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# DREF Operation Final Report

## Nicaragua: Civil Unrest



International Federation  
of Red Cross and Red Crescent Societies

<b>DREF Final Report</b>	<b>DREF Operation no. MDRNI008</b>
<b>Date of issue:</b> 17 July 2019	<b>Date of crisis:</b> 18 April 2018
<b>Person responsible for this operation:</b> Santiago Luengo / International Federation of Red Cross and Red Crescent Societies (IFRC)	<b>Contact person in National Society:</b> Dr. Oscar Gutiérrez Somarriba – President of the Nicaraguan Red Cross (NRC)
<b>Operation start date:</b> 23 April 2018	<b>Timeframe:</b> The operation was extended for 2 months, totalling 6 months; the operation end date was 23 October 2018.
<b>DREF allocated:</b> 333,319 Swiss francs (CHF)	
<b>Total number of people affected:</b> No official numbers available.	<b>Number of people reached:</b> 1,162 people
<b>Host National Society presence (n° of volunteers, staff, branches):</b> The Nicaraguan Red Cross (NRC) has 600 volunteers and 40 administrative and project staff at the national level.	
<b>Red Cross Red Crescent Movement partners actively involved in the operation:</b> Italian Red Cross, Spanish Red Cross, Canadian Red Cross Society, the International Federation of Red Cross and Red Crescent Societies (IFRC) and the International Committee of the Red Cross (ICRC).	
<b>Other partner organizations actively involved in the operation:</b> European Civil Protection and Humanitarian Aid Operations (ECHO), Swiss Agency for Development and Cooperation (COSUDE), Pan American Health Organization (PAHO), Doctors Without Borders (MSF for its acronym in French), Save the Children and World Vision.	
The major donors and partners of the Disaster Relief Emergency Fund (DREF) include the Red Cross Societies and governments of Belgium, Britain, Canada, Denmark, German, Ireland, Italy, Japan, Luxembourg, New Zealand, Norway, Republic of Korea, Spain, Sweden and Switzerland, as well as DG ECHO and Blizzard Entertainment, Mondelez International Foundation, and Fortive Corporation and other corporate and private donors. The IFRC, on behalf of the national society, would like to extend thanks to all for their generous contributions. ECHO, the government of Canada and AECID have replenished the DREF in the occasion of this operation.	
<b>The total amount spent under this DREF operation was 296,397 CHF. The remaining balance of 36,922 CHF will be reimbursed to the Disaster Relief Emergency Fund.</b>	

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

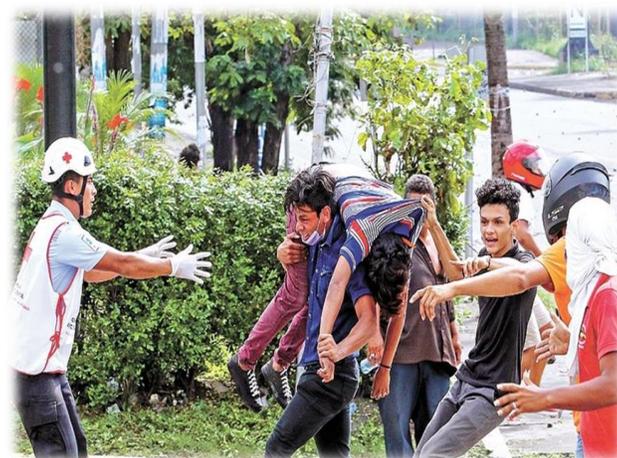
## A. Situation analysis

### Description of the disaster

The barricades and blockages that limited free movement for more than 60 days have been removed; nevertheless, the country is experiencing a socio-political crisis, with severe effects on its economy and security. Despite efforts by national and international institutions and organizations to promote a National Dialogue, there is no clear end in sight to this crisis or any clear indication that the situation will improve.

