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DREF Final Report

Costa Rica: Hurricane Otto

 International Federation
of Red Cross and Red Crescent Societies

DREF Final Report Operation n° MDRCR015	Glide n° TC-2016-000125-CRI
Date of issue: 23 November 2017	Date of disaster: 20 November 2016
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Operation start date: 30 November 2016	Timeframe: 5 months and 15 days (The operation was extended for an additional 15 days until 15 May 2017)
Overall Operation Budget: 336,217 Swiss francs (CHF)	
Number of people affected: 50,000 people	Number of people reached: 1,000 families (approx. 5,000 people)
Host National Society: The Costa Rica Red Cross (CRRC) has 122 branches grouped into 9 regions nationwide	
Red Cross Red Crescent Movement partners actively involved in the Operation: International Federation of Red Cross and Red Crescent Societies (IFRC) and American Red Cross	
Other non-Red Cross Red Crescent Movement Partners: National Comprehensive Risk Management System, with presence from all the institutions that comprise it	

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A. Situation Analysis

Description of the Emergency

According to the National Hurricane Centre in Miami, Hurricane Otto entered Costa Rica territory close to the town of Los Chiles as a Category 2 hurricane on the Saffir-Simpson scale (wind gusts up to 175 km/h) on 24 November 2016, which 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 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 (NEOC).

According to the Ministry of Public Works and Transport's National Highway Administration Council (CONAVI for its acronym in Spanish), damage to transport infrastructure (roads and bridges) was estimated at around 4,734 million Costa Rica colones (approx. 8.8 million 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, and it reported that only the roads in the Central Pacific area remained unscathed.

An airlift operation, which arrived on 25 and 26 November 2016, was conducted with Costa Rica, Panamanian and American aircraft to distribute food, medicine and hygiene items to hard-to-reach areas, especially in Alta Talamanca and in Pacífico Sur, where some communities were cut off.



Photo 1: Beneficiaries making purchases at a supermarket in Pali.
Source: Costa Rica Red Cross (CRRC)

Movement Coordination

The IFRC was in continuous contact with the National Society once the low-pressure system began forming on 15 November 2016, and it held regional coordination meetings with Central America National Societies and internal Movement partners to gather information regarding the National Societies' preparedness and response actions. Additionally, a disaster management delegate was deployed to the country, in coordination with the National Society, to assist with the development of the emergency plan of action to activate Disaster Relief Emergency Funds; the delegate later conducted monitoring visits to oversee the implementation of the operational activities.

The IFRC, on behalf of the Costa Rica Red Cross, would like to extend thanks to the Canadian Red Cross Society (Canadian government) and the Spanish government (Spanish Agency for International Development Cooperation – AECID), for their generous contributions to the replenishment of this DREF. The major donors and partners of the DREF include the Australian, American and Belgian governments, the Austrian Red Cross, the Canadian Red Cross and government, the Danish Red Cross and government, the European Commission Humanitarian Aid and Civil Protection (ECHO), the Irish and the Italian governments, the Japanese Red Cross Society, the Luxembourg government, the Monaco Red Cross and government, the Netherlands Red Cross and government, the Norwegian Red Cross and government, the Spanish government, the Swedish Red Cross and government, the United Kingdom Department for International Development (DFID), the Medtronic and Zurich foundations, and other corporate and private donors.

The balance of this operation (59,548 CHF) will be reimbursed to the DREF.

Actions by Costa Rica Red Cross during the Response Phase

- The Institutional Response Committee, led by Costa Rica Red Cross's president, national council members, senior management and national risk management and emergency response director, remained active during the impact/response phase.
- Coordination with national Costa Rica authorities, on a continuous basis through emergency operations centres (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 and coordinated actions with authorities and civil society representatives.
- The National Society assisted in set up and management of temporary collective centres.
- In total, 122 branches and 9 coordination regions across the country were 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 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 hours/7 days a week at its facilities in the operational building in the capital city of San José to compile, centralize and process all information generated by various auxiliary committees, the National Risk Management and Emergency Relief Commission (CNE for its acronym in Spanish), Costa Rica's Volcanology and Seismology Observatory (OVSICORI for its acronym in Spanish) 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 (RFL) services.

Overview of non-RCRC actors in country

Government of Costa Rica actions

- Red Alerts declared in various Costa Rica 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 OVSICORI and two meteorological reports from the National Meteorological Institute (IMN for its acronym in Spanish).

- Costa Rica Electricity Institute (ICE for its acronym in Spanish) crews restored electric services from Guatuso to Colonia; ICE technicians in Guatuso worked to restore service to Upala and Los Chiles, and service was restored to 300 clients in Barra Parimina on the Caribbean coast.
- Costa Rica 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 2016; however, vessels were warned to stay alert to any changes in the weather conditions.
- The Banking for Development System (SBD for its acronym in Spanish) made more than 6 billion colones (10.8 million US dollars) from programme resources available to financial operators to respond to the emergency.

