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# DREF Operations Update

## Costa Rica: Floods

 International Federation  
of Red Cross and Red Crescent Societies

<b>DREF Operations Update n° 1</b>	<b>Operation n° MDRCR015</b>
<b>Date of issue:</b> 27 March 2017	<b>Glide n° TC-2016-000125-CRI</b>
<b>Date of disaster:</b> 20 November 2016	<b>Point of contact:</b> Dr. Edgardo Acosta Nassar, National Risk Management and Disaster Response Director Costa Rican Red Cross (CRRC), phone: +506 8735 4544; email: <a href="mailto:Edgardo.acosta@cruzroja.or.cr">Edgardo.acosta@cruzroja.or.cr</a>
<b>Operation Manager:</b> Felipe Del Cid, Regional Disaster Management Coordinator for Central America <a href="mailto:Felipe.delcid@ifrc.org">Felipe.delcid@ifrc.org</a>	<b>Expected Timeframe:</b> 4 months (The operation has been extended for one month; the new operation end date is 30 April 2017)
<b>Operation start date:</b> 30 November 2016	
<b>Overall Operation Budget:</b> 335,893 Swiss francs (CHF)	
<b>Number of people affected:</b> 50,000 people	<b>Number of people to be assisted:</b> 5,000 people (1,000 families)
<b>Host National Society:</b> The Costa Rican Red Cross (CRRC) has 121 branches grouped into 9 regions nationwide.	
<b>Red Cross Red Crescent Movement partners actively involved in the Operation:</b> International Federation of Red Cross and Red Crescent Societies (IFRC) and American Red Cross	
<b>Other non-Red Cross Red Crescent Movement Partners:</b> National Comprehensive Risk Management System, with presence from all the institutions that comprise it	
<b>*Due to two outstanding activities (the monitoring and follow up of the Cash Transfer Programme for the food security component and the cleaning of the wells) that were not completed during the original operational timeframe, the CRRC is requesting a one-month extension; the operational end date is now 30 April 2017.</b>	

## A. Situation Analysis

### Description of the Emergency

According to the National Hurricane Centre in Miami, Hurricane Otto entered Costa Rican territory as a Category 2 hurricane on the Saffir-Simpson scale (wind gusts up to 175 km/h) on 24 November 2016 at 13:00 hrs. local time, close to the town of Los Chiles. This qualified Otto as the southernmost hurricane on record to hit Central America. Hurricane Otto moved on a west south-west trajectory at an average speed of 15 km/h across Costa Rica before exiting the country at around 02:00 hrs. on 25 November.

The rains that fell along its path across Costa Rica triggered multiple Red and Yellow Alerts from the National Emergency Operation Committee (EOC).

According to the Ministry of Public Works and Transport's National Highway Administration Council (CONAVI), damage to transport infrastructure (roads and bridges) was initially estimated at around ₡4,734 million Costa Rican colones (approx. 8,8m US dollars); CONAVI reported that the greatest impact occurred in the central region, with 63 damaged roads, followed by the Brunca Region with 41, Huetar Altántica with 35, Chorotega with 7 and Huetar Norte with 4. Only the Central Pacific area roads remained unscathed.

An airlift operation was conducted with Costa Rican, Panamanian and American aircraft arrived on 25 and 26 November to continue with relief actions and food, medicine and hygiene item distributions in hard-to-reach areas, especially in Alta Talamanca and in Pacifico Sur where some communities were cut off.

## Overview of non-RCRC actors in country

### Government of Costa Rica actions

- Red Alerts declared in various Costa Rican areas
- Activation of Regional and Local Emergency Committees
- Support to response institutions' actions and coordination
- Provision of relief items (blankets, mattresses and basic food rations)
- Reports from Costa Rica's Volcanology and Seismology Observatory (OVSICORI for its acronym in Spanish) and two meteorological reports from the National Meteorological Institute (IMN for its acronym in Spanish)
- Costa Rican Electricity Institute (ICE) crews restored electric services from Guatuso to Colonia. ICE technicians in Guatuso worked to restore normal service to Upala and Los Chiles, and normal service was restored to 300 clients in Barra Parimina on the Caribbean coast.
- Costa Rican Social Security (CCSS) technical teams inspected hospital systems in Upala to determine possible damage.
- The ban on departures from ports and coasts was lifted on 25 November; however, vessels were warned to stay alert to any changes in weather conditions.
- The Banking for Development System (SBD) made more than ₡6 billion colones (10,8 million US dollars) from programme resources available to financial operators to respond to the emergency.

