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Emergency Plan of Action Final Report Ecuador: Earthquake

 International Federation
of Red Cross and Red Crescent Societies

Emergency Appeal	Operation n° MDREC012
Date of Issue: 31 August 2018	Glide number: EQ-2016-000035-ECU
Date of disaster: 16 April 2016	
Operation start date: 22 April 2016	Operation end date: 21 April 2018
Host National Society: Ecuadorian Red Cross (ERC)	Operation budget: 10.6 million Swiss francs
Number of people affected: 383,090 people	Number of people assisted: 150,334 ¹ people (37,583 families)
<p>Red Cross Red Crescent Movement partners that were actively involved in the operation: American Red Cross, British Red Cross, Canadian Red Cross Society, Colombian Red Cross Society, Red Crescent Society of the Islamic Republic of Iran, Mexican Red Cross Society, Norwegian Red Cross Society, Philippines Red Cross, Salvadorian Red Cross Society, Spanish Red Cross, the International Committee of the Red Cross (ICRC) and the International Federation of Red Cross and Red Crescent Societies (IFRC).</p> <p>Red Cross Red Crescent Movement partners supporting this operation: American Red Cross, Andorran Red Cross, Austrian Red Cross, British Red Cross, China Red Cross (Hong Kong branch), China Red Cross (Macau Branch), Danish Red Cross, Finnish Red Cross, German Red Cross, Honduran Red Cross, Japanese Red Cross Society, Liechtenstein Red Cross, Mexican Red Cross, Norwegian Red Cross (with own and Swiss government funds), Red Cross of Monaco, Swedish Red Cross (with Swedish government funds), Swiss Red Cross (with own and Swiss government funds), Taiwan Red Cross Organization, The Canadian Red Cross Society (with own and Canadian government funds), The Netherlands Red Cross (with Netherlands government funds) and The Republic of Korea National Red Cross.</p> <p>Support for this appeal via an online donation platform: National Societies (in addition to those previously mentioned) include Andorran Red Cross, Australian Red Cross, French Red Cross, German Red Cross, Hellenic Red Cross, Maldivian Red Crescent, Nepal Red Cross Society, Palestine Red Crescent Society, and Philippine Red Cross. Individual donors from around the world also donated via an online donation platform.</p> <p>Other donors to this Appeal: Apple iTunes, Estonian government, Globalgiving Foundation Inc. (from Procter & Gamble), IFRC at the UN Inc, Italian Government Bilateral Emergency Fund, Monaco government, New Zealand government, OPEC Fund for International Development, PA School 69 Queens, Sundry, Transperfect Translations International, United States- Private Donors, VERF/WHO Voluntary Emergency Relief and Western Union Foundation.</p>	
Bilateral support to the Ecuadorian Red Cross	

¹ Annex I – Identification of Beneficiaries and Identification of Indirect Beneficiaries.

Red Cross Red Crescent Movement components: Colombian Red Cross Society, International Committee of the Red Cross, Italian Red Cross, Luxembourg Red Cross, Spanish Red Cross, Swiss Red Cross, Thai Red Cross Society, The Canadian Red Cross Society, The Republic of Korea National Red Cross.

Institutions, governments, businesses and other private donors (in alphabetical order): 11ants Analytics, ADM Cares, Agroamerica Fruit, Banco Bolivariano, Barry Callebaut Services, Canadian government, Casa de la Música, Children International, CNT, Coca-Cola Foundation, Corporación GPF, Corporación Kronfle (Dunkin Donuts), Doctors USA Association, Domino's Pizza, Ecuadorian Confederation of Not-for-profit Organizations, Ecuadorian National Symphonic Orchestra, Esquel Foundation, Global Shapers Ecuador, Itabsa-Tanasa, Inter-American Development Bank, Johnson & Son, Kia Motors, Microsoft, National Symphony Orchestra of Ecuador, Nestlé, Nissan / AYASA, Niagara Bottling LLC, Posiviva (Ritex), Produbanco, Quinn Emanuel Foundation, Repsol, Schott AG, Telefónica, Tetra Pak, UMCO, UNICEF, United States Government – USAID, USA Medical Funds, Visa USA Inc. and World Wildlife Fund (WWF)

This final report finalizes the IFRC Emergency Appeal for the Ecuador Earthquake operation that covered a 24-month period from 22 April 2016 to 21 April 2018. **The Ecuadorian Red Cross (ERC), with support from the IFRC, International Committee of the Red Cross (ICRC) and Participating National Societies (PNSs) reached 150,334 people (37,583 families) in the areas of search and rescue; health and care; water, sanitation and hygiene promotion; shelter cluster coordination; shelter and settlements and non-food items; food security and livelihoods; restoring family links (RFL); disaster risk reduction (DRR) and National Society capacity building.**

The Emergency Appeal was launched for a total amount of 10,620,501 Swiss francs out of which there is CHF 1,329,417 as bilateral contributions in response to the appeal. A total of 8,542,115 Swiss francs were received as multilateral contributions. It does not include the bilateral contributions in response to the appeal which totalled CHF 1,329,417. The coverage of the appeal was 91.9% through multilateral contributions. By the operation's 21 April 2018 end date, the total expenditure was 7,535,676 Swiss francs (88% of the total funding, leaving a balance of 1,006,439 Swiss francs which is being proposed to be used within the country plan of the National Society. Expenditure details are outlined in the attached final financial report.