Needs analysis, beneficiary selection and risk assessment

Water and Sanitation:

Damage to drinking water systems was reported, especially to the communities in the hurricane's path and surrounding areas, including damage or destruction of water sources, storage systems and distribution lines. Through a CNE press release on 26 November 2016, the Aqueduct and Sewers Institute (AyA for its acronym in Spanish) reported that 40,000 people in the most affected areas had lost their potable water services; nevertheless, 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; nonetheless, some of the most affected families still 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; in addition, rapidly rising flood waters prevented many people from saving their food reserves and farming implements, which made it more difficult for these families to recover their livelihoods because their physical, financial and natural capital had been severely affected.

Due to Hurricane Otto's passage, the affected households' financial security was seriously compromised for the ensuing months because of their loss of their livelihoods, the need to replace their productive assets and the school fees they had to pay in January and February 2017. Moreover, livelihoods actions considered in emergency and recovery activities had to consider the migrant populations located in coastal and border areas.

The CRRC-coordinated food collection campaign was able to cover the affected 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; 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.

Those who lost their homes entirely received government funding through the Mixed Social Aid Institute to pay for rental housing for four to six months; however, there were many families whose homes were only partially affected, and they did not receive government funding. In coordination with the Costa Rica government, damage assessments were conducted with the National Society's shelter focal point; nevertheless, it was not easy to estimate damages in this area.

The National Society's previous experience indicated that setting up a construction materials bank through a cash transfer initiative would go a long way towards solving many of these issues, as 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 were generally low-income, lived in areas with high poverty rates and in basic housing, which meant that the repairs involved the use of roofing materials, nails, basic tools, cement and concrete blocks.

B. Operational strategy and plan

Overall objective

Contribute to the alleviation of the suffering of people affected by Hurricane Otto through humanitarian assistance for at least 1,000 families (5,000 affected people), as a complement to water and sanitation, livelihoods and shelter activities.

Areas common to all sectors: The operation had an efficient monitoring system that provided 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. Additionally, support was provided to the communications activities geared toward producing the informational material, which was 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, conducted monitoring visits at least once a month, held follow-up conferences with the technical team hired by the National Society and oversaw all general monitoring and implementation activities.

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

Livelihoods, nutrition and food security: The CRRC implemented a cash transfer programme to buy food. Moreover, a Regional Intervention Team (RIT) member specializing in livelihoods and Cash Transfer Programme (CTP) conducted a feasibility study to determine how each family would prioritize the transferred funds' use and the type of CTP that was needed. The affected families received informational lectures on project objectives, which were delivered by CRRC volunteers that were previously trained in CTP to build capacity for future emergencies. Lastly, this sector also included the implementation of a complaints mechanism, a call centre and a beneficiary satisfaction survey; all of which 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 going forward.

Shelter: The affected families received materials to repair their roofs, for which an implementation mechanism through the CTP was identified. Furthermore, the CRRC trained its volunteers to monitor the housing repair activities, and the IFRC deployed an IFRC shelter delegate to support the National Society during the implementation process. Finally, the CRRC distributed kitchen kits to families who lost their household items, which supplemented the delivery of food that the National Society collected throughout the country.

Community selection criteria:

1. Communities who were cut off for more than one week
2. Communities who lost their livelihood activities
3. Communities with damage to roads that hindered their economic activities
4. Communities that were not be assisted with access to food and water and hygiene
5. Communities that did not receive 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 did not have a source of income because their livelihoods had 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 had a multidisciplinary technical team that ensured 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 CRRC's 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.
- Sixty-four volunteer personnel from Heredia (10 volunteers), Guanacaste (8 volunteers), Zona Norte (Upala, Santa Rosa de Pocosol and Pital [40 volunteers]) and Limón (6 volunteers).

The CRRC conducted process monitoring 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 utilized its monitoring team for financial reporting during this operation, which is responsible for ensuring the quality of intermediate and final reports.

Logistics and supply chain

The operation had to purchase materials outside the country, as domestic markets did 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 were purchased; the Costa Rica government endorses the CRRC's purchasing procedures since many processes are transacted with government-granted public funds, requiring the National Society's management to adopt these procedures for all purchases.

The IFRC's Global Logistics Services provided support to the National Society during the operation, and the quality control for the purchases made was in accordance with the levels of authorization required by the purchasing procedures.

Communications

The CRRC launched a communications plan to promote the Red Cross's humanitarian actions throughout the operation; moreover, communication activities promoting the National Society led to favourable acceptance of the CRRC's collection centres, which in turn propelled 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 were the communications objectives according to target audience:

1. **External communications.** A series of informational outputs were 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 enhanced the Red Cross's credibility with donors and the general population.