### Movement Coordination

The IFRC has been in contact with the National Society since the low-pressure system began forming on 15 November. The IFRC has held regional coordination meetings with Central American National Societies and internal Movement partners to gather information regarding the actions being conducted by the various National Societies in the region. A disaster management delegate was deployed to the country, in coordination with the National Society to assist with the activation of the Disaster Relief Emergency Funds (DREF) and develop the emergency plan of action.

### Actions by Costa Rican Red Cross (CRRC) –Response Phase

- The Institutional Response Committee, led by CRRC's president, national council members, senior management and national risk management and emergency response director, remained permanently active during the impact/response phase
- Coordination with national Costa Rican authorities, on a permanent basis through EOCs and the National Risk Management System's Steering Committee.
- Red Cross actions focused on the preventive evacuation of residents, victim search and rescue, extra-hospital care and the management of humanitarian supplies during the impact/response phase.
- Local emergency committees and institutional representatives participated in and coordinated actions with authorities and civil society representatives.
- The National Society assisted in setting up and management of temporary collective centres.
- In total, 122 branches and 9 coordination regions across the country are active and working on operational, administrative and logistical activities, with more than 1,200 men and women in active service since the onset of the event; the CRRC has deployed logistics personnel and more than 300 light vehicles (four-wheel drive vehicles, rescue units and conventional ambulances, among others), three trucks and one trailer.
- Red Cross' Emergency Operation Centre was active 24/7 at its facilities in the operational building in the capital city of San José to tabulate, centralize and process all information generated by various auxiliary committees, the National Risk Management and Emergency Relief Commission (CNE for its acronym in Spanish), OVSICORI and the United States Geological Survey (USGS).
- CRRC's National Donation Collection Centre was enabled at the request of the national authorities.
- The CRRC provided Restoration of Family Links services.

## Needs analysis, beneficiary selection and risk assessment

### Water and Sanitation:

Damage to drinking water systems was reported, especially to those managed by communities in the hurricane's path and surrounding areas, including damage to or destruction of water sources, storage systems and distribution lines. Through a CNE press release on 26 November, the Aqueduct and Sewers Institute (AyA) reported that some 40,000 people in the most affected areas had lost their potable water services; however, tanker trucks were made available to ensure there was an emergency water supply.

CNE's Partial Summary no. 10 reported that the flooding damaged 500 wells. Some of the most affected families had access to rainwater and some available water sources in the area.

#### **Food Security, nutrition and livelihoods:**

Hundreds of families in several communities lost their productive assets, mostly their plantain, pineapple, maize, cassava and bean crops. Rapidly rising flood waters prevented most people from saving their food reserves and farming implements, which has made it more difficult for these families to recover their livelihoods because their physical, financial and natural capital has been severely affected.

Households' financial security has been seriously compromised for the next few months due to the loss of their livelihoods, the need to replace their productive assets, and the school fees they had to pay in January and February 2017.

Livelihoods actions considered in emergency and recovery activities have had to consider the migrant populations located in coastal and border areas.

The current food collection campaign coordinated by the CRRC was able to cover communities' immediate food needs for the first 45 days; however, cash transfer programmes had to be considered so as not to affect local businesses and revive the local economy, thus contributing to a rapid recovery by local markets.

#### **Shelter:**

The devastation, landslides and floods in the wake of the hurricane left houses with no roofs, damaged, and even destroyed. Those who lost their homes entirely will receive support in the form of State funds through the Mixed Social Aid Institute to pay for rental housing for four to six months; however, there are many families whose homes were only partially affected. In coordination with the Costa Rican government, damage assessments continue with the National Society's shelter focal point; however, it has not been easy to estimate damages in this area. Although, the National Society's previous experience indicates that setting up a construction materials bank through a cash transfer initiative would go a long way towards solving many of these issues; this approach enables beneficiary families to address the challenge of repairing and providing basic maintenance to their homes with a fixed amount of money. The beneficiary families are generally low-income, live in areas with high poverty rates, and in basic housing, which has meant that the repairs have involved roofing materials, nails, basic tools, cement and concrete blocks.