These remaining funds will be transferred to the Operational Plan 2018 for Ecuador, under the responsibility of the IFRC Country Cluster Support Team (CCST) office for the Andean countries in Lima - Peru. This balance will enable the continuation of support to the Ecuadorian Red Cross for the following lines of action that contribute to the sustainability of those established in this Emergency Appeal operation. This includes support in the areas of focus of disaster risk reduction (response and risk reduction at National Society level; preparedness at community level); health and care (ERC's healthcare treatment capacity; impact evaluation of the health promotion services and psychosocial support); water, sanitation and hygiene promotion (impact evaluation of communities' water and sanitation knowledge and best practices; access to safe water); shelter (technical support and awareness regarding land tenure); livelihoods and basic needs (impact evaluation of this operation's income generation activities); protection, gender and inclusion (protection and violence prevention); and migration (assistance and protection). The support additionally will contribute to the strategies for implementation in National Society capacity building, which entails corporate/organizational systems; leadership development; organizational capacity assessment and certification (OCAC); governing board support; institutional communication; leadership; resource and partnership development support; and learning and innovation.

<Click [here](#) for the financial report. Click [here](#) for the contact information.>

Appeal summary and background documents:

- **16 April 2016:** A 7.8-magnitude earthquake (M_w) earthquake struck off Ecuador's north coast at 6:58 p.m. (local time).
- **18 April 2016:** IFRC allocated 405,778 Swiss francs of its Disaster Relief Emergency Fund (DREF) to provide humanitarian relief to 40,000 people.

- **22 April 2016:** [The emergency appeal](#) was launched for **18,350,836 Swiss francs** to support **100,000 people** for 12 months.
- **10 May to 24 June 2016:** [Operation update No. 1](#), [Operation update No. 2](#) and [Operation update No. 3](#) were issued.
- **16 October 2016:** The [Six-months report](#) was issued (Operation update No. 4).
- **11 November 2016:** The [first Revised Emergency Appeal](#) was issued for 15,085,628 Swiss francs to assist 85,324 people (21,331 families) and extend actions until August 2017.
- **29 June 2017:** The [12-month report](#) was issued (Operation update No. 5).
- **09 August 2017:** The IFRC issued a [second Revised Emergency Appeal](#) for 10,620,501 Swiss francs to assist 138,264 people with a timeframe extension until 22 April 2018.
- **31 January 2018:** [Operation update No. 6](#) was issued.



The Ecuadorian Red Cross and the Mocora community in Jama canton (Manabí) worked together on a community action plan based on its Vulnerability and Capacity Assessment. Source: ERC.

A. SITUATION ANALYSIS

Description of the disaster

On 16 April 2016, a 7.8-magnitude earthquake (M_w) struck the northern coast of Ecuador. The epicentre was located between Pedernales and Cojimies (Manabí province). The city of Pedernales was declared a disaster zone by the Ecuadorian government. The disaster led to the death of 663 people, caused injuries to 6,274 people, according to the Ecuadorian government's Secretariat for Risk Management.² A total of 113 people were rescued alive and 9 people remain missing. Approximately 35,000 homes were destroyed or damaged and 28,775 people were relocated to collective centres. Based on the population in the two most affected provinces, Manabí and Esmeraldas, more than one million people were affected directly or indirectly by the earthquake. The government declared a state of emergency in Manabí, Esmeraldas, Santo Domingo, Los Ríos, Santa Elena, and Guayas. In Esmeraldas and Manabí, the state of emergency repeatedly was extended until mid-June 2017.

Summary of response

The Ecuadorian Red Cross successfully led the response to this disaster. Immediately following the earthquake, ERC volunteers, staff and leadership began their humanitarian actions in the affected regions of Manabí and Esmeraldas. The National Society, with support from the International Committee of the Red Cross (ICRC), Partner National Societies (PNSs) and the IFRC worked together to conduct search and rescue (including the management of dead bodies) and damage assessment and needs analysis (DANA). The ERC provided pre-hospital and primary health care; psychosocial support; restoring of family links, as well as humanitarian relief, shelter assistance; and water, sanitation and hygiene promotion. The IFRC deployed a shelter cluster coordination team to co-lead interagency coordination in the shelter cluster.

This 24-month operation reached a total of 150,334³ people (37,583 families) (60% women and 40% men⁴) in

² Official figures from Secretariat for Risk Management, Situation report No. 71 (19 May 2016)

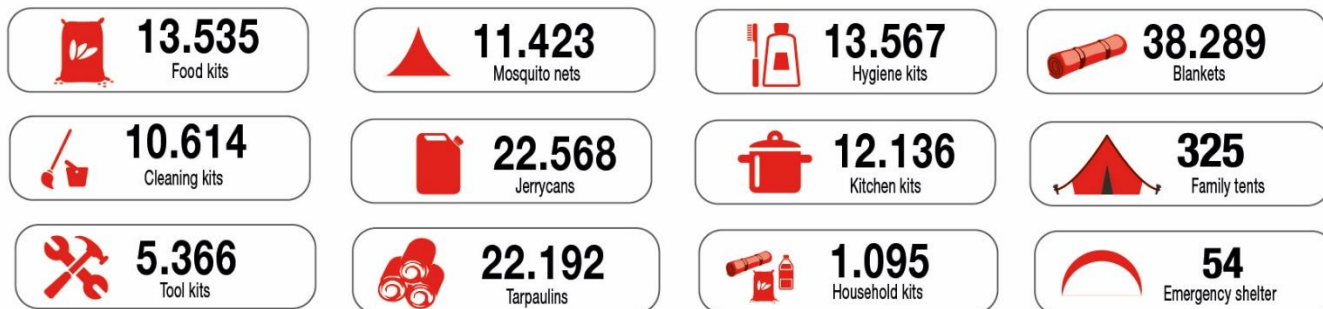
³ Annex I – Identification of Beneficiaries and Identification of Indirect Beneficiaries.

