

Emergency Plan of Action Final Report

Greece: Floods

DREF operation	Operation n° MDRGR002
Date of Issue: 20 June 2018	Glide number: FL-2017-000168-GRC
Date of disaster: 15 November 2017	
Operation start date: 27 November 2017	Operation end date: 27 March 2018
Host National Society: Hellenic Red Cross	Operation budget: CHF 55,058
Number of people affected: 2,000 households	Number of people assisted: 1,000 households¹
N° of National Societies involved in the operation: 80 volunteers, 4 staff, 3 branches	
N° of other partner organizations involved in the operation: Civil Protection, local authorities, local NGOs	

A. SITUATION ANALYSIS

Description of the disaster

On 15 November 2017, the towns of Mandra, Megara and Nea Peramos, which are all towns in the West Attica region of Greece (approx. 30 min drive from Athens) were flooded.

Mandra – a town of 13,500² inhabitants – was the most severely affected, where a wave of water suddenly rushed through the city, killing people, carrying away hundreds of cars, and devastating houses and property.

The majority of the population was affected by the floods. The most immediate impact was the loss of life. A total of 23 deaths have been reported, and 24 injured. Secondly, basements and ground floors of buildings in the city were also seriously impacted; officials estimated 80 per cent of the city area had been affected, except for some located on the hills.

According to the Ministry of Infrastructure, out of 544 surveyed, 428 buildings were damaged and in need of restoration (specifically 319 houses, 62 business spaces, one public building and 46 warehouses and basements). The water coursed through some of the main streets, also laying waste to all the store- and business-fronts on its path. Watermarks were visible at anywhere from 1 to 2.5 metres in height. Some houses were totally, others were partially destroyed, with many basements flooded. All possessions, from clothes, to personal items to household appliances were destroyed.

For the first week, potable water was not available through the municipality's water distribution network. Access to telecommunications and electricity was also initially cut off. Hundreds of crushed vehicles were scattered and blocking the streets. Significantly, the heating system for most people depended on boilers in the basements and was destroyed. With the rains and winter continuing and ongoing, this was a major concern.

Lastly, the psychological impact was substantial. The volunteers who conducted the survey for the assessment ended up providing psychological first aid (PFA) to many of the people who were traumatized by the floods.



Red Cross team during the initial assessment.
Photo: HRC

¹ This number is an estimate based on the numbers of individuals reached through relief item distribution, first aid and PSS as well as the households reached through cleaning assistance; due to the different counting ways (households vs. individuals) the figure is approximate.

² Officially from the Municipality of Mandra. Census in 2011 has the city's population at 12,900.

Approximately 40 people were hosted in a hotel in the nearby town of Elefsina while the majority of the affected people stayed with relatives living in the town or in Athens. Many people also preferred to stay in their destroyed homes as incidents of looting were reported.

The main needs were related to food, psychosocial support, household appliances, cleaning of the debris and mud from businesses and houses, clothes, medicines, money and potable water. The government stated that indemnifications in the form of EUR 5,000 for households and EUR 8,000 for businesses would be given to the affected population, and this began to be implemented in mid-December.

The floods ended up being the deadliest event in terms of disasters in recent years in Greece.

Summary of response

Overview of Host National Society

The response by the Hellenic Red Cross (HRC) was immediate, and at the request of the Greek Civil protection. The focus was on the town of Mandra. The trained volunteer corps of the Samaritans was deployed on the day of the disaster. The vicinity to Athens made it possible to maintain a 24/7 presence for the first 1.5 weeks after the disaster. The Samaritans conducted: patrols (in shifts 24/7), first aid, search and rescue missions, assessment of the situation/damage of households (in cooperation with IFRC through questionnaires), removal of debris, coordination with local authority and civil protection, water distribution, pumping out of water from households and cleaning, emergency electricity provision on the first day through generators, and distribution of food and water to the fire brigades.

As for relief, in support of the Municipality, the HRC also largely managed the distribution of donated goods from different donors, including private ones, with a total value of approximately 30,000 Euro. The IFRC contingency stock was also deployed and distributed to the inhabitants of Mandra, based on the assessment of the HRC.