Damage to housing in affected areas was mostly caused by flooding, landslides and strong winds. According to CNE Partial Summary no. 10, 598 homes were damaged in the cantons of Bagaces, Upala, Golfito, Osa and Corredores, involving total or partial destruction, loss of roofs and flooding.

## **B. Operational strategy and plan**

### **Overall objective**

As auxiliaries to State authorities, contribute to alleviating the suffering of victims of Hurricane Otto through humanitarian assistance for at least 1,000 families (5,000 affected people), as a complement to ongoing activities through water and sanitation, livelihoods and shelter

**Areas common to all sectors:** The operation has an efficient monitoring system that provides adequate support to the field activities under implementation. As part of monitoring and implementation, technical personnel were hired specifically for the operation to coordinate with Regional CRRC Committees. Support has been provided to the communications activities geared toward producing the informational material, which has been used to disseminate information on the humanitarian activities and national-level fundraising campaigns organized by CRRC since the first days of the operation. The IFRC's regional disaster management coordinator for Central America, who has conducted monitoring visits at least once a month and held follow-up conferences with the technical team hired by the National Society, has overseen all general monitoring and implementation activities.

**Water, sanitation and hygiene promotion:** Selected families have received water filters, which were purchased through the IFRC's Global Logistics Services (GLS) in Panama, and the families have also received instructional lectures on the proper use and maintenance of the filters; these lectures have been delivered by the CRRC volunteers, who have also been responsible for delivering the hygiene promotion lectures. Volunteers have received hygiene promotion training, and teaching materials containing key messages have been developed and shared with families. To complement water and sanitation activities, well cleaning and disinfection services have been provided to almost of the 1,000 beneficiary families. A water and sanitation technician was hired to coordinate activities in this sector, who in turn has received support from volunteers and beneficiary communities.

**Livelihoods, nutrition and food security:** A cash transfer programme (CTP) has been implemented to buy food. A Regional Intervention Team (RIT) member specializing in livelihoods and CTPs conducted a feasibility study to determine the most appropriate mechanism to do so. Families have received informational lectures on project objectives, which have been delivered by CRRC volunteers that were previously trained in CTP to build capacity for future emergencies. This sector has also included the implementation of a complaints mechanism, a call centre and a beneficiary satisfaction survey; all of which have contributed to the National Society's ability to monitor the operation, and the CRRC will be able to capitalize on the experience gained from this type of intervention mechanism.

The feasibility study determined how each family will prioritize the transferred funds' use and the type of CTP that was needed.

**Shelter:** Families have received materials to repair their roofs, for which an implementation mechanism through the CTP was identified. Volunteers have been trained to monitor housing repair activities, and an IFRC shelter delegate will be deployed to support the National Society during the implementation process. Kitchen kits have been distributed to families who lost their household items, which has supplemented the delivery of food that the National Society is collecting across the country.

#### **Community selection criteria:**

1. Communities who were cut off for more than one week
2. Communities who have lost their livelihood activities
3. Communities with damage to roads that hinders their economic activities
4. Communities that will not be assisted with access to food and water and hygiene.
5. Communities that have not received assistance from other organizations

#### **Family selection criteria:**

1. Families with damage to their dwellings
2. Single mothers with children
3. Older adults
4. Families with children under 5 years of age
5. Families who do not have a source of income because their livelihoods have been affected
6. Migrants without access to assistance
7. Persons with disabilities

## **Operational support services**

### **Human Resources**

To implement this plan of action, the CRRC has a multidisciplinary technical team that is ensuring the implementation of activities:

- One coordinator in the field (charged to the operation)
- Water and sanitation technician for hygiene promotion (charged to the operation)
- Administrative - accounting personnel at the central administrative headquarters.
- Staff from Risk Management and Disaster Response Directorate (DINAGER for its acronym in Spanish) and their respective departments.
- Procurement Department personnel (purchasing, warehousing, fleet).
- Press Department personnel
- Information technology (IT) Department personnel.
- Volunteer personnel from Heredia, Guanacaste, Zona Norte and Limón.