⁴ Disaggregated data was not possible in all activities. The data has been extrapolated from the actual data collected in certain activities such as health care and APS attention, technical trainings and orientation in communities, among others.

the first response and recovery, with relief items delivery as well as with an integral humanitarian intervention. The operation also focused on the National Society strengthening, community participation actions and public communication.

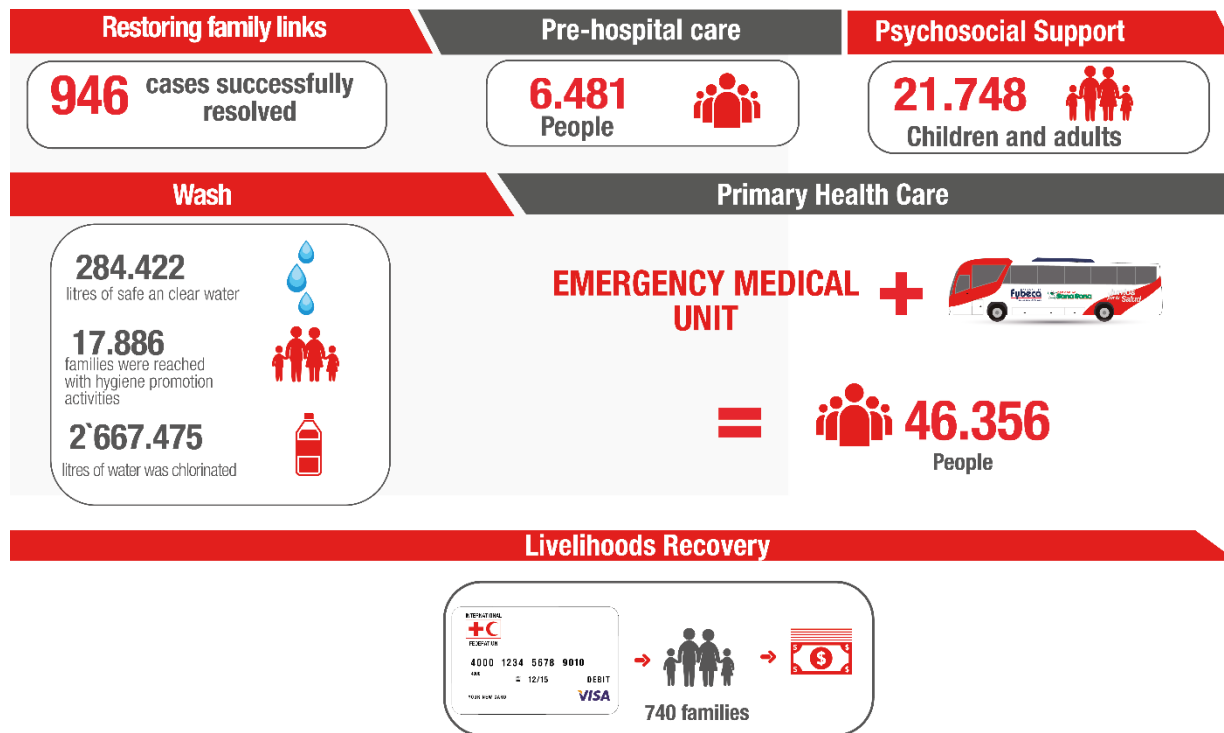
The ERC with bilateral contributions at the national level and support from PNSs, ICRC and IFRC, provided humanitarian aid in 100 communities (51 in Esmeraldas and 49 in Manabi) and in 19 collective centres. The following humanitarian assistance was distributed during this operation⁵:

Humanitarian Assistance



During the emergency phase, a charter airplane was sent with non-food items (NFIs) from Americas Regional Logistics Unit in Panama. The subsequent transportation to the affected areas was conducted with funds from this Appeal.

The following graphic shows the main emergency response's achievements to support humanitarian needs in health, water and sanitation, restoring family links, livelihoods and emergency shelter:



To better grasp the scope of the Red Cross operation in response to the April 2016 earthquake, this report provides information based on the two periods in which actions were implemented: 1. The emergency response and early

⁵ Humanitarian aid was delivered based on people's needs analysis in the earthquake-affected areas; most of the beneficiaries were registered using the Open Data Kit (ODK) tool that facilitates the humanitarian aid distribution by using the Mega V tool.

recovery (April to October 2016), according to the first Emergency Plan of Action of this appeal and 2. The recovery and reconstruction (November 2016 to April 2018), based on the Single Recovery Plan that was funded by the IFRC revised Emergency Plan of Action (50.41 per cent or 17,852,364 US dollars or its equivalent of CHF 17,372,624 at the time of publication) and many other bilateral donors to ERC.

