directly. This delayed the arrival of the first water filters.

In the case of the second batch of filters, IFRC Logistics informed the National Society that their supplier had none available in Panama and that it was necessary to wait until they could be reordered. Delivery was further delayed because many businesses and government agencies were closed for the year-end holidays. Filters finally arrived on 4 January 2019.

Printing of materials was also delayed because we had to wait for technical areas' input and revisions and, again, because of year-end holidays. Materials were ready in the first days of January.

When filters arrived, ten were damaged and four were missing their cartridges. Fortunately, a few spare parts had been left over from previous projects and were used to fix damaged filters.

Because of the time of year this event occurred, project activities coincided with year-end holidays and other summer activities in which the National Society participates. This led to low participation by volunteers and delays in some activities, mainly filter distributions.

#### Lessons learned

It is necessary to factor in year-end holidays when planning activities, especially in terms of imports, availability of personnel and other activities in which the National Society engages.

Normal import procedures must be followed in cases where the government does not declare a national emergency. The National Society is already working on a process to obtain tax exemptions for products, which was applied for this Project.

Some water filter beneficiaries were identified and convened through Communal Aqueducts and Sewer System Management Associations (ASADA).

## Protection, Gender and Inclusion

**Needs analysis:** One of the needs identified by the National Society is addressing PGI in the activities that it carries out, especially when providing humanitarian assistance during emergencies since there may be cases where equal opportunities are not provided.

**Population to be assisted:** The people benefitting from the activities proposed, who are expected to be reached indirectly through the guidance and support of the staff who will be conducting said activities.



### Protection, Gender and Inclusion

**People reached: 15,150 people**

Male: 8,340

Female: 6,810

**Outcome 1: Communities identify the needs of the most vulnerable and particularly disadvantaged and marginalized groups, as a result of inequality, discrimination and other non-respect of their human rights and address their distinct needs**

Indicators:	Target	Actual
Safe and equitable access to operation activities is ensured, considering different needs based on gender and other diversity factors.	3	100%
<b>Output 1.1:</b> CRRC programmes improve equitable access to basic services, considering different needs based on gender and other diversity factors.		
Indicators:	Target	Actual
# of activities that consider Gender, Social Inclusion and Disability issues within their planning and implementation.	3	100%
<b>Output 1.2:</b> Emergency response operations prevent and respond to sexual and gender-based violence (SGBV) and all forms of violence against children.		
Indicators:	Target	Actual
# of activities that consider Gender, Social Inclusion and Disability issues within their planning and implementation.	3	100%
Activities		
1.1.1 Support sectorial teams to include measures to address vulnerabilities specific to gender and diversity factors in their planning		
1.2.1 Use Minimum Standard Commitments as a guide to support sectorial teams to include measures to mitigate the risk of SGBV		

Achievements
This issue was addressed in a cross-cutting manner in all project activities, such as livelihoods, water, sanitation and hygiene promotion, in CEA, and in other related activities.
The National Society's Equity and Diversity Thematic Committee reviewed materials used by the project to ensure inclusive language. They also provided support during distributions through addressing the subject with project beneficiaries.
Three documents were approved at the National Society through the Social Inclusion, Culture of Peace and Non-Violence Commission, which were shared with volunteers so as to include them in all activity implementation. <ul style="list-style-type: none"> <li>a. Social Inclusion Policy</li> <li>b. Social Inclusion Strategy</li> <li>c. Gender Equality and Equity Promotion Policy at Costa Rican Red Cross.</li> </ul>
Challenges
Including these issues in project activities and communicate them to community members without them feeling that they are being accused of something. Having staff internalize these topics and apply them in day-to-day activities and not regard it as an imposition.
Lessons Learned
We must find a way for these topics to be better accepted and applied by staff.

## Strategies for Implementation

Strategies for Implementation
<b>Outcome 1: National Society capacity building and organizational development objectives are facilitated to ensure that National Societies have the necessary legal, ethical and financial foundations, systems and structures, competences and capacities to plan and perform</b>
<b>Output 1.1:</b> National Societies have the necessary corporate infrastructure and systems in place
Activities
1.1.1 Hiring of National Society Operation Coordinator
1.1.2 Hiring of National Society field officer
1.1.3 CRRC HQ Logistics support and monitoring visits
1.1.4 Provision of Protection Equipment for 50 volunteers
1.1.5 Provision of logistics support for volunteer's assessments (250 volunteers)
1.1.6 Development and implementation of a CEA strategy for the operation

1.1.7	Rumor and feedback tracking systems established to tackle misinformation originating from target population
<b>Outcome 1: An effective and coordinate disaster response is guaranteed</b>	
<b>Output 1.1:</b> An effective response preparation as well as an extended capacity mechanism (surge) is provided by the National Society	
Activities	
1.1.1	Lessons Learned Workshop
1.1.2	Monitoring visits of IFRC (including logistics support)
1.1.3	An information management (IM) surge member is deployed to support the CRRC on the establishment of an IM system for the operation

Achievements
<p>The project coordinator and technician were hired.</p> <p>Project coordination included monitoring all activities in the field.</p> <p>Personnel were provided sun protection because of the heat and strong sun in project areas.</p> <p>A CEA strategy was implemented throughout the various project activities. Two telephone lines were set up to receive calls from beneficiaries, and meetings were held with groups of beneficiaries to hear their views.</p> <p>The lessons learned workshop was held in the region where the project was implemented. The workshop was attended by volunteers who participated in activities as well as administrative and operational staff related to the project and beneficiaries.</p> <p>IFRC conducted two monitoring visits, one of them together with Canadian Red Cross as a project donor.</p> <p>An IM RIT member provided support and assisted with development of technological tools used during the project.</p>
Challenges
<p>To achieve greater participation by communities and staff in the region, the lessons learned workshop was held on a weekend in Puntarenas, although this limited participation by the administrative structure.</p> <p>An incident affected workshop attendance. A young man was killed in a motorcycle accident the day before the workshop. As these are small communities, the youth was related to many of those who were supposed to attend the workshop, so they did not attend.</p>
Lessons Learned
It is necessary to improve the National Society's capacity to manage information in order to support daily activities.