An atmosphere of uncertainty persists, and individual guarantees, such as residents' safety and economic security, cannot be ensured. Access and the quality of the country's health services have decreased, which has especially affected the elderly due of medication shortages and poor public transportation. The attacks on pre-hospital personnel, such as doctors, have made the situation even worse for vulnerable groups (the elderly, children, pregnant women and those suffering from chronic-degenerative diseases). Educational institutions have had to suspend services (at this point it is believed that most of the affected students will not be able to return to school this year), and businesses have been forced to lay off workers because of the situation.

As mentioned in its contingency plan, the NRC has estimated that this social crisis will last up to one year; therefore, the NRC is making the necessary preparations for the long-term response, especially since the season during which adverse natural events normally occur is approaching, which could further compound the humanitarian situation.



*Photo: NRC volunteer assists a wounded person.  
Source: NRC 2018.*

## Summary of the response

### Overview of Host National Society

The NRC activated its pre-hospital care teams from the moment social demonstrations began in Managua and León. It established communications with National Police authorities through its Central Command Post and with student leaders and other actors on the ground, maintaining its willingness to assist all parties if necessary. The NRC began activating more and more volunteers as demonstrations increased, and it established contact with the IFRC's regional office for the Americas (ARO)'s Disaster and Crisis Department's and the ICRC's regional office.

As incidents increased and spread to different parts of the country, the NRC, in communication with the IFRC, drew up an emergency plan of action (EPoA) that would enable the institution to provide quality pre-hospital care while at the same time promoting the identification and safety of its volunteers during the NRC's provision of humanitarian aid. To this end, the National Society launched an awareness campaign through the media so that the population could identify its ambulances and staff and that reinforced the NRC's neutrality.

For more than thirty days, NRC ambulances were the only ones delivering care and transporting the injured to hospital centres, earning the acceptance of all parties involved in the demonstrations. At all involved parties' request, the NRC assisted with the evacuation of injured people in the cities of Jinotepe, Masaya and Managua at the Polytechnic University (UPOLI) and National Autonomous University of Nicaragua (UNAN) Managua, in coordination with the Ministry of Foreign Affairs, the Episcopal Conference, the Apostolic Nuncio in Nicaragua, the National Dialogue and the Verification and Security Commission. Additionally, the NRC provided National Society volunteers and their families with psychosocial support (PSS) and training workshops on it, Safer Access and information on the National Society's doctrine.

The NRC currently provides 24/7 emergency services; its 32 national branches respond to emergency calls from the population and to incidents generated by the socio-political crisis, with a high degree of neutrality and impartiality in accordance with the Red Cross Red Crescent Movement's Fundamental Principles.



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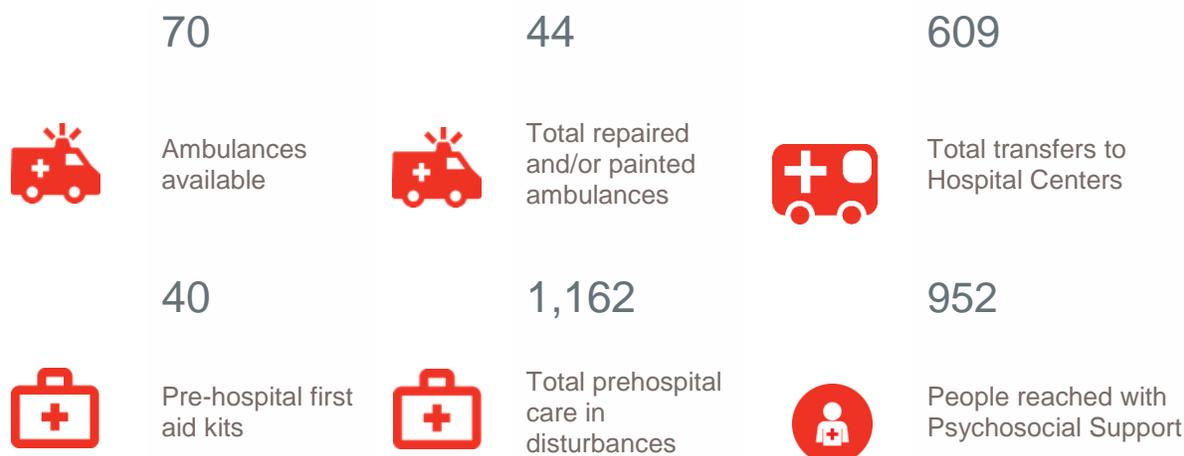
Branches  
activated