During the emergency response, as of October 2016, a total of 85,396 people (21,349 families)⁶ were reached with humanitarian aid and early recovery actions.

To better coordinate the implementation of actions during the recovery and reconstruction phase, in October 2016, the Ecuadorian Red Cross, with support from the IFRC and the Spanish Red Cross (SRC), created a Single Recovery Plan. This plan incorporated all donations to its response operation for the recovery and reconstruction phase and was based on this Emergency Appeal's plan of action and the results from the needs analyses and identification conducted in October 2016 and February 2017. This plan established eight sectors for intervention: health and care; water, sanitation and hygiene promotion; shelter and settlements; livelihoods; disaster risk reduction (focused on community preparedness); National Society strengthening; community participation; and communications.

Between October 2016 and April 2017, the ERC targeted 32 communities in Esmeraldas and Manabí provinces, in addition to 19 collective centres and informal settlements in these provinces and also assisted newly emerging needs due to strong aftershocks, particularly in Esmeraldas province.

By April 2017, the Single Recovery Plan was revised, based on the integrated detailed assessment process conducted in new communities, to focus on comprehensive community-based actions to foster resilience. Implemented in Manabí and Esmeraldas, this plan aimed to reach at least 34,566 families (138,264 people), which included 2,046 families (8,184 people) in 14 targeted rural communities and 31,741 families (126,964 people) in 4 targeted cantonal capitals.

The following table details the rural communities and canton capitals (the latter are in italics) that were targeted for an integral response during the recovery and reconstruction phase:

Province	Canton	Community
Esmeraldas	Muisne	Guadurnal
		Zapote
		Puerto Nuevo
		Santa Martha
	<i>Muisne</i>	
	Quininde	La Bocana de Guallabamba
Manabi	Pedernales	Coaque y Barrios
		La Cabuya
		<i>Pedernales</i>
	Jama	Tabuga
		Rambuche
		Mocora
		Salima
		<i>Jama</i>
	Sucre	San Roque
		San Miguel de Piquigua
		Periqueame
<i>Bahía de Caraquez</i>		

⁶ According to the Ecuadorian National Statistics and Census Institute (INEC), the targeted provinces have an average of four people per family.

During the recovery and reconstruction period (October 2016 to April 2018), a total of 16,234 families (64,936 people) were directly reached by ERC services in 110 communities⁷ of Manabí and Esmeraldas, as well as 19 collective centres and informal settlements in the same provinces with actions in health and care; water, sanitation and hygiene promotion; shelter and settlement (includes land and property rights); livelihoods and disaster risk reduction.

The final months of the operation (December 2017 and April 2018) were primarily focused on water and sanitation infrastructure (family and community); housing reinforcement and provision of land tenure security; community risk reduction preparedness; and the implementation of the exit strategy for the soft components of community health, hygiene promotion and social cohesion.

All planned goals of the response operation and the Single Recovery Plan were achieved. Certain infrastructure-related actions, financed by bilateral contributors to the ERC, will continue until September 2018.

A final evaluation of the entire operation was conducted in April 2018. Further information on the evaluation and its recommendations is provided in the “Needs analysis and scenario planning” section below.

The IFRC provided support for the 24-month duration through its country office in Ecuador, the CCST in Lima, the CCST in Buenos Aires and the Americas Regional Office (ARO) in Panamá.

Between April and October 2016, 5,164 volunteers, ERC staff and students from the Ecuadorian Red Cross Technological Institute (ISTCRE) were mobilised to support this operation. Additionally, the IFRC deployed 23 members of its Regional Intervention Team (RIT). A total 22 IFRC staff were deployed from the IFRC offices in the region to contribute to operational support services in logistics; finance; and planning, monitoring, evaluation and reporting (PMER). Thirty people were mobilized with the Emergency Medical Unit (EMU), which the Canadian Red Cross deployed. Up to 166 volunteers from 4 Participating National Societies supported search and rescue efforts.

The [12-month report](#) and the [Operations Update number 6](#) provide details of the response and the recovery actions, the selection of prioritized communities and the comprehensive intervention strategy.

Overview of Host National Society

The Ecuadorian Red Cross was founded 108 years ago and in 1923 was formally incorporated as a member of the International Red Cross Movement. The ERC has its national headquarters in Quito. Its work is organized in four territorial areas with 24 provincial boards, 110 cantonal boards and 752 staff members, as well as community volunteers and brigades at the community level. According to 2016 Federation-wide Database and Reporting System (FDRS), the Ecuadorian Red Cross has 7,923 active volunteers. In addition, the National Society has other associated management components, such as the ERC Technological Institute, blood bank, and medical centres services.

During the operation, the National Society faced internal changes in its national and provincial governance bodies. In July 2016 elections were held for the ERC governance body, resulting in the change of the National President and Secretary General of the National Society. The ERC had six General Secretaries during the the 24 months of this operation. These changes required adaptations in the ERC management and governance systems, during which the IFRC offered its in person and remote guidance from staff in the IFRC offices in Lima, Buenos Aires and Panama.

With IFRC support, the ERC has adapted and created specific procedures to carry out this operation and strengthen its internal capacities. The IFRC has provided technical guidance to the ERC in areas of leadership, administration, finance and budget, planning, human resources, organizational development, security, procurement and logistics.