Process monitoring is through the Relief and Operations Directorate (which has the support of the General Manager) and the institutional administrative structure in all its departments; the CRRC's headquarters also has a monitoring team for financial reporting, and it is responsible for ensuring the quality of intermediate and final reports.

### **Logistics and supply chain**

The operation has had to purchase materials outside the country, as domestic markets do not carry the items required for the operation.

The CRRC has a procurement department and a central warehouse through which all supplies and equipment needed by committees across the country are purchased, with purchasing procedures endorsed by the government since many processes are transacted with public funds granted by the government, requiring the CRRC's management to adopt these procedures for all purchases.

The IFRC's Global Logistics Services will provide support to the National Society, and the quality control for the purchases made will be according to the levels of authorization required by the purchasing procedures.

## Communications

A communications plan has been launched to promote the humanitarian actions that the Red Cross has been conducting since the beginning of the operation. Communication activities promoting the National Society have led to favourable acceptance of the CRRC's collection centres, which in turn has led to the collection of hundreds of tons of food and non-food items (NFIs).

The CRRC has an Institutional Communications Department that maintains lines and strategies both within and outside the organization, which ensures visibility for institutional activities during the emergency response and recovery phases.

The following are the communications objectives according to target audience:

1. **External communications.** A series of informational outputs have been implemented to maintain a line of transparency and objective information to get closer to the general population, particularly beneficiaries, to convey what the Red Cross does to assist those affected by emergencies.  
For example: social networks, interviews and bulletins.
2. **Documentation.** Documenting support processes in emergency situations enhances the Red Cross's credibility with donors and the general population.  
For example: archives of published news stories, photo banks and beneficiary stories.

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

The CRRC has a monitoring team consisting of Comprehensive Risk Management Directorate staff. Likewise, the IFRC Country Officer and the IFRC's Pan American Disaster Response Unit (PADRU) disaster management coordinator for the region will conduct at least four monitoring visits to the DREF implementation area; this operation is issuing this intermediate progress report and a final report at the end of the operation.

A lessons learned workshop will be held at the end of the operation to identify practical recommendations and proposals for improvement in future emergency operations in the country.

## Administration and Finance

The Financial Accounting Directorate has trained staff available to provide the necessary support to the implementation of the plan of action.

The Financial Accounting Directorate strategy entails the following;

- a. Delegation of Directorate staff for work on specific aspects of the operation.
- b. Production of reports and monitoring of financial compliance and proper use of budget allocations.
- c. Provision of information to sector coordinators regarding the full and proper use of the resources allocated to the plan of action.

## C. DETAILED OPERATIONAL PLAN

### Water, sanitation and hygiene promotion

Outcomes	Objectives	% Achieved
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<b>Outcome 1: Contribute to the immediate reduction of the risk of water-borne diseases in target populations</b>	<b>Output 1.1</b> Affected families receive water filters, which improves access to safe water in homes		75%
	<b>Output 1.2</b> Well cleaning/disinfection activities take place in project target communities		92%
	<b>Output 1.3</b> Hygiene promotion activities, which comply with Sphere standards for identification and use of hygiene items, delivered to the target population.		73%
	<b>Implementation on time</b>		<b>% of Progress</b>
	<b>Yes</b>	<b>No</b>	
1 - Identification and registration of families using Open Data Kit (ODK), with adequate segregation of community and family information		No	99%
2 - Distribution of 1,000 water filters using ODK and Mega V		No	99%
3 - Water filter use and maintenance workshops	Yes		100%
4 - Conduct a beneficiary satisfaction survey	Yes		0%
5 - Training for volunteers on well cleaning equipment use and maintenance	Yes		100%
6 - Cleaning and disinfection of 500 wells	Yes		76%
7 - Hiring of water and sanitation technician	No		100%
8 - 20 hygiene promotion lectures	Yes		100%
9 - 1 hygiene promotion refresher workshop	Yes		100%
10 - Development, printing, and distribution of hygiene promotion materials to families	Yes		90%
11 - Conduct a satisfaction survey and meet beneficiaries	Yes		0%

### Achievements by Activity

1. The Costa Rican Red Cross worked closely with state institutions (Joint Institute for Social Assistance- IMAS, Ministry of Health and municipalities) and the National Risk Management and Emergency Relief Commission to identify affected people and communities. While the CRRC did not use ODK in initial assessments, this tool has been used to register beneficiaries. CRRS

personnel were trained to use ODK, and at the central level a trained DINAGER employee has assisted in the preparation of surveys and monitoring records.