Photo 2: Cash Transfer Program activity with home repair cards. Source: CRRC

For example: archives of published news stories, photo banks and beneficiary stories.

Planning, monitoring, evaluation and reporting (PMER)

The CRRC's monitoring team, which consists of Comprehensive Risk Management Directorate staff, held meetings with DREF operation personnel throughout the intervention. Likewise, the IFRC country officer and the IFRC's Disaster and Crisis (DC) disaster management coordinator for the region conducted two monitoring visits to the DREF implementation area.

During the operation, the Red Cross Movement issued a DREF emergency plan of action (EPoA), two DREF operations update reports and this final report.

The CRRC held a lesson learned workshop 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 an EPoA.

The Financial Accounting Directorate strategy entailed the following:

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

C. DETAILED OPERATIONAL PLAN

Water, sanitation and hygiene promotion

Outcomes	Outputs		% Achieved
Outcome 1: Contribute to the immediate reduction of the risk of water-borne diseases in target populations	Output 1.1 Affected families receive water filters, which improves access to safe water in homes		100%
	Output 1.2 Well cleaning/disinfection activities take place in project target communities		100%
	Output 1.3 Hygiene promotion activities, which comply with Sphere standards for identification and use of hygiene items, delivered to the target population.		100%
Activities	Implementation on time		% of Progress
	Yes (X)	No (X)	
1 -Identification and registration of families using Open Data Kit (ODK), with adequate segregation of community and family information		X	100%
2 - Distribution of 1,000 water filters using ODK and Mega V		X	100%
3 - Water filter use and maintenance workshops	X		100%
4 - Conduct a beneficiary satisfaction survey	X		100%

5 - Training for volunteers on well cleaning equipment use and maintenance	X		100%
6 - Cleaning and disinfection of 500 wells	X		100%
7 - Hiring of water and sanitation technician		X	100%
8 - 20 hygiene promotion lectures	X		100%
9 - 1 hygiene promotion refresher workshop	X		100%
10 - Development, printing, and distribution of hygiene promotion materials to families	X		100%
11 - Conduct a satisfaction survey and hold meetings with beneficiaries	X		100%

Achievements by Activity

1. The Costa Rica Red Cross worked closely with state institutions (Joint Institute for Social Assistance [IMAS for its acronym in Spanish], 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, it used this tool, to register beneficiaries. CRRC personnel were trained to use ODK, and at the central level, a trained DINAGER employee assisted with the preparation of surveys and monitoring records.
2. After considering the communities affected and assessing several factors (weather, distances, personnel, equipment, emergencies, among others), the National Society focused its efforts in three areas in the country: Zona Sur (Southern Zone), Upala and Zona Norte (Northern Zone). The CRRC worked mainly with communities located near its borders with Panama and Nicaragua; access to these communities required extensive travel and four-wheel drive vehicles. The CRRC distributed 807 water filters to Zona Norte communities.
 - o Zona Norte: The Auxiliary Committee in Santa Rosa de Pocosol opened their facilities and provided a vehicle with driver and a staff person to assist with distributions. The Costa Rica Red Cross coordinated with the Ministry of Health and IMAS to identify the communities. The CRRC used ODK and Mega V to distribute a total of 807 water filters to 31 communities.

District	Community	Filters	District	Community	Filters
Pocosol	La Ceiba	5	Pocosol	Banderas	112
	San Cristóbal	53		Paraíso	1
	El Conchito	12		Pueblo Nuevo	1
	Infiernillo	8	Cutris	San Marcos	111
	Cuatro Esquinas	1		Crucitas	12
	San Isidro	67		Moravia	48
	San Rafael	22		El Carmen	16
	San Alejo	22		Betania	4
	El Campo	27		Los Almendros	56
	La Guaria	50		Pueblo Nuevo de Cutris	12
Jocote	1	Los Chiles	Isla Chica	25	

La Aldea	18	Pital	Pital	3
El Concho	49		Boca San Carlos	17
Carrisal	6		Castellmar	1
Paso Real	2		Cureña / Cureñita	34
Santa Rosa	11			
Total				807

- Zona Sur: The National Society received support from the Ciudad Neily auxiliary branch and the Zona Sur Regional Board, which provided vehicles and personnel to assist with distributions. Additionally, Inter-agency coordination was established with the Ministry of Health, Aqueduct and Sewers Institute (AyA by its acronym in Spanish) and Costa Rica Red Cross to identify target communities for assistance. A total of 110 water filters were distributed in 15 communities using ODK.