Overview of Red Cross Red Crescent Movement in country

To respond to this disaster, the IFRC activated its regional emergency and crisis response system. Immediately following the earthquake, the ERC began coordination with the IFRC and was contacted by sister National Societies offering humanitarian resources and assistance.

⁷ While this operation eventually targeted 14 communities with an integrated approach in the recovery and reconstruction period, additional 11 rural communities received support through the provision of key messages in health and hygiene promotion as well as an additional 96 communities were reached by the health buses. In coordination with the Ministry of Health, these buses attended other communities in the Manabí and Esmeraldas.

The day after the earthquake, IFRC staff was present in Ecuador to accompany the ERC as it made strategic decisions and determined its initial response actions and created its operational plan. As mentioned, this operation was supported by 23 RIT members, 22 IFRC regional staff, 30 people with the Canadian Red Cross Emergency Medical Unit; an additional 116 people from 4 National Societies engaged in search and rescue and shelter cluster coordination experts were deployed to Ecuador.

By the early recovery phase, the IFRC delegation in Ecuador had a stable eight-person team led by the operations manager. This team was composed of delegates in health; water and sanitation; shelter; and livelihoods and three officers for finance, PMER and logistics. In the final months of the operation, a liaison officer supported the logistics of the infrastructure activities. Each of which received the required materials (laptop computers, mobile telephones, among others) to efficiently conduct their labours.

In addition, the IFRC provided institutional and technical support to the National Society through the country cluster support team office for Andean Countries, the Americas Regional Office and relevant reference centres, mainly the Global Livelihoods Resource Centre and the Reference Centre for Institutional Disaster Preparedness (CREPD).



The ERC, IFRC and other Movement components worked together to implement the response operation. Source: ERC.

The Spanish Red Cross and the International Committee of the Red Cross maintain permanent delegations in Ecuador. The SRC implemented two projects in the earthquake operation. The first, which ended in October 2017, built 149 progressive shelters in 9 communities in Manabí and Esmeraldas. As part of the Single Recovery Plan and with combined funds from this appeal and other contributions, these same households received water filters, bathrooms, orientation in safe construction, conditional cash transfer and support for the creation of family risk reduction plans. The SRC also implemented a livelihoods project, focused on entrepreneurial activities, in three communities in the Jama canton (Manabí province) that benefitted 120 families.

Following the earthquake, the International Committee of the Red Cross deployed six delegates from its global network to support to the Ecuadorian Red Cross in restoring family links (RFL) and to help the authorities in

the management of human remains. ICRC provided logistics support to the Colombian Red Cross Society (CRCS), that provided RFL, in the first response that included RCF and forensics. Both ICRC and the Ecuadorian Red Cross, worked with the Public Prosecutor's office to identify the corpses recovered in collapsed structures, and to outline protocols for forensic response.

The coordination and complementarity of actions among the different Movement partners was identified as positive in the different lessons learned workshops and evaluations of the operation.

Overview of non-RCRC actors in country

Following earthquake, the Government of Ecuador immediately requested international aid through the resident United Nations Coordinator. In the same month, the national government created the Committee for Reconstruction and Productive Reactivation, an entity that would lead the reconstruction programme. The government also implemented different tools to manage support for the population's recovery and established the Single Victims Register (RUD for its acronym in Spanish), which sought to consolidate information about the affected families. To collect funds for the reconstruction of these two provinces, the government increased the VAT tax by 2 per cent over 12 months throughout the country, except in the provinces of Esmeraldas and Manabí.

Right after the event, the Humanitarian Country Team (HCT) requested the activation of the cluster system for the following ten sectors: protection; water and sanitation; food security and nutrition; camp coordination and camp management (CCCM); shelter and non-food items; logistics; education; and early recovery. The Flash Appeal led by the United Nations System collected a total of 29.1 million US dollars for the response. The Government of Ecuador and the national and international humanitarian organizations involved made significant efforts to ensure effective coordination of actions.

In December 2016, the UN led an inter-agency lessons learned workshop with two sets of participants: the HCT members and the cluster leads together with the governmental representatives in charge of the response. The following were the main findings: the pre-existing working relationships created during the contingency planning process for volcano Cotopaxi were useful to launch the response among the main agencies; there were relevant

difficulties to coordinate, consolidate and disseminate the needs analysis results amongst the agencies involved in the response; and the main humanitarian agencies' strong capacities to mobilize resources was critical to provide a timely response to the affected areas.⁸

In the months immediately following the earthquake and in coordination with the government's actions, several national and international humanitarian organizations implemented projects in the affected areas. This presence of humanitarian organizations and the government considerably declined starting in May 2017, when the collective shelters in Manabí and Esmeraldas were officially closed (inauguration day of the new national authorities). After a few months, and with a reduced presence in the zones affected by the earthquake, some international organizations such as CARE, UNICEF and Plan International resumed their actions in risk reduction and other areas of action that have long-term projection.

Both the ERC and IFRC coordinated actions with the Country Humanitarian Team, especially with IOM, UNICEF and OCHA.

Needs analysis and scenario planning

This operation's main areas of action were based on several needs assessments conducted at different moments during the period of implementation. In the emergency period, between May and June 2016, the ERC conducted 105 multidisciplinary community assessments in Manabí and Esmeraldas. A livelihoods profile for 235 communities also was established. Those assessments were the baseline to create the plan for early recovery actions and later contributed to the Single Recovery Plan. In October 2016, an integrated detailed assessment was undertaken in 25 communities. Later in February 2017, close monitoring of the Plan of Action versus updated needs and priorities in the targeted communities was conducted to inform the last revision of the plan of action.