2. After considering the communities affected and assessing various factors (weather, distances, personnel, equipment, emergencies, among others), the National Society has focused its efforts in three areas in the country: Zona Sur (Southern Zone), Upara and Zona Norte (Northern Zone). The CRRC has been working mainly with communities located near the Panama and Nicaraguan borders. Access to these communities requires extended travel and four-wheel drive vehicles. The CRRS has distributed 667 water filters and plans to continue distributions in the Zona Norte communities.
  - Zona Sur: The National Society received support from Auxiliary Committee, of Ciudad Neily and the Zona Sur Regional Board, which provided vehicles and personnel to assist with distributions. Inter-agency coordination was established with the Ministry of Health, AyA and Costa Rican Red Cross to identify target communities for assistance. A total of 110 water filters were distributed in 15 communities using ODK.
  - Zona Norte: The Auxiliary Committee in Santa Rosa de Pocosol opened their facilities and provided a vehicle and driver and a staff person to assist with distributions. The Costa Rican Red Cross coordinated with the Ministry of Health and IMAS to identify the communities. Distributions, which continue, employed the ODK and Mega V tools. To date, 764 water filters have been distributed in 26 communities.

Community	Number of filters
Cangrejo Verde	9
El Carmen	4
Estrella del Sur	4
Kilómetro 24	12
Cuatro Bocas	5
La Campiña	10
Las Pangas	12
Los Castaños	33
Pueblo Nuevo	2
Puente Negro	4
Gorrión	8
El Chorro	2
Kilómetro 25	1
Santa Lucia	2
La Bota	2
<b>Total</b>	<b>110</b>

Community	Number of filters
San Rafael	23
Santa Rosa	7
La Ceiba	5
La Aldea	16
Pueblo Nuevo	1
Paso Real	2
Carrizal	6

Paraíso	1
El Concho	49
El Conchito	12
Cuatro Esquinas	1
San Cristóbal	20
El Campo	27
La Guaria	50
San Isidro	66
Moravia	46
Crucitas	16
El Carmen	16
San Marcos	111
Banderas	107
Pueblo Nuevo de Cutris	12
Los Almendros	52
Betania	4
San Alejo	22
Cureña	26
Cureñita	25
Isla Chica	16
Llano Verde	6
<b>Total</b>	<b>745</b>

- Upala: The CRRC is working with the Upala Auxiliary Committee, which was also affected; two volunteers engaged in distributions to complement Ministry of Health distributions that had been done. The CRRS held coordination meetings with the Ministry of Health and IMAS to identify other affected communities. Los Ledezma did not have access to clean and safe water due to its higher location.

Community	Number of Filters
Los Ledezmas	66
Upala Centro	14
<b>Total</b>	<b>80</b>

3. One workshop in Zona Sur and two workshops in Zona Norte were held to train CRRC volunteers and Ministry of Health personnel on the use and maintenance of water filters. In turn, they conducted trainings on this issue when distributing the water filters.
4. The satisfaction survey is scheduled for after the completion of distributions.
5. CRRS volunteers in Zona Sur and Zona Norte, as well as Ministry of Health personnel, have received training on the equipment and techniques used to clean wells. The cleaning is underway in these areas.
6. The Ministry of Health was the primary partner in the identification of communities and in well cleaning. The implementation process was initially challenged due to problems with the water pumps.