600

Volunteers  
activated

400

Volunteers trained in  
Safer Access



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

As part of IFRC's emergency and crisis response system, the NRC received technical and financial support from ARO and guidance on handling the situation and having an emergency fund approved to cover actions to respond to civil unrest in Managua and throughout the country.

Within the framework of its Capacity Building for Emergency Response in the Americas (CERA) project, the Canadian Red Cross Society donated computer equipment to strengthen the NRC's emergency operations centre (EOC) in Managua, which the National Society used to manage the situation room, monitor social networks and media and prepare situation reports.

The NRC used emergency funds from the Spanish Red Cross to equip 13 ambulances in Managua with radio communication equipment, thus facilitating communications between its EOC and teams in the field.

For its part, the ICRC's office in Nicaragua provided guidance and funding for specific actions, in addition to support from its regional Safer Access delegate who assisted with the development of recommendations aimed at ensuring the safety of volunteers from branches responding to violent incidents; the delegate also helped prepare key messages and the communications strategy regarding proper use of the Red Cross emblem, application of Red Cross Red Crescent Movement's Fundamental Principles and the approach to situations involving the media and public relations.

### Overview of non-Red Cross Red Crescent actors in country

The NRC received support and financial contributions from Save the Children, ECHO, PAHO, COSUDE, World Vision, the Pulsera Project and SEMILLA on interventions involving pre-hospital care, PSS, EOC management and its communications strategy; this support helped shape the NRC's branches' response to the emergency.

Furthermore, the Inter-American Commission on Human Rights (IACHR), an entity attached to the Organization of American States (OAS), made visits to the field to assess the situation and collect information pertaining to the protection of human rights in the country.

## B. Operational strategy

### Proposed strategy

Conditions in the country resulting from the socio-political crisis made it necessary for the NRC to consider intervention strategies such as:

- Pre-hospital care: Strengthen pre-hospital services by training NRC volunteers in emergency response and providing equipment and materials to enable the delivery of quality care and ensuring safety by applying the Safer Access framework.
- Communications strategy to enable the identification of Red Cross volunteers and the protection of the NRC's emblem: Incorporate the application of the institutional image manual, defining a unique and distinctive uniform for volunteers that enabled them to be easily identified and for NRC ambulances by incorporating and standardizing the emergency vehicles' emblems and coding. The dissemination of key messages to the population regarding the NRC's work and its volunteers and the Red Cross Red Crescent Movement's Fundamental Principles.
- Psychosocial support: All situations caused an emotional impact on those that experienced them, requiring an early intervention to address the psychological trauma that may have resulted. Volunteers and personnel in the field were exposed to conditions that could potentially affect their mental health; therefore, an emotional care line was established to manage stress or any sensitive situation that could pose a risk to responders.
- EOC management: Developing operations requires a mechanism that supports basic needs and ensures financial sustainability and the continuity of services. To this end, an operational support line was established to allow the NRC to respond to all emergency calls (reception, implementation, reporting and accountability).

### Operational Coordination

Humanitarian actions were conducted in coordination with the Nicaragua Episcopal Conference (CEN), the National Police, the Truth, Justice and Peace Commission, the Ministry of Foreign Affairs and the National Dialogue Verification Commission, in addition to continuous communications with the media. The NRC could also coordinate with leaders on both sides of the parties.