Based on the list of vulnerable people (pre-floods and as a result of the floods) provided by the Municipality of Mandra, the HRC did house-to-house assessments, registering the most affected households for cash-based assistance. The assistance was EUR 400 per household, to meet the most immediate needs pending the government assistance (this cash assistance was not financed through this DREF allocation, but through the running emergency appeal which includes a component to assist vulnerable Greek households).

Lastly, in view of the psychological impact of the crisis, the HRC deployed psychosocial support (PSS) teams that gave assistance by visiting households.

All actions relating to this operation had been closed at the end of December 2017, except for the re-filling of the contingency stocks. A one-month extension was requested to allow the finalization of the procurement of the relief items for the replenishment of the contingency stock, which had been slightly delayed due to technical reasons related to institutional changes in the HRC. With the one-month extension, all payments were made.

Overview of Red Cross Red Crescent Movement in country

The IFRC was the only Movement partner providing support for this operation. See below for details.

Overview of non-RCRC actors in country

The Civil Protection coordinates the response of the state services in Greece. One of the key responders in the first days were the fire brigades. The military removed vehicles to clear the roads. Civil engineers were deployed from the Ministry of Infrastructure to list and register damages of buildings in Mandra. The telecommunication and electric companies restored services. The municipal water agency worked to restore the water distribution system. The police authorities were also engaged in re-directing traffic and facilitated the issuance of lost identification documents. Banks worked to issue new bank cards for people to be able to access their savings. There were local NGOs present at the site, namely Hellenic Lifeguards, the association of the Hellenic scouts, the Hellenic rescue team, as well as the disaster recovery team (under the Civil Protection department).

Needs analysis and scenario planning

The needs were assessed to be two-fold:

- Immediate needs, such as water, shelter and finding loved ones.
- Recovery needs, in view of loss of assets and re-establishing of a home as well as psychological recovery.

The needs varied from one household to another. Many households were already vulnerable before the flood and losing all of their assets brought them in a challenging situation. People put considerable efforts in cleaning their houses; trying to recover the basic items they need in their daily lives from clothes to hygiene items; ensuring heating; and trying to meet their needs in water and food. As for health, the main referral hospital managed the situation with many injuries being treated. The psychological needs were also very clear. Local markets were impacted (most business fronts destroyed) but recovered quickly.

Targeting

The HRC was aiming to reach 1,000 affected households. Relief distributions were targeted to the affected population in coordination with the municipality. PSS was targeted by household visits of the most affected neighbourhoods, based on the need of individual households. For the cash, households were selected based on vulnerability and the level of affectedness of the household.

Risk analysis

- Access and security, floods – November continued to be a season of high rains, and the roads for example were cut off again on 19 November. However, a similar wave that hit the community initially was unlikely.

The water started rising again, cutting off parts of the main roads, though no new damages occurred. This had a psychological impact though, as households started evacuating.

- Lack of information from municipal authorities – the authorities were unable to provide a list of the most vulnerable affected persons, which affected operations.

This affected especially the cash programme, with a delay. The pre-selection of households also lacked some information, but this was overcome by HRC house-to-house assessments. This modality, however, caused further delays.

- Volunteer fatigue – with the intensive shifts and work, and decreasing ‘acuteness’ of the needs, volunteers might have reduced interest.

Notably the Samaritans corps demonstrated considerable motivation and managed to keep the sufficient number of volunteers engaged, despite the overwhelming hours required. Volunteers from other departments and staff also participated, though this is a point to further strengthen in the future.

B. OPERATIONAL STRATEGY

Implemented strategy

The operational strategy proposed at the launch of the DREF was followed. It relied largely on the existing and deployed HRC Samaritans volunteer corps, that were conducting the bulk of the activities, notably at the first phase of the response (weeks 1-2). Other HRC sections also supported with volunteers and staff after the first week of operations. IFRC provided support technically and financially notably with stock and for the cash distribution, as well as some operational costs. As the more acute needs went down, the support in PSS and small cash injection were important. All in all, the work complemented the gaps not met by authorities. The cleaning of the houses was the only part of the plan that had more modest results.