- Zona Sur: Well cleaning started in December 2016, as rains and flooding continued in Zona Norte. Due to problems with the water pumps, five wells were cleaned in the first week; once these were resolved, 98 wells were cleaned in the first two weeks. The Ministry of Health provided a member of its staff to assist in the well cleaning and other response actions. AyA provided the chlorine to disinfect the wells. CRRC volunteers, including Youth members in Ciudad Neily, assisted in cleaning wells. To date, 383 wells have been cleaned:
- Zona Norte: The water and sanitation technician arrived in Zona Norte on 30 January and was based in the Santa Rosa de Pocosol Committee branch. CRRS coordinated with the Ministry of Health to identify target communities and start joint well cleaning. The CRRC provided pumps to the ministry staff to clean out wells and the water and sanitation technician offered technical assistance. Some of wells are too deep to be cleaned with the current equipment and this action experienced delay due to mechanical issues. To date, the following communities have been reached:

Community	Wells
La Ceiba	49
La Aldea	11
El Conchito	12
Cuatro Esquinas	6
El Campo	27
La Guaria	49
San Isidro	15
Crucitas	12
Banderas	54
Cureña	11
Cureñita	12
Llano Verde	7
Isla Chica	14
<b>Total</b>	<b>279</b>

- Upala: As stated above, the Los Ledezma community was identified in coordination with the Ministry of Health and the Upala municipality. However, the current equipment is unable to clean these wells.
7. The water and sanitation technician hired in mid-December was replaced in February with a new technician.
  8. In Zona Sur, Red Cross youth members were trained in the Healthy Home approach for hygiene promotion. They then gave 11 (8 in Zona Norte and 3 in Zona Sur) educational talks using this approach to 102 people.
  9. A total of 35 CRRC volunteers (Zona Sur: 17 and Zona Norte: 18) were trained in the Healthy Home approach.
  10. CRRS purchased modules from the reference centre for community-level distributions.
  11. The satisfaction survey is scheduled for after the completion of distributions.

## Challenges

- ✓ It was not possible to identify and register people beforehand. CRRC worked with records from state institutions.

- ✓ In Zona Sur, aid had to be delivered door-to-door due to the distance between houses and lack of community organization.
- ✓ Delays in the cleaning of the wells occurred due to mechanical issues with the water pumps.
- ✓ The change in water and sanitation technicians led to delays.
- ✓ In Zona Sur, volunteers had not been trained in ODK and had problems with its use.
- ✓ Mega V was not used in Zona Sur due to problems to create and print the codes
- ✓ The assigned vehicle had to be repaired due to the difficult condition of roads in the target areas.

### Lessons Learned

- ✓ Training in ODK and Mega V should be conducted prior to emergencies.
- ✓ The type of tools used for cleaning the wells and performing routine maintenance on them helps to eliminate delays.

## Shelter

Outcomes	Objectives		% Achieved
Outcome 2 Contribute to the reduction of shelter-related vulnerabilities in the affected population	Output 2.1 Prioritized population receives materials for timely roof repairs		50%
	Output 2.2 NFIs delivered to the target population		95%
Activities	Implementation on time		% of Progress
	Yes	No	
1 - Conduct a CTP feasibility study to evaluate the possibility of using this mechanism as an option for purchasing construction materials	Yes		100%
2 - Identification and registration of families	Yes		100%
3 - Training for volunteers on household repair monitoring		No	0%
4 - Deployment of Shelter IFRC Officer		No	0%
5 - Distribution of household repair materials to 200 families		No	100%
6 - Household repair monitoring		No	0%
7 - Distribution of kitchen kits to 1,000 families (1 per family)		No	95%

### Achievements by Activity

1. The feasibility study was carried out with support from a staff member on loan to the IFRC from the American Red Cross; the study identified one company who has "gift cards" and a network of stores in the affected communities where these can be redeemed.
2. Beneficiary communities and families were identified through lists provided by the Joint Institute for Social Assistance and those compiled with ODK during kitchen kit and water filter distributions.
3. The CRRC has registered the families and distributed the cards.
4. A visit by a shelter delegate is being arranged for the second week of April 2017; the delegate will be deployed to the area where the repair vouchers will be distributed to deliver a lecture to volunteers and visit and provide home monitoring recommendations.