## C. Detailed Operational Plan

	<b>Health</b> People reached: 1,162	
<b>Health Outcome 1: The immediate risks to the health of affected populations are reduced</b>		
Indicators:	Target	Achieved
# of people reached through health intervention actions.	3,000	1,162
<b>Output 1.1: The target population is provided with rapid medical management of injuries</b>		
Indicators:	Target	Achieved
# of people reached through first aid interventions	3,000	1,162
# of procured first aid kits	40	40
<b>Output 1.2. Psychosocial support is provided to the target population</b>		

Indicators	Target	Achieved
# of people reached through PSS interventions	500	952

### Narrative description of achievements

The operational support provided through this Disaster Relief Emergency Fund (DREF) and the NRC's partners such as PAHO, COSUDE, Save the Children and the SEMILLA Project allowed the operational actors to reach 15,103 people, of which 1,162 had been directly affected by the civil unrest (please see the [Annex](#) for a graphics produced by the IM Officer on the number of people the NRC reached through pre-hospital care). After the blockades were lifted, and given the nature of the crisis, it was not possible to know whether injuries were caused by unrelated incidents or were the result of the socio-political situation.

The NRC purchased the following equipment and materials through the operation:

- ✓ 10 pre-hospital care facilities (mobile stations). This equipment was warehoused at the NRC's national headquarters during the operation and ready to be mobilized to its branches in Masaya, Jinotepe, Matagalpa and Jinotega if necessary.
- ✓ The National Society had a stock of replenishment materials sufficient to cover 15 days of pre-hospital care at any given time during the operation, including dressings, single-roll gauze bandages, surgical tape, blood sugar metres, oximeters, alcohol gel, iodine, antiseptic soap.
- ✓ 40 first-aid kits to equip NRC's emergency vehicles in its branches in Masaya, Yali, Nueva Guinea, Wiwili, El Rama, Jinotega, Tipitapa, Sébaco, Matagalpa, Nagarote, León, Jinotepe, its Relief Office in Managua, Nagarote, Managua's Transportation Department, Bluefields, Somoto and the Zika Project.
- ✓ 33 stretchers, 15 of which were allocated to six branches: Masaya, Tipitapa, Jinotepe, León, Managua and Chinandega
- ✓ 31 PSS sessions developed with volunteers and community members affected by the civil unrest. The NRC provided the PSS sessions to its volunteers and their families and people whose houses neighbored the National Society's branches, allowing the NRC to exceed the initial target. The table below provides some disaggregated data on the PSS sessions' participants.

People treated	Girls	Boys	Women	Men	Persons with disabilities
952	25	35	412	479	1

- ✓ The NRC delivered 11 PSS kits to its branches in Jinotepe, Masaya, Jinotega, Matagalpa, Sébaco, Chichigalpa, León, Corinto, Nagarote, Yali and Tipitapa.
- ✓ The NRC painted and labelled 44 ambulances to distinguish them from Ministry of Health ambulances, thus ensuring easy identification and the safety of the National Society's operational resources.
- ✓ With DREF funds and contributions from other partners, the NRC provided operational support to pre-hospital care actions, covering volunteer mobilisation costs of 600 volunteers nationwide during the demonstrations.

### Challenges

- ✓ For this emergency, there was no stock of replenishment materials, which was essential for providing care. The emergency funds made it possible to purchase the necessary supplies for the first few days. At present, there are enough emergency supplies to provide services nationwide for 15 days.
- ✓ Access to fuel for ambulances was limited, requiring the NRC to reach agreements with gas stations to purchase fuel after hours.
- ✓ Red Cross ambulances were often mistaken for ambulances from the Ministry of Health and private medical companies, and NRC ambulance personnel were accused of denying service. To address this confusion, a communications campaign was implemented to raise awareness among the population about the NRC, how its volunteers dress and what they do. DREF funds were used to post NRC emblems to 44 ambulances.
- ✓ Road blockages prevented deliveries of raw and prepared foods to feed NRC personnel on duty. Meals were prepared in the NRC's branches and its national headquarters.