The aim of this DREF has been mainly to support only the replenishment of contingency stocks used in relief activities and to cover some costs related to the deployment of volunteers and staff. The procurement was initiated in January by HRC, following IFRC procedures. An Operations Update was issued on 26 February 2018 to inform about a one-month timeframe extension to allow the finalization of the procurement of the relief items for the replenishment of the contingency stocks. The procurement was finalized in March and all necessary payments have been made. Other elements were funded by other means, the cash transfer programme (CTP) for example was funded through the running emergency appeal, which includes a component to assist vulnerable Greek households, and some relief items were covered by the existing contingency stock without being replenished through the DREF.



Houses affected by flooding needed extensive cleaning.
Photo: HRC

C. DETAILED OPERATIONAL PLAN



Shelter

People reached: 1,524 (NFI) (452 households)

Male: 664

Female: 860

Requirements (CHF): 37,125.72

Indicators:	Target	Actual
# of people provided with NFI	1,000 households	452 households (1,524 people)
# of households assisted with cleaning	N/A	194 (households)

Narrative description of achievements

Relief distribution

Relief items (such as mats, blankets, containers, and sleeping bags) were dispatched in two batches to the distribution site (Mandra municipal premises) and activities started on 22 November lasting until 6 December 2017. Items were provided/distributed on a daily basis to affected population on morning shifts mainly (and a few afternoon shifts during the first three days). The HRC Relief Coordinator together with the Head of Samaritans coordinated the activities, with close collaboration from the HRC Volunteer Coordinator to arrange daily teams of volunteers to undertake the provision of services based on several criteria, like the size of families and the age of family members. A total of 45 volunteers have been engaged in relief distribution activities, most of them have been involved in prior relief activities for the migration operation. The other 12 volunteers received a refresher training on relief distribution provided by the HRC Relief Coordinator, the day prior to being deployed to the distribution site, and a briefing of the current situation.

After a very busy initial week, there was a decrease in the number of persons coming to the distribution. In view of the decrease, the needs in terms of relief items were considered as met, and the HRC ceased the activities on 8 December. The remaining stock was donated to the HRC Samaritans as future contingency stock. This DREF was mainly used to replenish some of the items used. However, it was decided that part of the stock would not be replenished, notably for items of which there was no shortage after the response.

Household cleaning

Following an initial assessment upon arrival at the site, and after consultation with the local municipality officials, it was noted that there was a need for helping people clean their houses and clear the debris from them. This was assessed to be essential for people to be able to reclaim their home and start their lives again. Additionally, a pump was used to drain the basements, also in coordination with the fire brigades. The HRC's work focused on removing heavy debris from the flood, which was essential in the first days; however, supporting the inhabitants in further cleaning the houses from the mud was an activity for which it was more difficult to mobilize volunteers.

As the number of heavily damaged houses was significant, the scale of required assistance exceeded the available resources (due to the small capacity of the available pumps). The target households were selected on a best estimate of needs basis. Based on informal feedback, the beneficiaries were satisfied by the presence of the HRC volunteers and assistance provided. These activities were carried out mainly during the first two weeks of the floods, during which more than 90 HRC volunteers were mobilized.



Samaritans preparing for household cleaning.
Photo: HRC

Challenges

Relief distribution

- Lack of up to date information sharing from the municipality on beneficiaries who needed assistance. HRC teams had thus to double check the beneficiaries lists in order to avoid duplications.
- Not enough human resources to monitor activities; HRC Relief Coordinator had to be on site to brief volunteers on a daily basis as well as to monitor activities and ensure proper reporting.
- Lack of coordination between different actors on site dealing with relief activities resulting in duplications and double coverage.

The assessment of needs for items could have been better, which led to some items not being distributed. The leftover items (1,753 relief items) were donated to the HRC Samaritans as future contingency stock.

Household cleaning

- The available pumps had small capacity. Due to the high number of basements flooded, the available pumps were not enough to service the affected people.
- There was an insufficient number of proper rubber boots for volunteers to operate during removal of debris and cleaning from mud. As a result, it was extremely difficult to approach the households.