District	Community	# of Filters	District	Community	# of Filters
Corredor	Cangrejo Verde	9	Corredor	Pueblo Nuevo	2
	El Carmen	4		Puente Negro	4
	Estrella del Sur	4		Laurel	El Chorro
	Kilómetro 24	12	Kilómetro 25		1
	Cuatro Bocas	5	La Bota		2
	La Campiña	10	Guaycará	Gorrión	8
	Las Pangas	12	Golfito	Santa Lucía	2
	Los Castaños	33			
	Total				

- Upala: Since this was one of the most affected zones, it received most of the aid. The CRRC worked with Upala's auxiliary branch, which was severely affected, to coordinate meetings with the Ministry of Health, the municipality and the Mixto Institute of Social Aid with the purpose of identifying affected communities; through these meetings, the CRRC identified the community of Los Ledezma, which did not have potable water due to its elevation, and with the assistance of volunteers from the Upala branch, it distributed 66 water filters to the community. The CRRC also delivered water filters to 14 families in Upala Centro. Finally, the Ministry of Health distributed water filters to the most vulnerable communities; therefore, it was not necessary for the CRRC to distribute filters to these communities.

Community	# of Filters
Los Ledezma	66
Upala Centro	14
Total	80

- Many of the water filters were missing a piece or had been damaged; to minimize further damage to the filters and ensure they were functional, the CRRC used parts from other water filters to complete them; thus, only 3 water filters out of the 997 distributed by the CRRC were damaged.

3. The CRRC held 1 workshop in Zona Sur and 2 workshops in Zona Norte to train its 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. With the assistance of the auxiliary branches of Ciudad Neily and Santa Rosa de Pocosal, the CRRC conducted a satisfaction survey with a sample size of 20 per cent of the beneficiaries; the CRRC randomly selected the respondents from the participating communities, and used ODK to carry out the survey.
5. The CRRC cleaned wells in Zona Sur and Zona Norte, and it delivered a talk to the volunteers in each zone to show them how to use the equipment and teach them well cleaning techniques; additionally, the CRRC showed each new volunteer how to clean the wells. Lastly, the CRRC delivered a talk to the Ministry of Health, which assisted with this activity.
6. The CRRC's main partner for the well cleaning was the Ministry of Health, which assisted with the selection of the communities and the well cleaning itself. Regrettably, the water pumps caused some problems that affected the achievement of the activity. Finally, the volunteers in Zona Sur and Zona Norte were of tremendous help to the water and sanitation technician and during the times when the technician was unavailable. The CRRC cleaned a total of 502 wells during the operation (103 wells in Zona Sur and 399 in Zona Norte). Preventive maintenance was done on some pumps, and it was not necessary to buy more. The wells were reached as described and also supported in coordination with municipalities and the Ministry of Health, who provided items for its cleaning.
 - Zona Sur: The CRRC began the well cleaning in December 2016 because there was still heavy rainfall and flooding in Zona Norte. During the first two weeks of this activity, the pumps caused many problems, which only allowed for the cleaning of five wells. After resolving the issues with wells, the CRRC cleaned 98 wells in two weeks. The Ministry of Health provided an official to assist with various operational activities, but primarily the well cleaning activity; the CRRC also worked closely with the Aqueducts and Sewers, which contributed the chlorine for disinfecting the wells. Additionally, the CRRC identified a volunteer to work on the project while the issue with the water and sanitation technician was being resolved. Lastly, a group of CRRC youth members from the Ciudad Neily branch assisted with the well cleaning.

District	Community	Wells	District	Community	Wells
Corredor	Cangrejo Verde	13		Las Pangas	9
	El Carmen	3		Los Castaños	32
	Estrella del Sur	4		Puente Negro	4
	Kilómetro 24	13	Laurel	Kilómetro 25	1
	Cuatro Bocas	7	Guaycará	Gorrión	7
	La Campiña	10			
	Total				

- Zona Norte: The water and sanitation technician arrived in Zona Norte on 30 January 2017, where he was based out of the Santa Rosa de Pocosal auxiliary branch. The CRRC coordinated with the Ministry of Health in this zone to identify the communities that required an intervention, and it authorized its personnel to form two work teams to clean jointly the wells with the ministry; the teams used the CRRC's water pumps, and a CRRC volunteer assisted the water and sanitation technician during the activity.