## Lessons learned

- ✓ The replenishment of materials and consumables for pre-hospital care teams should be provided during an operation on time.
- ✓ It is necessary to have an operational staff management and response plan for these scenarios.
- ✓ The topic of institutional doctrine and philosophy and Safer Access should be implemented at all levels of training. The NRC is currently implementing workshops and replications of Safer Access courses with funding from the ICRC and other partners.
- ✓ It is necessary to have situation report formats easy to use to streamline the flow and dissemination of information and to provide information management training to NRC personnel.

## Strategies for Implementation

### International Disaster Response

#### Outcome 1: Effective and coordinated international disaster response is ensured

Indicators:	Target	Achieved
Response strategy for civil unrest developed	1	1

#### Output 1.1: Effective response preparedness and National Society surge capacity mechanism is maintained

Indicators:	Target	Achieved
Contingency plan for civil unrest is developed	1	1
25 NRC volunteers trained in security and Safe Access	25	400

### Narrative description of achievements

- ✓ A Regional Intervention Team (RIT) was deployed to this mission for two months to support operations
- ✓ Contingency plan for civil unrest designed. The NRC printed 1,200 copies and distributed them to its 32 branches; the NRC used the contingency plan during its Safer Access sessions.
- ✓ 20 Safer Access sessions developed. The sessions were aimed at the NRC's national headquarters and its branch volunteers and staff; a total of 400 NRC volunteers attended the sessions, which were funded by DREF funds and funding from PAHO. Due to an escalation in the situation, the NRC extended the number of days that it offered the training, allowing the National Society to exceed the initial target,
- ✓ One Safer Access workshop was held for trainer of trainers (ToT) facilitators. A total of 30 NRC volunteers attended this workshop, which was funded by DREF funds. The IFRC provided technical support to the NRC during the workshop.
- ✓ National EOC's electrical system repaired and roof repaired to ensure operations in May and the necessary physical facilities to handle the emergency.
- ✓ Mobilisation costs covered for the deployment of volunteers of the branches affected by the civil unrest (Masaya, Tipitapa, Chinandega, Managua, Jalapa, Wiwili, Sébaco, Matagalpa, Jinotega, Jinotepe, Estelí and León).
- ✓ Purchase of protective equipment and visibility materials to 150 volunteers (protective goggles, gas masks, hardhats, headlamps).
- ✓ The NRC had uniforms made for 250 volunteers, which included a shirt with the NRC's institutional emblem on the sleeves, back and upper left side, tactical pants with the emblem on the side pockets and safety boots; the NRC delivered the uniforms to its branches in Masaya, Jinotepe, Tipitapa, Granada, Leon, Sébaco, Esteli, Jinotega, Matagalpa, Chinandega, Nagarote and Bluefields.
- ✓ The NRC established cell phone recharge stations in branches whose landlines were blocked.
- ✓ The NRC hired a PSS technician to cover the PSS lines of intervention. During the operation, the PSS technician planned and implemented PSS activities for NRC volunteers from the branches that provided pre-hospital care related to the socio-political crisis. This improved the emotional state of responders and helped them to develop stress management techniques to handle stressful situations.

- ✓ In addition, the NRC hired an information management officer, who received training on the use of the Klipfolio platform to develop NRC's Dashboard to create a dataset (database).
- ✓ The NRC's information management officer interned at ARO's regional headquarters in Panama to learn about dashboards and data visualization.