Lessons Learned

Relief distribution

- Appointing of a core team to coordinate activities and have the overall monitoring of their implementation.
- The needs assessment should be done on in a more organised way (possibly in phases), to better catch the current situation and numbers.

Household cleaning

- There is a need for a stock of elastic boots more appropriate to be used in a flood situation.
- There is a need for a greater number of pumps, with greater power to drain the water and with increased (continuous) service hours.



Health

People reached: 710 people
 Male: 377
 Female: 333
Requirements (CHF): 8,385.48

Indicators:	Target	Actual
# of people reached with search and rescue (and first aid)	500	504 (FA)
# of people reached with psychosocial support	216	206

Narrative description of achievements

Search and rescue, and first aid

The patrol teams for search and rescue (SaR) and first aid (FA) were formed from the available pool of volunteers in the field (more experienced volunteers preferred or placed as team leaders). Teams of four were formed and equipped and were given instructions for routine patrols around the city, or for targeted patrols in areas where search and rescue were indicated as a big need due to the density of destroyed cars, houses etc. by authorities. The SaR and FA patrol teams were sent in the field on a 24-hour basis in order to cover as many areas as possible during the first week. The volunteers searched houses, damaged cars, helped injured people, sought missing persons, checked on the well-being of vulnerable people (elderly, youth). 340 first aid kits were also distributed, however not replenished through the DREF as they were a donation from the Croatian Red Cross.

Psychosocial support

The needs assessments concerning the PSS needs were done with the Municipality staff and in communication with the inhabitants. People affected by the floods expressed mainly the following feelings/difficulties:

Adults' reactions:

- Fear of possible repetition of this disaster, stress, anger, sleeping problems or nightmares, unwillingness to return to their homes, feelings of helplessness, desperation, insecurity for the future.
- Post-traumatic images from people seen carried away by the flood.
- Many expressed that in the initial phase they focused on restoring their homes, jobs; and so they did not have time to think and realise what happened. However, the concern of possible post traumatic reactions was expressed, as they did not know how they would feel later.

Children's reactions:

- Post traumatic images from seeing people being carried away by the flood.
- Sleeping problems.

- Being afraid of starting raining again.
- Feelings of appreciation of being alive.

The HRC PSS unit that was deployed, consisted of four volunteers divided into two groups accompanied by HRC PSS focal person (social worker or psychologist). They visited the affected people at the places of residence and communicated with them in the frame of PFA provision. Beneficiaries were able to express their feelings and concerns in relation to their experience of the floods. Also, they were provided with some cookies, coffee, juice or water. No need for referrals was identified, however, people were informed about the PSS services of the Mandra municipality.

The IFRC PSS staff counsellor was included into the operation for staff support as well as some time accompanying the HRC staff in their work with the community. The positive impact of the PSS services provided to the affected population was acknowledged by the people assisted.

Challenges

Some of the main challenges met were as follows:

Search and rescue, and first aid

- The accommodation of volunteers who stayed for more than one shift in the field. This was partially remedied by providing folding camp beds in the operational base (Municipal Hall of Mandra).
- Mobility of the First Aid units to reach some locations. The available transport means with off-road capability were limited.
- Transportation of volunteers back and forth to the operational base.
- Due to the morphology of the city of Mandra, radio communication was limited in specific locations. There is a need for improved telecommunications systems, such as a mobile unit.

Psychosocial support

- It was the first time the PSS mobile unit was deployed by the HRC and building capacity in practice was a main challenge. The lack of volunteers for PSS activities for rapid deployment was not anticipated.
- PFA refresher trainings will be provided to further capacitate volunteers, as well as PFA training for new volunteers.
- Collaboration with other actors including Public Services needs to be developed further in respective cases to ensure a coherent and accurate treatment of the affected population.

Lessons Learned

Search and rescue, and first aid

- There is a need to establish a better communications base.
- There is a need for better planning of volunteer transportation to and from the affected area (support services).
- There is a need to establish better accommodation quarters for resting and privacy for the operational unit for longer operations.