District	Community	Wells	District	Community	Wells
Pocosol	San				
	Cristóbal	36		Banderas	75
	El Conchito	11	Cutris	San Marcos	12
	Infiernillo	8		Crucitas	12
	Llano Verde	6		Moravia	46
	San Isidro	18		Los Almendros	44
	El Campo	27		San Joaquín	2
				Los	
	La Guaria	49	Chiles	Isla Chica	15
	La Aldea	12	Pital	Cureña / Cureñita	23
Santa Rosa	3				
Total					399

- Upala: In conversations with the Ministry of Health and the municipality of Upala, they indicated that all the communities had access to potable water and that only the community of Los Ledezma continued to use the wells; consequently, the CRRC travelled to the community to clean its well; however, the wells were too deep for the CRRC's equipment to function properly.
7. The water and sanitation technician hired on 15 December 2016 was replaced in February 2017 by a new technician, who worked until 26 March 2017.
 8. In Zona Sur, Red Cross youth members were trained in the "Healthy Home" approach for hygiene promotion; they then gave 20 (11 in Zona Norte and 9 in Zona Sur) educational talks to 102 people using this approach.
 9. A total of 35 CRRC volunteers (Zona Sur: 17 and Zona Norte: 18) were trained in the "Healthy Home" approach.
 10. The CRRC purchased modules from the reference centre for community-level distributions, and it distributed them to beneficiaries during the hygiene promotion lectures.
 11. Please see Activity 4 above.

Challenges

- ✓ It was not possible to identify and register people beforehand; consequently, the CRRC had to work with records from state institutions to identify people.
- ✓ 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 wells were very deep, requiring the use of immersion pumps, which increased the time needed to complete the well cleaning activity.
- ✓ The change in water and sanitation technicians led to delays.
- ✓ In Zona Sur, volunteers had not been trained in ODK, and they had problems with its use.
- ✓ Mega V was not used in Zona Sur due to problems with the creation and printing of its codes for the filters and kits.
- ✓ The assigned vehicle had to be repaired due to the difficult road condition in the target areas.
- ✓ The volunteers encountered numerous beneficiaries that did not want to participate in the satisfaction survey.

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	Outputs		% 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		95%
	Output 2.2 NFIs delivered to the target population		100%
Activities	Implementation on time		% of Progress
	Yes (X)	No (X)	
1 - Conduct a CTP feasibility study to evaluate the possibility of using this mechanism as an option for purchasing construction materials	X		100%
2 - Identification and registration of families	X		100%
3 - Training for volunteers on household repair monitoring		X	100%
4 - Deployment of Shelter IFRC Officer		X	70%
5 - Distribution of household repair materials to 200 families		X	100%
6 - Household repair monitoring		X	100%
7 - Distribution of kitchen kits to 1,000 families (1 per family)		X	100%

Achievements by Activity

- 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 could be redeemed.
- Beneficiary communities and families were identified through lists provided by the Joint Institute for Social Assistance and those compiled through ODK during kitchen kit and water filter distributions.
- The CRRC provided training on household repair to the personnel who participated in the CTP workshop and volunteers from the branches in the affected zones, reaching a total of 15 people.
- The shelter delegate visited the field in the second week of April 2017; he was deployed to the area where the repair vouchers were distributed to deliver a lecture to volunteers and provide home monitoring recommendations. For personal reasons, the shelter National Intervention Team (NIT) member could not make a planned visit to visit the affected area; however, the NIT continued to provide support throughout the operation. The CRRC also discussed the possibility of mobilizing personnel later to the area as part of the National Society's follow-up on the project.
- The distributions were carried out through humanitarian aid cards. As per the feasibility study, the CRRC selected Almacenes El Colono, a hardware store specializing in construction materials that provided all the required materials, as its supplier; the company also wanted to contribute to helping these families, and therefore, it 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). (Please see the Annex for more information)

6. The purpose of having the shelter delegate member train volunteers was to enable them to carry out the monitoring visits. Even though shelter RIT was unable to conduct a monitoring visit, the staff mobilized to monitor repairs and discovered that a large number of families bought materials and kept them since they did not have the money to pay someone to repair their homes; they also found that some beneficiaries had already repaired their homes.
7. Upon analysing the degree of damage suffered by the affected beneficiaries' homes, the CRRC decided to distribute kitchen kits in Upala and Zona Norte, mainly in the communities near the Nicaraguan border. A total of 1,000 kits were distributed; however, it should be noted that reaching these communities required travelling two or three hours over very difficult roads.
- ODK and Mega V were used to distribute the kitchens kits.
 - The CRRC coordinated the identification of the communities with the Ministry of Health and IMAS; a volunteer helped 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.