5. Distribution will be carried out through humanitarian aid cards. As per the feasibility study, the supplier selected is Almacenes El Colono, a hardware store specializing in construction materials, where beneficiaries can find the materials they require; the company also wanted to contribute to helping these families, and therefore included further benefits for card users such as providing transport to nearby areas for a mere 10 per cent charge to the card. A total of 200 cards were distributed through 10 meetings with small groups of beneficiaries and a few home visits. Beneficiaries were selected thanks to support received from the Joint Institute for Social Assistance (IMAS)
6. The purpose of having the shelter delegate member train volunteers is to enable them to carry out the monitoring visits.
7. Upon analyzing the degree of damage suffered, the CRRC decided to distribute kitchen kits in Upala and Zona Norte, mainly in the communities near the Nicaraguan border. A total of 948 kits were distributed; however, it should be noted that reaching these communities requires travelling two or three hours over very difficult roads.
  - ODK and Mega V are being used to distribute the kitchens kits.
  - The CRRC coordinated the identification of the communities with the Ministry of Health and IMAS; a volunteer is helping with coordination and distribution.
  - People were convened through an IMAS network in various communities in Zona Norte.
  - In Los Ledesma, Upala, 66 kitchen kits were distributed as per the identification conducted by the Municipality and the Ministry of Health.

Community	Kits	Community	Kits
San Rafael	23	Moravia	46
Santa Rosa	7	Crucitas	23
La Ceiba	5	El Carmen	16
La Aldea	8	San Marcos	111
Pueblo Nuevo	1	Banderas	105
Paso Real	2	Pueblo Nuevo de Cutris	12
Carrisal	6	Los Almendros	52
Paraiso	1	Betania	4
El Concho	49	San Alejo	22
El Conchito	12	Cureña	26
Cuatro Esquinas	1	Cureñita	25
San Cristobal	59	Llano Verde	20
El Campo	27	Isla Chica	63
La Guaria	50	Upala	106
San Isidro	66		
		<b>Total</b>	<b>948</b>

### Challenges

1. Initiating the arrangements for the cards during a period when companies break for the holidays delayed implementation times
2. The process for delivering kits using Mega V had to be adapted since beneficiaries had not been previously registered.

### Lessons Learned

- ✓ Stickers should be applied to kitchen kit boxes to facilitate the implementation of Mega V.
- ✓ The ODK tool expedites the delivery of cards to beneficiaries. Having a trained cash transfer team facilitated the beneficiary processing and evaluation.

## Food security, nutrition and livelihoods

Outcomes	Objectives		% Achieved
<b>Outcome 3 Ensure that families whose livelihoods have been affected have access to food</b>	<b>Output 3.1</b> Cash transfer programmes are provided to households to buy food		71%
Activities	Implementation on time		% of Progress
	Yes	No	
1 - Conduct feasibility study for cash transfers	Yes		100%
2 - Deployment of Livelihoods/CTP RIT member		No	75%
3 - CTP induction workshop for volunteers		No	100%
4 - Identification and selection of families	Yes		100%
5 - Implementation of CTP for 1,000 families for USD\$85 per family		No	30%
6 – Workshop on CTP use/objectives to beneficiary families		No	100%
7 - Set up call centre to assist families		No	100%
8 - Develop a monitoring plan for CTP use		No	0%
9 - Identify and implement a complaints mechanism		No	100%
10 - Conduct a beneficiary satisfaction survey		No	0%

### Achievements by Activity

1. The feasibility study was carried out with support from a staff member on loan to IFRC from the American Red Cross.
2. A livelihoods RIT member was deployed to carry out the feasibility study, and two more delivered the cash transfer workshop
3. A four-day CTP workshop was delivered to train 20 volunteer and permanent staff from different Red Cross regions in the country.
4. Beneficiary communities and families were identified through lists provided by the Joint Institute for Social Assistance and those compiled with ODK during kitchen kit and water filter distributions.
5. The CRRC began investigating the requirements to implement the 1,000 food vouchers. According to the feasibility study, two companies qualify, and the procurement department is currently making the arrangements to receive and forward the documentation to the IFRC's Logistics Unit
6. A CTP workshop participant was tasked with calling beneficiaries to have them come to retrieve the vouchers, and eight others were deployed to distribute the vouchers for minor home repairs during CTP lectures to 200 beneficiaries.
7. The CRRC established a call centre to receive calls from beneficiaries.
8. The CRRC is still selecting the company that will conduct the beneficiary satisfaction survey; this activity will be conducted during the extension.
9. A telephone number was activated to receive complaints, issues and recommendations from cash transfer programme beneficiaries. To this end, a template was developed containing the most frequently asked questions.