## D. THE BUDGET

Please see the attached [final financial report](#).

## Contact Information

Reference documents

Click here for:

- [Emergency Plan of Action \(EPoA\)](#)

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

## How we work

All IFRC assistance seeks to adhere to the **Code of Conduct** for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGO's) in Disaster Relief and the **Humanitarian Charter and Minimum Standards in Humanitarian Response (Sphere)** in delivering assistance to the most vulnerable. The IFRC's vision is to inspire, **encourage, facilitate and promote at all times all forms of humanitarian activities** by National Societies, with a view to **preventing and alleviating human suffering**, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

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



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



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



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

# DREF Operation

FINAL FINANCIAL REPORT

Selected Parameters			
Reporting Timeframe	2018/10-2019/04	Operation	MDRCR017
Budget Timeframe	2018/10-2019/02	Budget	APPROVED

Prepared on 21/May/2019

All figures are in Swiss Francs (CHF)

## MDRCR017 - Costa Rica - Floods

Operating Timeframe: 14 Oct 2018 to 14 Feb 2019

### I. Summary

Opening Balance	0
<b>Funds &amp; Other Income</b>	<b>317,526</b>
DREF Allocations	317,526
<b>Expenditure</b>	<b>-280,524</b>
<b>Closing Balance</b>	<b>37,002</b>

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

Description	Budget	Expenditure	Variance
AOF1 - Disaster risk reduction			0
AOF2 - Shelter			0
AOF3 - Livelihoods and basic needs	137,130	130,536	6,594
AOF4 - Health			0
AOF5 - Water, sanitation and hygiene	128,824	110,094	18,730
AOF6 - Protection, Gender & Inclusion	634	1,059	-425
AOF7 - Migration			0
<b>Area of focus Total</b>	<b>266,588</b>	<b>241,689</b>	<b>24,899</b>
SFI1 - Strengthen National Societies	32,866	25,964	6,902
SFI2 - Effective international disaster management	18,071	12,870	5,201
SFI3 - Influence others as leading strategic partners			0
SFI4 - Ensure a strong IFRC			0
<b>Strategy for implementation Total</b>	<b>50,938</b>	<b>38,835</b>	<b>12,103</b>
<b>Grand Total</b>	<b>317,526</b>	<b>280,524</b>	<b>37,002</b>

# DREF Operation

FINAL FINANCIAL REPORT

Selected Parameters			
Reporting Timeframe	2018/10-2019/04	Operation	MDRCR017
Budget Timeframe	2018/10-2019/02	Budget	APPROVED

Prepared on 21/May/2019

All figures are in Swiss Francs (CHF)

## MDRCR017 - Costa Rica - Floods

Operating Timeframe: 14 Oct 2018 to 14 Feb 2019

### III. Expenditure by budget category & group

Description	Budget	Expenditure	Variance
<b>Relief items, Construction, Supplies</b>	<b>205,406</b>	<b>195,485</b>	<b>9,921</b>
Water, Sanitation & Hygiene	95,261	87,152	8,109
Teaching Materials	4,962	5,180	-218
Cash Disbursement	105,184	103,154	2,030
<b>Logistics, Transport &amp; Storage</b>	<b>22,535</b>	<b>13,333</b>	<b>9,202</b>
Distribution & Monitoring	3,002	226	2,775
Transport & Vehicles Costs	12,950	7,387	5,563
Logistics Services	6,584	5,720	864
<b>Personnel</b>	<b>40,089</b>	<b>32,744</b>	<b>7,345</b>
International Staff	7,938	5,379	2,559
National Society Staff	12,801	14,192	-1,391
Volunteers	14,388	8,714	5,675
Other Staff Benefits	4,962	4,459	502
<b>Consultants &amp; Professional Fees</b>	<b>1,488</b>	<b>1,492</b>	<b>-3</b>
Consultants	1,488	1,492	-3
<b>Workshops &amp; Training</b>	<b>6,748</b>	<b>3,098</b>	<b>3,650</b>
Workshops & Training	6,748	3,098	3,650
<b>General Expenditure</b>	<b>21,880</b>	<b>17,251</b>	<b>4,629</b>
Travel	4,962	3,147	1,815
Information & Public Relations	4,217	3,320	898
Office Costs	893	1,535	-642
Communications	6,351	3,774	2,577
Financial Charges	3,473	5,469	-1,996
Other General Expenses	1,985	8	1,977
<b>Indirect Costs</b>	<b>19,380</b>	<b>17,121</b>	<b>2,258</b>
Programme & Services Support Recover	19,380	17,121	2,258
<b>Grand Total</b>	<b>317,526</b>	<b>280,524</b>	<b>37,002</b>