District	Community	Kit	District	Community	Kit
Pocosol	La Ceiba	5		Tiricias	4
	San Cristobal	53		Paraiso	1
	El Conchito	12		Pueblo Nuevo	1
	Infiernillo	8	Cutris	San Marcos	110
	Llano Verde	6		Crucitas	12
	Cuatro Esquinas	1		Moravia	48
	San Isidro	66		El Carmen	16
	San Rafael	22		Betania	4
	San Alejo	22		Los Almendros	54
	El Campo	27		Pueblo Nuevo de Cutris	12
La Guaria	50	Los Chiles		Isla Chica	80
Jocote	19			El Combate	1
La Aldea	8			Marabombo/Medio Queso	2
El Concho	49	Pital	Pital	3	
Carrisal	6		Boca San Carlos	17	
Paso Real	2		Castellmar	1	
Santa Rosa	27		Cureña / Cureñita	33	
Banderas	112				

Total 894

District	Community	Kit
Upala	Los Ledezmas	76
	Upala Centro	30
Totales		106

Challenges

1. Initiating the arrangements for the cards during a period when companies were closed for the holidays delayed the implementation.
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.
- ✓ Improve the Red Cross's beneficiary selection process to reach more needy families and not have to rely on other institutions.

Food security, nutrition and livelihoods

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

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 delegate was deployed to carry out the feasibility study, and two RITs 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 conducted a feasibility study to ascertain the requirements for implementing the 1,000 food vouchers; according to the study, two companies qualified, and the procurement department made the arrangements to receive and forward the documentation to the IFRC's Logistics Unit. The authorized purchase of 1,000 cards from the Walmart company; once received the authorization documents were presented to Walmart, which indicated that the purchasing process would take ten days; however, the CRRC was able to complete the process in five days, (the card's design is included in the Annex), giving it 7 days to deliver the cards to beneficiaries in the country's five regions. Following the approval of the purchase, the CRRC established a call centre to summon beneficiaries to the various meetings that were held, where it instructed them on the card's use and restrictions, among other areas of interest. Lastly, the CRRC forged a partnership with World Vision to identify and deliver cards to 200 families in Upala. The distribution was conducted in the following manner¹:

Communities		Assigned cards	Delivery
Zona Norte	Pocosol	100	54
	Pital	50	38
	Cutris	50	72
	Los Chiles	100	51
Zona Sur	Zona Sur	200	200
Upala	Upala	200	239
Upala: through the alliance with World Vision	Porvenir	114	114
	Upala Centro	86	112
Guayabo de Bagaces	Colonia Blanca	37	44
	Aguas Claras	26	30
	Guayabo de Bagaces	37	46
Total		1,000	1,000

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. Informative workshops were provided to the beneficiaries, where any questions they had about the cards were addressed and they were provided with a triptych (Please see the Annex for this document) with recommendations on the use of the card and products that could be purchased, as well as those that they were restricted from buying.
7. The CRRC established a call centre to receive calls from beneficiaries; approximately 5 calls were received on the use of the cards and 2 calls about beneficiaries' inability to purchase items due to a misunderstanding with the provider; however, the latter issue was resolved thanks to the quick identification of the malfunctioning cards through the ODK registry, The CRRC received ten calls on the food cards, in which beneficiaries inquired about which items were eligible for purchase and

¹ Please note that the CRRC and World Vision assigned fewer cards to some communities because they were smaller and suffered minor damage in comparison to the 200 families in the most affected areas.

- if the aid would only be provided once. Additionally, the CRRC established a procedure for when it received calls about damaged cards that could not be read in the supermarkets to resolve this issue.
8. The CRRC volunteers conducted beneficiary satisfaction survey during the extension. Moreover, the CRRC established a procedure with the supplier to resolve potential problems with cards and their use:
 - the beneficiaries communicated with the CRRC through its hotline for troubleshooting, complaints and recommendations.
 - The CRRC communicated with the provider to resolve problems.
 - The CRRC communicated with beneficiaries to explain solutions to problems that had arisen.
 - The CRRC monitored any instances of issues with the cards to ensure they were resolved.
 - The supplier provided a number for beneficiaries to call if they had any questions on the use of the card.
 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. The CRRC did not receive any complaints from the beneficiaries during the intervention, and the 5 calls that were received were from people seeking help on the use of the card or people requesting humanitarian aid.
 10. The beneficiary satisfaction survey was carried out through phone calls to 200 beneficiaries, a sample size of 20% of the total beneficiaries.

Challenges

- ✓ The period in which the emergency occurred hindered the advance of many of the arrangements as many of the companies that were there to help with the efforts were closed over the holidays.
- ✓ The holidays also delayed the acquisition of the CTP cards.
- ✓ An assessment of the program of transfer of www.conflictcenter.org and its application in this project.

Lessons Learned

- ✓ 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.
- ✓ Establish alliances with other organizations, such as the one with CRRC forged with World Vision, to improve future emergency response operations.
- ✓ The creation of a call centre facilitated the convening of the beneficiaries.
- ✓ Train CRRC staff in the use of ODK for personnel deployments throughout operations.