The following details the initial needs identified and summarizes actions conducted:

Health and care

- Promotion of domestic hygiene and healthy habits
- Cleaning campaigns and vector-prevention activities
- Community psycho-education recreational spaces for children
- Programmes for violence and drug-use prevention, sexual education and family planning



Community brigades were trained in key hygiene promotion messages for dissemination at the community level. Source: ERC

articles to undertake their responsibilities. Furthermore, the operation placed an emphasis on training volunteers, community agents to reproduce the information and community brigade members in community-based health and first aid (CBHFA) methodology. Disaster Risk Reduction activities, such as the provision of basic first aid equipment in the target communities, complemented these actions.

Since the 1980s in Ecuador, the social problem of widespread gender-based and sexual violence (GBSV) against women in intimate and/or family relationships has been identified by the country's women's movement. The earthquake exacerbated violence against women. During the period of this operation, at a global level, the secretariat

⁸ Humanitarian Country Team, [Lessons Learned](#) workshop report, Ecuador 2016.

commissioned three case studies on gender equality in laws and policies and the issue of SGBV in the context of disasters. Ecuador, alongside Nepal and Zimbabwe, were chosen. The case study for Ecuador, [Effective law and policy on gender equality and protection from sexual and gender-based violence in disaster – Ecuador](#) can be downloaded from the IFRC public website. In line with the commitment to reduce GBSV during disasters, the health brigades received training on culture of peace and non-violence.

This operation enabled the ERC to update community dissemination materials to include key messages on health and community cohesion.

Water, sanitation and hygiene promotion

- Water supply, distribution systems and management
- Sanitation infrastructure
- Waste management and good water use

The water, sanitation and hygiene promotion actions were focused on improving access to safe water and the proper sanitation of communities and families by restoring water distribution systems, monitoring water quality and installing sanitary devices both in households and for communities. Another key aspect was improving hygiene habits, vector control, and protecting the population's environment through training workshops on safe water use, preventing diseases caused by contaminated water consumption, vector-control campaigns and environmental good practices. As part of the community brigade strategy, the brigades were equipped to be able to autonomously carry out vector control and cleaning campaigns, monitor water quality in communities and adopt hygiene habits with the Participatory Hygiene and Sanitation Transformation (PHAST) tool. To achieve this level of community involvement, the WASH-related skills of Ecuadorian Red Cross volunteers and technical staff were strengthened.

Shelter and settlements

- Construction, reinforcement, repair or improvement of houses and community areas
- Legal advice on land, housing and property

The actions in this sector enabled targeted families to receive suitable and safe housing that complies with international standards (which included the installation of biodigester sewage systems as part of a comprehensive sanitary solution for living quarters and communal spaces), as well as reinforced tents for the winter season for families that were staying in collective centres and informal settlements and were not directly reached by interventions implemented by the government, other international organizations or the population's own resources. Since the start of the operation, non-food and shelter items were distributed to the most vulnerable populations in Manabí and Esmeraldas.

The housing, land and property area promoted respect and protection for the human rights to housing, land and property through a range of activities including advocacy, legal research, and coordination with other institutions, with the goal of supporting families to become aware of their rights, regularization processes and with ERC support, facilitated their active participation in these processes to eventually achieve the formalization of their land plots.

Livelihoods

- Strengthening entrepreneurial skills and promoting livelihoods
- Strengthening the commerce of local products

Actions in the livelihoods sector were based on an assessment of the communities and urban areas in Manabí and Esmeraldas to identify possible interventions for the comprehensive recovery of livelihoods that were directly or indirectly affected by the earthquake. In this manner, potential large impact and sustainable livelihoods projects were identified with the affected communities. These increased the resilience of people and communities by reducing their vulnerability to disasters, food insecurity and poverty, while concurrently contributing to their empowerment, personal



ERC supported the recuperation of livelihoods, such as agricultural production. Source: ERC.

dignity and inclusion. For this component, two cash transfer programmes were carried out (one as a response measure and the other as a conditional transfer that was part of the habitability component in the recovery strategy). Moreover, through micro-entrepreneurial projects, this operation worked with communities to re-establish assets, strengthen capacities and diversify livelihoods to generate impact and enable families to improve their living conditions in a sustainable manner.

Community preparedness and disaster risk reduction

- Family emergency response plans and awareness-raising actions to reduce risks and vulnerability
- Community equipment (signage and maps) for early warning systems

The Disaster Risk Reduction area implemented activities to encourage synergy and cohesion between communities, the local municipalities (Decentralized Autonomous Governments) of Manabí and Esmeraldas and other institutions or organizations that are members of Emergency Operations Centres (EOCs). This had the aim of strengthening the capacity for local responses to adverse events through the planning and implementation of structured actions that reduce risk (prevention and mitigation). As part of an integrated and participatory approach with the communities, synergies were promoted based on each community's long-term development plan that were based on vulnerability and capacity analyses (VCAs) and through planning and joint simulation exercises.