### Challenges

- ✓ The security conditions under which NRC operated did not allow it to prepare for a situation such as this one. There was no security plan in place for NRC volunteers, necessitating the establishment of guidelines to ensure their safety and wellbeing during the crisis.
- ✓ Raising the population's awareness regarding the institution's principles and commitment during critical moments of the protests. Each volunteer and staff member made a point of disseminating the Red Cross Red Crescent Movement's doctrine of neutrality, impartiality and above all, the principle of humanity.
- ✓ In the first days of the emergency, NRC volunteers had no personal or protective equipment for delivering care in extreme conditions. The National Society decided to avoid placing their personnel in situations that put their lives or wellbeing at risk. The NRC initially purchased with the DREF Funds personal protective equipment for 50 volunteers, and it later purchased 100 more sets.

### Lessons learned

- ✓ The importance of having contingency plans in place that allows the NRC to respond to different events and identify the characteristics and the actions to address them.
- ✓ The importance of having the relevant training to treat patients and the appropriate amount of equipment and materials to provide quality care. Volunteers were trained to handle the most common injuries seen in these situations.
- ✓ Red Cross principles, values and institutional philosophy/doctrine must always be disseminated and aimed both at volunteers and the general population to ensure acceptance by individuals and society in general. To this end, the NRC offered talks and workshops to active and new volunteers and disseminated key messages through its social networks and TV spots broadcast over national and local media.
- ✓ NRC's operational communication system (radio communication) must be improved to ensure the safety of personnel in the field and allow operational meetings to be held. ECHO and COSUDE will assist with the setting up of repeaters in Nicaragua's northern and central regions and the provision of communication equipment for NRC branches and ambulances.

<b><i>Outcome 2: The IFRC Secretariat and the National Societies use their unique position to influence decisions at local, national and international levels that affect the most vulnerable</i></b>	<b>Target</b>	<b>Achieved</b>
NRC position document is produced	1	1
<b>Output 2.1: IFRC and National Society are visible, trusted and effective advocates on humanitarian issues.</b>		
A Red Cross communication campaign is designed to promote respect for the emblem and access to the affected population.	1	1
# of key messages disseminated	Not defined	4
<b>Narrative description of achievements</b>		
<ul style="list-style-type: none"> <li>✓ The NRC implemented a communications campaign aimed at sensitizing the population on issues related to the identification of National Society volunteers and ambulances, the law that regulates the use of the Red Cross emblem in Nicaragua, the institution's humanitarian work and the Movement's Fundamental Principles. The following activities were developed to this end: <ul style="list-style-type: none"> <li>• 16 radio spots with key messages.</li> <li>• 5 TV spots.</li> </ul> </li> </ul>		

- Awareness-raising sessions carried out to journalists from media with national coverage; TV channels 2, 12, 10, 23, news shows such as *100% News*; written media such as *Diario La Prensa*, *El Nuevo Diario*; radio stations such as *La Primerísima*, *Radio Corporación*.
- Awareness-raising sessions carried out to local media correspondents in Matagalpa, Masaya, Granada and Estelí departments.
- The production of 1,600 distribution promotion materials with NRC principles and use of its emblem; the NRC distributed them to NRC volunteers and staff, partners and journalists.
- The development of 32 advertising rolls developed, containing NRC principles.
- The hiring of the MOPIN<sup>1</sup> advertising service to disseminate information at main thoroughfares in Managua.
- The dissemination of 1,800 public service announcements for one month before the showing of films in the following cinemas: Galerías Santo Domingo en Cinemas and Multicentro "Las Américas en cinemas Alambra".
- The purchase of advertisement space on 5 digital screens in the cities of Chinandega, Granada, Rivas, Estelí and Matagalpa to promote key messages.

### Challenges

- ✓ Comments and publications posted on social networks by NRC volunteers that contradicted the National Society's official positions of neutrality and impartiality were associated with the institution, prompting the NRC to make recommendations on the use of the social networks and establish disciplinary guidelines for volunteers.
- ✓ The international dissemination of operational information put the NRC's integrity at risk; the NRC addressed this by appointing a single spokesperson to provide neutral information to avoid compromising the NRC's impartiality.