Quality programming / Areas common to all sectors

Outcomes	Objectives		% Achieved
Outcome 4: A proper management, communication and support system is used for the implementation of the operation.	Output 4.1 The operation's management is informed by a comprehensive monitoring and evaluation system		90%
	Output 4.2 Operation activities are disseminated at the local, national and regional levels		100%
Activities	Implementation on time		% of Progress
	Yes (X)	No (X)	
1 - Hiring of operational staff (1 coordinator)		X	100%
2 - Four monitoring visits by IFRC		X	50%
3 - Monitoring visits by technical staff		X	100%
4 - Lesson learned workshop	X		100%

5 - Rapid assessment	X		100%
6 - Develop press release/beneficiary stories/photo reportage/videos		X	100%
7 - Implement a social media campaign	X		100%

Achievements by Activity

1. The CRRC hired a project coordinator, who started on 15 December 2016.
2. The CRRC and IFRC analysed financial and operational aspects of the project during the monitoring visits.
3. The DREF coordinator made 20 visits to the field.
4. The lessons learned workshop, which was conducted jointly with the Red Cross's Reference Centre for Community Resilience, took place in the project's final week; staff from the auxiliary branches involved in the operation, the National Directorate of Emergency Risk Management and Care, CRRC managerial staff and a representative from Costa Rica's Ministry of Health in the country's northern zone participated in the workshop. The workshop was divided into three stages: the first stage involved in the presentation of the project's results; the second stage entailed the creation of a space for listening to the project participants' experiences; and the third stage involved the development of artboards to present good practices and aspects to improve future operations.
5. During the project, the CRRC had to analyse various factors (weather, distances, personnel, equipment, emergencies, among others) that led to the rethinking of which communities would be assisted by the CRRC. 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 allow for the greatest number of attendees.
6. The CRRC coordinated with its Communications staff to develop a communications strategy, starting with the collection of information and images of 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 were provided to the institution's Communication and Press Department, which also covered the cash transfer workshop; 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. The CRRCRica forged an alliance with the Ministry of Health to clean the wells and mount a social media campaign to promote good hygiene practices.

Challenges

- ✓ One of the main challenges was updating the activities following the operation coordinator's appointment 20 days after the project's start date.
- ✓ As for communications, the challenge was coping with the limited number of staff the National Society had in this area, which was compounded by the numerous other activities that had to 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:

In the Costa Rica Red Cross:

- Jim Batres, national relief and operations director of the Costa Rica Red Cross; phone: (+506) 2542-5010; email: jim.batres@cruzroja.or.cr.

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For Resource Mobilization and Pledges:

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For Performance and Accountability (planning, monitoring, evaluation and reporting enquiries)

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In Geneva:

- Cristina Estrada, response and recovery lead; +41 22 730 45 29; cristina.estrada@ifrc.org
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Click here

1. Click [here](#) to return to the title page
2. Click [here](#) to view the final financial report.
3. View additional annexes [here](#)

Annex

Cash transfer:

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

<https://www.facebook.com/cruzrojacostarricense/posts/765099606991988>

<https://www.facebook.com/cruzrojacostarricense/posts/768600916641857>

https://m.facebook.com/story.php?story_fbid=876455012506709&id=100004266542017

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>

<https://www.facebook.com/notes/cruz-roja-costarricense/cruzrojistas-se-re%C3%BAnen-para-intercambiar-impresiones-sobre-el-actuar-tras-el-pas/763538720481410/>

Lessons Learned Workshop:

<https://www.facebook.com/CrijuventudSR/posts/1849583598626385>

Home Repair Card:



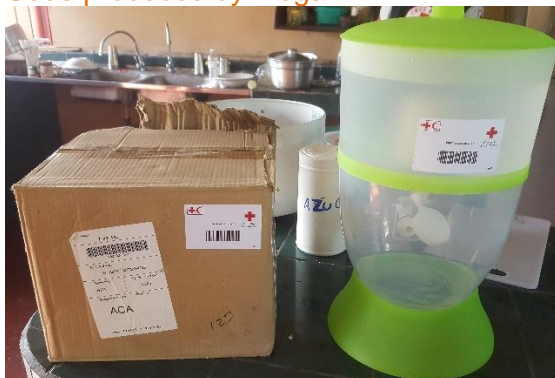
Food Card:



Food Card Triptych:

<p>¿Qué es una Tarjeta de Regalo? Es una tarjeta que usted puede cambiar por artículos de la canasta básica alimentaria.</p> <p>¿Cuál es el monto de la Tarjeta de Regalo? El disponible de la tarjeta es de ₡45.535</p> <p>¿Dónde puedo cambiar la Tarjeta de Regalo? Se puede cambiar únicamente en la Cadena de Supermercados Walmart:</p> <p>Walmart PALI Max-mercy® MaxiPali</p>		<p>¿Qué puedo comprar? El uso será exclusivo para compra de artículos PRIMARIOS de la canasta básica.</p> <p>Ejemplo: Arroz, frijoles, azúcar, café, enlatados, higiene personal, y similares.</p> <p>¿Qué NO puedo comprar? No podrá comprar licor, cigarros, juguetes, ropa, artículos de fiesta y cualquier otro artículo que no sea de necesidad primaria.</p>
<p>¿Alguna duda o problema con la tarjeta de regalo?</p> <p>Llame al siguiente número de la Cruz Roja: 6073-8903 (habilitado hasta el 31/04/17)</p>	 <p>Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja</p>	 <p>Programa de Transferencia de Efectivo Emergencia Huracán Otto</p>

Code produced by Mega V:



Disaster Response Financial Report

MDRCR015 - Costa Rica - Hurricane Otto

Timeframe: 30 Nov 16 to 15 May 17

Appeal Launch Date: 30 Nov 16

Final Report

Selected Parameters

Reporting Timeframe	2016/11-2017/10	Programme	MDRCR015
Budget Timeframe	2016/11-2017/12	Budget	APPROVED
Split by funding source	Y	Project	*
Subsector:	*		

All figures are in Swiss Francs (CHF)

I. Funding

	Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability	TOTAL	Deferred Income
A. Budget		335,893				335,893	
B. Opening Balance							
Income							
<u>Other Income</u>							
<i>DREF Allocations</i>		335,893				335,893	
C4. Other Income		335,893				335,893	
C. Total Income = SUM(C1..C4)		335,893				335,893	
D. Total Funding = B +C		335,893				335,893	

* Funding source data based on information provided by the donor

II. Movement of Funds

	Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability	TOTAL	Deferred Income
B. Opening Balance							
C. Income		335,893				335,893	
E. Expenditure		-276,345				-276,345	
F. Closing Balance = (B + C + E)		59,548				59,548	

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Budget Timeframe	2016/11-2017/12	Budget	APPROVED
Split by funding source	Y	Project	*
Subsector:	*		

All figures are in Swiss Francs (CHF)

III. Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability		
	A					B	A - B	
BUDGET (C)			335,893			335,893		
Relief items, Construction, Supplies								
Construction - Housing	40,598						40,598	
Water, Sanitation & Hygiene	73,583		35,569			35,569	38,014	
Teaching Materials	2,537		2,641			2,641	-104	
Utensils & Tools	24,359		26,800			26,800	-2,442	
Other Supplies & Services			36			36	-36	
Cash Disbursement	86,270		121,750			121,750	-35,480	
Total Relief items, Construction, Sup	227,347		186,797			186,797	40,549	
Logistics, Transport & Storage								
Storage	2,030						2,030	
Distribution & Monitoring	2,334		-285			-285	2,620	
Transport & Vehicles Costs	18,675		5,794			5,794	12,881	
Logistics Services	7,003		8,199			8,199	-1,196	
Total Logistics, Transport & Storage	30,042		13,708			13,708	16,334	
Personnel								
International Staff	6,090						6,090	
National Society Staff	12,484		22,165			22,165	-9,681	
Volunteers	9,845		13,266			13,266	-3,421	
Other Staff Benefits			234			234	-234	
Total Personnel	28,418		35,666			35,666	-7,247	
Workshops & Training								
Workshops & Training	10,657		5,856			5,856	4,801	
Total Workshops & Training	10,657		5,856			5,856	4,801	
General Expenditure								
Travel	8,323		5,866			5,866	2,456	
Information & Public Relations	1,218		1,764			1,764	-546	
Office Costs	2,233		231			231	2,002	
Communications	2,436		1,406			1,406	1,030	
Financial Charges	4,719		8,186			8,186	-3,466	
Total General Expenditure	18,929		17,452			17,452	1,476	
Indirect Costs								
Programme & Services Support Recove	20,501		16,866			16,866	3,634	
Total Indirect Costs	20,501		16,866			16,866	3,634	
TOTAL EXPENDITURE (D)	335,893		276,345			276,345	59,548	
VARIANCE (C - D)			59,548			59,548		

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Budget Timeframe	2016/11-2017/12	Budget	APPROVED
Split by funding source	Y	Project	*
Subsector:	*		

All figures are in Swiss Francs (CHF)

IV. Breakdown by subsector

Business Line / Sub-sector	Budget	Opening Balance	Income	Funding	Expenditure	Closing Balance	Deferred Income
BL2 - Grow RC/RC services for vulnerable people							
Disaster management	335,893		335,893	335,893	276,345	59,548	
Subtotal BL2	335,893		335,893	335,893	276,345	59,548	
GRAND TOTAL	335,893		335,893	335,893	276,345	59,548	