10. The beneficiary satisfaction survey has not yet been conducted because the distribution phase is still underway.

### Challenges

- ✓ The period in which the emergency occurred hindered moving forward with many of the arrangements, as many of the companies that were there to help with the efforts closed over the holidays.

### Lessons Learned

- ✓ Should it become necessary to work with this company again, the CRRC already knows the arrangements and procedures for doing so.
- ✓ It is necessary to keep in mind that many of these purchases require approval from the Logistics Unit; therefore, arrangements need to be carried out with sufficient time to avoid delays.

### Quality programming / Areas common to all sectors

Outcomes	Objectives		% Achieved
<b>Outcome 4: A proper management, communication and support system is used for the implementation of the operation.</b>	<b>Output 4.1</b> The operation's management is informed by a comprehensive monitoring and evaluation system		39%
	<b>Output 4.2</b> Operation activities are disseminated at the local, national and regional levels		80%
	<b>Implementation on time</b>		<b>% of Progress</b>
	<b>Yes</b>	<b>No</b>	
1 - Hiring of operational staff (1 coordinator)		No	100%
2 - Four monitoring visits by IFRC		No	25%
3 - Monitoring visits by technical staff		No	0%
4 - Lesson learned workshop	Yes		0%
5 - Rapid assessment	Yes		70%
6 - Develop press release/beneficiary stories/photo reportage/videos		No	60%
7 - Implement a social media campaign	Yes		100%

### Achievements by Activity

1. The project's coordinator was hired and started on 15 December 2016.
2. The first visit was made; during which, financial and operational aspects of the project were analyzed.
3. The DREF coordinator has made 10 visits to the field.
4. The lessons learned workshop will be conducted in the second week of April 2017.
5. During the project, the CRRC had to analyze various factors (weather, distances, personnel, equipment, emergencies, among others) that led to the rethinking of which communities to assist first. In December 2016, heavy rains and flooding were still affecting the country's northern areas; therefore, the CRRC decided to work in the country's southern areas, where the first effects of the hurricane were felt. Lastly, the dates set to meet with communities were changed to have as much assistance as possible.
6. Coordination has started with Institutional Communications staff to develop a communications strategy, starting with the collection of information and images in the affected communities. The person appointed for communication and press matters was deployed to Zona Sur to conduct a

series of interviews and videos, as well as to Zona Norte where other interviews and videos were made regarding the cash transfer programme. Images taken during the project have been provided to the institution's Communication and Press department, which also covered the cash transfer workshop; this department is currently working on the press releases. Project images and videos have been posted on social networks in the regions where the efforts are being conducted (please see the annex for links to press releases and videos from the operation).

7. Through this campaign, the CRRC forged an Alliance with the Ministry of Health to clean the wells and promote good hygiene practices.

## Challenges

- ✓ One of the main challenges has been updating the activities following the coordinator's appointment 20 days after the project's start date.
- ✓ As for communications, the challenge has been coping with the limited number of staff the National Society has in this area, compounded by the many activities that must be covered at the end of the year in the country.

## Lessons Learned

- ✓ Identify the project's coordinator in advance and involve him/her from the operation's inception.
- ✓ Involve communications volunteers in the operation as soon as it begins for better follow-up.

## Contact information

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

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## **Annex**

Cash transfer:

<https://www.facebook.com/JuntaRegionalGuanacaste/videos/1303628759686725/>

Zona Sur:

<https://www.facebook.com/JuntaRegionalGuanacaste/videos/1311354068914194/>

Zona Norte:

<https://www.facebook.com/JuntaRegionalGuanacaste/videos/1314825485233719/>

Press releases:

<https://www.facebook.com/notes/cruz-roja-costarricense/programa-de-cruz-roja-contribuye-a-estabilizar-situaci%C3%B3n-de-familias-afectadas-p/732638063571476>