### Lessons learned

- ✓ In view of the crisis's inherent biases, the NRC hired providers on both sides of the conflict to implement its communications campaign to maintain its neutrality and impartiality.
- ✓ The visibility material used by volunteers must be standardized and should not include donors' logos. Future campaigns will be conducted as per the measures described in the NRC's new institutional image manual.
- ✓ Social networks played an important role for institutional acceptance; during the operation, the NRC analyzed the information that it published and responded questions and comments posted on its pages in a timely manner.

## D. Budget

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

<sup>1</sup> An illuminated sign that flashes publicity messages

## Reference documents

Click here for:

- [DREF Plan of Action](#)
- [Operation Updates](#)

## Contact Information

**For further information specifically related to this operation please contact:**

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## 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:

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

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**Save lives,**  
protect livelihoods,  
and strengthen recovery  
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Enable **healthy**  
and **safe** living.

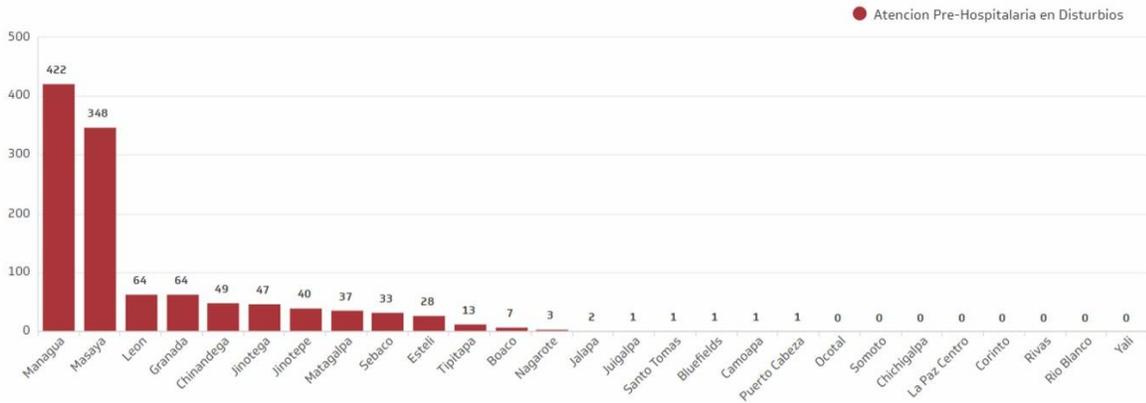


Promote **social inclusion**  
and a culture of  
**non-violence** and **peace.**

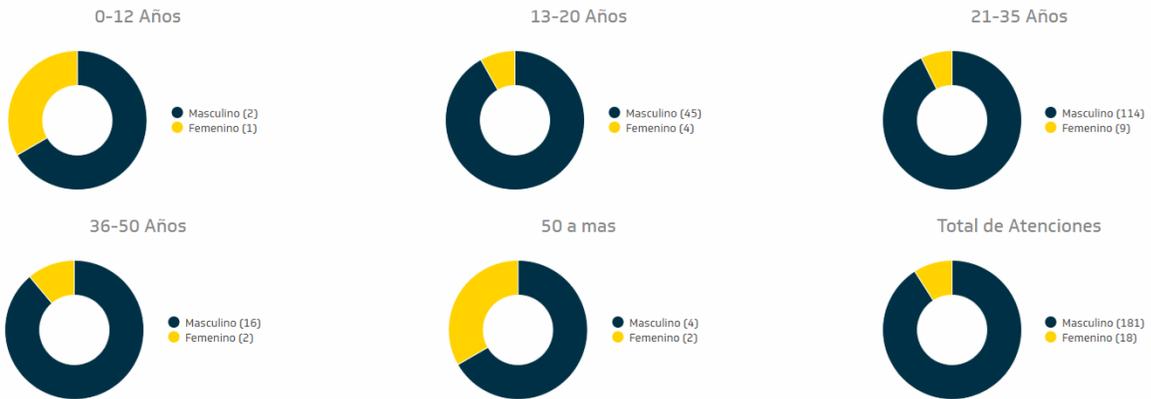
## Annex

### Atenciones Pre-Hospitalarias en Disturbios

Total de Atenciones  
1,162



### Atenciones por sexo y rangos de edades a nivel nacional



# DREF Operation

FINAL FINANCIAL REPORT

Selected Parameters			
Reporting Timeframe	2018/04-2019/06	Operation	MDRNI008
Budget Timeframe	2018/04-2018/10	Budget	APPROVED