Beneficiary and communities' selection: The prioritization of communities and the selection of people to be reached was conducted based on a needs analysis conducted in each community and the level of vulnerability of the families (also prioritizing homes with elderly or disabled people, pregnant women, single heads of households, and families living in at-risk areas). Furthermore, several prioritization criteria were created for each sector through needs assessments to select the most vulnerable communities and people to be reached, which assessed the following areas: habitability needs, damage to community water and sanitation systems and the possibility of intervening in livelihoods. Communities that had not received governmental aid or assistance from other humanitarian organizations (or in the event that they had received aid, it was insufficient to meet their identified needs) were prioritized.

Assessments and evaluations

In addition to the assessments mentioned above, a real-time evaluation (RTE), a lessons learned workshop and a participatory final evaluation were conducted for this operation.

A three-person team from the IFRC conducted the [Real-Time Evaluation](#) from 10 to 18 July 2016 that provided recommendations to the IFRC and ERC to improve its response actions. Some of the recommendations to the National Society urged a revision of the Emergency Plan of Action (EPoA) to adjust the number of target communities; the establishment of an information management (IM) system as a core part of the ERC support functions; and the creation a written strategy for the involvement of the ERC in recovery activities. Recommendations to the IFRC included: an integrated needs assessment in the communities to be reached; revision of the EPoA with rationale for community selection; identification of human resources required; and support ERC disaster preparedness capacities and ensure the existence of key support functions (IM and PMER).

The ERC, with the technical support from the IFRC, conducted an intermediate evaluation in August to September 2017 in the 14 prioritized communities with 586 heads of households (436 women and 150 men). This evaluation focused on the main impacts and achievements of the Single Recovery Plan, emphasizing targeted populations and social impacts. The results were used to support decision making in the final stage of this operation and the cycle of learning from the community, local governments and the Red Cross team. The results demonstrated the increase in knowledge on the following topics:

- Water and sanitation knowledge: Prior to the ERC intervention, 46 per cent stated having some knowledge. This increased to 91 per cent as of the intermediate evaluation with the learned practices being applied.
- Safe construction: Before the earthquake, 27 per cent of the 156 households surveyed families had knowledge of safe construction; following the ERC intervention, this increased to 75 per cent combined with the use safer construction materials.
- Land and property legalization issues: This knowledge increased from 16 per cent to 41 per cent. Furthermore, following the evaluation, a set of four manuals and legal guidance were provided. As these actions were in process at the time of the evaluation, this number presumably increased by the end of the operation.
- Small-scale businesses (livelihood activities): Of the 136 households initially surveyed, 23 per cent reported knowledge of running a small-scale business. With ERC support, 71 per cent recognized having this knowledge and were reinitiating a previous economic activity or starting a new one.

- Risk management: 27 per cent of the families expressed knowing about these issues prior to the earthquake. By this evaluation, 48 per cent stated they had knowledge. As these actions were in process at the time of the evaluation, this number presumably increased during the final stage of the operation.

A final participatory evaluation was conducted between March and April 2018 with the participation of people from 7 of the 14 prioritized communities; ERC authorities, technical teams and volunteers from national headquarters and the provincial boards; and external actors (local municipalities, governmental agencies and other humanitarian organizations with interventions in the affected areas). The final evaluation was designed to complement the previous assessment exercises, including lessons learned workshops at different levels. The evaluation employed the Participatory Project Review (PPR) method, which combines an evaluation of overall empowerment with the “most significant change” technique, with the goal of learning about the operation as a whole to inform future interventions. This led to the identification of findings, good practices, recommendations and improvement actions, primarily in internal processes, to which the ERC will manage. The evaluation reviewed community impact, greatest operational achievements, challenges found, beneficiary participation level, community empowerment, equality in needs assessments, adapting interventions to address these needs, unexpected results and capacities of the National Society that have been strengthened.

The evaluation provided 14 recommendations for the ERC, primarily focused on the optimization of internal processes and procedures in all areas which could be adjusted in emergencies, including a country-wide emergency fund in the National Society; information and project management that could incorporate finances, logistics and PMER; revise the organizational flowchart to be more horizontal and agile; optimize volunteer and staff training and professional growth through a comprehensive development plan; and volunteer management that includes the protection and understanding of their rights and responsibilities and follows up in cases of non-compliance.

The four recommendations for the IFRC addressed the need to improve leadership in sharing good PMER practices; more formal establishment of when the IFRC should assume more leadership; improve the technical handover of leadership between IFRC staff and the ERC; and guarantee that the IFRC has technical leads in all areas within the Americas region. While not all of the recommendations have been fully accepted, at the time of report writing, the National Society and the IFRC were engaged in the management response to this evaluation. The IFRC PMER unit in the Americas will follow up to compile information regarding compliance with these recommendations, as well as those from other evaluations. The final evaluation and the management response is available in Spanish on the [IFRC Evaluations Database](#).

Operation Risk Analysis

As mentioned, the internal challenges in the Ecuadorian Red Cross’s national and provincial governance bodies created an unstable situation in which six different people held the office of ERC General Secretary during the period of this operation. These fluctuations in the governance systems had an impact on the management level and at times, required adjustment in operational activities. With support from the IFRC CCST in Lima and the organizational development senior officer, based in the CCST in Buenos Aires, organizational challenges were addressed by other components of the IFRC in the region.