Psychosocial support

- The collaboration with the local authorities and other public actors like schools in the frame of the needs assessment and coordination of the PSS services provision.
- The inclusion of the staff PSS external counsellor for the HRC staff provided good support.
- The responders, such as the Municipality, were also affected.



Water, sanitation and hygiene

People reached: 441

Male: 220

Female: 221

Indicators:	Target	Actual
# hygiene kits distributed	600	441

Narrative description of achievements

The HRC, since the onset of the disaster, provided different types of items received from private donations, including food, water and blankets. Apart from this, to meet the different needs following initial assessment done by first

responders team of Samaritans, the HRC volunteers requested from the IFRC contingency stock (from the migration operation) 600 hygiene kits to be dispatched on 20 November for distribution based on a population list from the Municipality. Kits were dispatched in one batch to the distribution site (Mandra municipal premises); activities started on 22 November and lasted until 6 December. Items were distributed on a daily basis. Each hygiene kit contained a small towel, toothpaste and a toothbrush, soap, shampoo and baby wipes. The HRC Relief Coordinator together with Head of Samaritans Sector coordinated the activities. Items were distributed based on the families' size, and age and gender of their members. As the interest in the items eventually decreased, the needs were considered to have been met. The target has been set based on the assessed need of the beneficiaries, however, at the distribution stage there were less people collecting the kits. The initial plan to replenish hygiene kits through the DREF has not materialized, after it has been assessed that there was no shortage of hygiene items in the remaining contingency stock following the response.

Challenges

Please refer to the "Challenges" section under "Relief distribution" to see the main challenges faced during the implementation of activities.

Lessons Learned

Main lessons learnt from relief activities are as follows:

- Types of items. Kits from IFRC's contingency stock contained items that lasted for a couple of days and were not as relevant for urban settings or family use as they may be for meeting needs of the population on the move. Some beneficiaries were reluctant to receive this specific kit.

Strategies for Implementation:

Influence others as leading strategic partner

Outcome S3.1: The IFRC secretariat, together with National Societies uses their unique position to influence decisions at local, national and international levels that affect the most vulnerable.

Narrative description of achievements

The IFRC supported the HRC in launching the DREF and in the operation in the following ways:

- Strong support in conducting the initial assessment.
- Based on previous work in disaster management (DM), and on the Emergency Appeal, IFRC suggested a number of potential actions within the capacity of the HRC, but not traditionally implemented as DM response for Greeks by HRC. These included: PSS and cash assistance. Furthermore, the IFRC strove to have the different units of the HRC to work more strongly together as one operational unit at the field level, which is one of the challenges the HRC faces.
- The communications work (see narrative on communications below) outside of Greece was supported by IFRC. IFRC Planning, Monitoring, Evaluation and Reporting coordinator (PMER) also provided support from the start of the operation to discuss with HRC on what kind of data would be collected from the response. Ideally this will also support HRC in the long-term to have an effective M&E framework integrated into their DM system.
- Generally, the IFRC programme coordinator, PMER and communications coordinator provided continuous support to the operation, also at the field level. IFRC finance department supported with the CTP bank transfers.

Lessons learned and beneficiary satisfaction surveys

The IFRC facilitated a multi-sectoral lessons-learned session with the participation of the different HRC units and management. The lessons learned report will inform the DM development work in 2018. This helped the HRC acknowledge a number of points to strengthen e.g. fundraising mechanisms, but also acknowledge the meaningfulness of their holistic response to the disaster. The IFRC encouraged the HRC to do a beneficiary satisfaction survey for the cash assistance. As a good practice, the interviews were done by HRC Community Engagement and Accountability (CEA) staff, separating the monitoring and programme functions. Results show that the opinion about the Red Cross is positive. The mode of cash delivery via bank transfers received high acceptance, yet there were some dissatisfactions regarding the timeliness of the response. Results indicate that the cash assistance received was appropriate and relevant, as 98% used it to cover a variety of diverse needs emerging from the disaster.

Communications

The Communication Office of the HRC, following the instructions given by the HRC President and after direct communication with both the Head of Samaritans and the Head of HRC mission in Mandra, issued successive press releases (which were consequently reproduced by more than 10 news web sites) informing the public on the presence and activity of the HRC Rescuers and the operation development.