Prepared on 17/Jul/2019

All figures are in Swiss Francs (CHF)

## MDRNI008 - Nicaragua - Civil Unrest

Operating Timeframe: 23 Apr 2018 to 23 Oct 2018

### I. Summary

Opening Balance	0
<b>Funds &amp; Other Income</b>	<b>333,319</b>
DREF Allocations	333,319
<b>Expenditure</b>	<b>-296,397</b>
Closing Balance	<b>36,922</b>

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

Description	Budget	Expenditure	Variance
AOF1 - Disaster risk reduction			0
AOF2 - Shelter			0
AOF3 - Livelihoods and basic needs			0
AOF4 - Health	333,319	294,119	39,200
AOF5 - Water, sanitation and hygiene			0
AOF6 - Protection, Gender & Inclusion		1,150	-1,150
AOF7 - Migration			0
<b>Area of focus Total</b>	<b>333,319</b>	<b>295,269</b>	<b>38,050</b>
SFI1 - Strengthen National Societies			0
SFI2 - Effective international disaster management		1,127	-1,127
SFI3 - Influence others as leading strategic partners			0
SFI4 - Ensure a strong IFRC			0
<b>Strategy for implementation Total</b>		<b>1,127</b>	<b>-1,127</b>
<b>Grand Total</b>	<b>333,319</b>	<b>296,397</b>	<b>36,923</b>

# DREF Operation

FINAL FINANCIAL REPORT

Selected Parameters			
Reporting Timeframe	2018/04-2019/06	Operation	MDRNI008
Budget Timeframe	2018/04-2018/10	Budget	APPROVED

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## MDRNI008 - Nicaragua - Civil Unrest

Operating Timeframe: 23 Apr 2018 to 23 Oct 2018

### III. Expenditure by budget category & group

Description	Budget	Expenditure	Variance
<b>Relief items, Construction, Supplies</b>	<b>122,018</b>	<b>67,685</b>	<b>54,333</b>
Medical & First Aid	109,127	52,995	56,133
Teaching Materials	12,891	14,558	-1,667
Other Supplies & Services		132	-132
<b>Logistics, Transport &amp; Storage</b>	<b>24,275</b>	<b>51,549</b>	<b>-27,274</b>
Transport & Vehicles Costs	24,275	51,549	-27,274
<b>Personnel</b>	<b>107,293</b>	<b>95,460</b>	<b>11,833</b>
International Staff	27,765	15,731	12,034
National Society Staff	9,123	13,998	-4,875
Volunteers	26,774	24,880	1,894
Other Staff Benefits	43,631	40,852	2,779
<b>Workshops &amp; Training</b>	<b>22,353</b>	<b>18,380</b>	<b>3,973</b>
Workshops & Training	22,353	18,380	3,973
<b>General Expenditure</b>	<b>37,037</b>	<b>45,232</b>	<b>-8,195</b>
Travel	3,966	8,656	-4,689
Information & Public Relations	25,832	26,009	-178
Office Costs	5,057	8,571	-3,514
Communications	1,983	2,186	-203
Financial Charges	198	-190	388
<b>Indirect Costs</b>	<b>20,343</b>	<b>18,090</b>	<b>2,254</b>
Programme & Services Support Recover	20,343	18,090	2,254
<b>Grand Total</b>	<b>333,319</b>	<b>296,397</b>	<b>36,923</b>