Additionally, HRC collaborated with SKAI TV channel's initiative "All Together We Can" inviting volunteers to visit the affected areas and provide their assistance, where necessary, under the guidance of the Head of the Samaritans Mission in Mandra.

The IFRC also supported the HRC in gaining visibility for their efforts through IFRC and Partner National Societies' channels. The Red Cross was featured in a story by the Associated Press and this article plus others has been picked up by outlets across the world including [CBS46.com](#), [ABC News](#), [New York Daily News](#) and a range of [New Zealand](#) media. There has also been widespread coverage in Greek. In addition, photos and videos of the floods and HRC's efforts were actively featured in IFRC's twitter stories.

D. THE BUDGET

The overall budget for this DREF operation was CHF 55,058 of which CHF 26,264 (47.7 per cent) were spent. A balance of CHF 28,794 will be returned to the DREF pool.

The operation was conducted in a cost-efficient way, allowing for a reduction in the need for funds to be used from the DREF. Most of the objectives set for the response were met. The reduced expenditure was mainly due to the following reasons: it was decided that part of the stock would not be replenished, notably for items of which there was no shortage after the response, and the needs were met quicker than anticipated in the assessment; the municipality covered many of the costs of the HRC through their emergency fund including part of the fuel, strengthening the sustainability and auxiliary role of the HRC; the HRC managed to rely more on volunteers than staff. IFRC hopes to build on these examples in the future.

↘ [Click here](#)

Click **here** to see the final financial report

Contact information

Reference documents



Click here for:

- [Emergency Plan of Action \(EPoA\)](#)
- [DREF Operation Update N° 1](#)

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How we work

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

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



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



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



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

Disaster Response Financial Report

MDRGR002 - Greece - Floods

Timeframe: 27 Nov 17 to 27 Mar 18

Appeal Launch Date: 27 Nov 17

Final Report

Selected Parameters

Reporting Timeframe	2017/11-2018/04	Programme	MDRGR002
Budget Timeframe	2017/11-2018/03	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		55,059				55,059	
B. Opening Balance							
Income							
Other Income							
DREF Allocations		55,058				55,058	
C4. Other Income		55,058				55,058	
C. Total Income = SUM(C1..C4)		55,058				55,058	
D. Total Funding = B +C		55,058				55,058	

* 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		55,058				55,058	
E. Expenditure		-26,264				-26,264	
F. Closing Balance = (B + C + E)		28,794				28,794	

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Subsector:	*		

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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)			55,059			55,059		
Relief items, Construction, Supplies								
Clothing & Textiles	16,832		15,534			15,534	1,297	
Water, Sanitation & Hygiene	10,275		5,508			5,508	4,767	
Teaching Materials			340			340	-340	
Utensils & Tools	8,054						8,054	
Other Supplies & Services			695			695	-695	
Total Relief items, Construction, Sup	35,160		22,078			22,078	13,083	
Logistics, Transport & Storage								
Distribution & Monitoring	4,659						4,659	
Transport & Vehicles Costs	5,474		2,419			2,419	3,055	
Total Logistics, Transport & Storage	10,132		2,419			2,419	7,713	
Personnel								
National Staff	2,329		42			42	2,288	
Volunteers	2,329						2,329	
Total Personnel	4,659		42			42	4,617	
General Expenditure								
Office Costs	582						582	
Financial Charges	1,165		123			123	1,042	
Total General Expenditure	1,747		123			123	1,624	
Indirect Costs								
Programme & Services Support Recove	3,360		1,603			1,603	1,757	
Total Indirect Costs	3,360		1,603			1,603	1,757	
TOTAL EXPENDITURE (D)	55,059		26,264			26,264	28,795	
VARIANCE (C - D)			28,795			28,795		

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Subsector:	*		

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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	55,059		55,058	55,058	26,264	28,794	
Subtotal BL2	55,059		55,058	55,058	26,264	28,794	
GRAND TOTAL	55,059		55,058	55,058	26,264	28,794	