Prior to the earthquake, mobile telephone networks were not available in the majority of the rural areas of intervention. This led to security concerns regarding the ERC teams operating in the field and to issues in certain communities due to lack of timely communication. The radio systems was strengthened, as detailed in the National Society Capacity Building section below, to provide increased communication between the ERC canton and provincial branches, as well as in ERC’s vehicles.

During the annual rainy season, access to certain sectors of the target rural communities became difficult. This provoked delays in the delivery of construction materials and processes. During this operation, work with the Forecast-based Financing (FbF) project, sponsored by the German Red Cross, contributed to better planning to avoid some of these delays. Further details on FbF in relation to this operation is provided in the Disaster Risk Reduction section below.

The ERC maintained a security plan that included all institutional areas and programmes and established a specific plan for this operation. While no significant external security issues were reported during the operation, as the activities came to a close, the north of Esmeraldas experienced some instability due to the disappearance of three Ecuadorian journalists near the Colombian border.

B. OPERATIONAL STRATEGY

Proposed strategy

As mentioned, this operation established specific strategies for the emergency and the recovery stages. During the emergency period, the strategy focused on providing immediate support to the affected communities, in line with the ERC's contingency plan and humanitarian role. An initial focus was on search and rescue; health in emergencies; water and sanitation; emergency shelter and early recovery (including NFIs); livelihoods; RFL; National Society's Organizational Capacity Building and Institution Preparedness; and community and institutional preparedness for DRR.

During the recovery and reconstruction period, the strategy focused on joint operations between ERC, IFRC and PNS in country, as outlined in the Single Recovery Plan in the areas of health; water and sanitation; habitability; livelihoods; and community preparation for disaster risk reduction. The operation focused on strengthening community resilience for future adverse events, as well as encouraging community participation.

An integrated habitability strategy was designed – involving WASH, Livelihoods and DRR components—and was a fundamental component of the Single Recovery Plan. This consisted of uniting efforts to implement joint and coordinated actions for prioritized communities and people reached in Manabí and Esmeraldas. The community intervention strategy was implemented with the creation of community committees and specialized community brigades in the areas of health, water and sanitation, environmental management, and risk reduction. This led to the implementation of a community action plan (designed based on each community's vulnerability and capacity analysis), which promoted community participation, development and cohesion.

In order to implement the Single Recovery Plan, three operational units that were strategically located near the intervention areas were created: one in Esmeraldas through its ERC provincial board and two in Manabí (Sucre-San Vicente and Jama-Pedernales) through the cantonal boards of Bahía de Caráquez and Pedernales, respectively. Each operational unit had a coordinator and a community mobilization team consisting of three technicians specialized in health, psychosocial support, water, sanitation and hygiene promotion. At the provincial level, each board had operational support staff in the areas of finance, PMER, logistics, and technicians specialized in livelihoods, risk reduction and construction. Furthermore, the operational units had continuous technical support from the provincial boards and the head office (operation coordinators, national ERC coordinators and technicians and the IFRC team).

Strengthening of the National Society

The operation also aimed to strengthen the Ecuadorian Red Cross, both in the national headquarters and in the provincial and cantonal boards of Manabí and Esmeraldas. This action focused on improving their administrative, financial and logistic processes, increasing material assets and training volunteers and staff at the national level to increase capacities for an effective response and intervention in the event of future disasters and emergencies, as well as in non-disaster period ERC projects in different technical areas of action.

As part of the process to create the ERC Organizational Development Plan, an Organizational Capacity Assessment and Certification workshop (OCAC), which entails a self-evaluation of institutional capacity, was held in April 2017 with the participation of 20 ERC staff members, President, Secretary General, Directory and provincial boards delegates. The IFRC's organizational development unit in Geneva facilitated this process, which was followed-up at the board level by the IFRC regional officer in organizational development. By April 2018, 19 Branch Organizational Capacity Assessment processes (BOCA) at provincial level were completed. The ERC is committed to improve 52 OCAC attributes as part of its National Development Plan. Further information is detailed in the relevant section below on National Society Capacity Development.

Appeal resources supported other components of organizational development, such as the leadership development process. The ERC identified more than 500 people in the National Society, located throughout the country, to participate in leadership development in the future and starting with the 24 ERC provincial board presidents. As this emergency appeal operation will transition into IFRC's operational plan for the ERC, this and other organizational development components will continue.

C. DETAILED OPERATIONAL PLAN

The revised EPOA established that at least 34,566 families (138,264 people) affected by the 16 April 2016 earthquake and aftershocks would receive comprehensive support during the recovery and reconstruction phases with a focus on community health; water, sanitation and hygiene promotion; habitability, housing, land and property rights; livelihoods; food security and nutrition; and community preparation for disaster risk reduction. The following section provides information of the achievements against the outcomes, as well as identifies challenges encountered.



Search and Rescue

Outcome 1: Mortality and morbidity are reduced through search and rescue activities.

Indicators:	Target	Actual
# of volunteers implementing search and rescue activities	N/A	166

Output 1.1: Search and rescue activities are implemented in the emergency area.

Indicators:	Target	Actual
# of people that received search and rescue support	N/A	19 people

Progress towards outcomes

This outcome was reached during the first two weeks of the operation. The International Movement rescued 19 people. Volunteers from four National Societies were mobilized for the emergency. The Red Cross Movement used technology, such as drones, to support these efforts. International Movement deployed 166 volunteers and technicians for search and rescue activities:

National Society	Volunteers
Ecuadorian Red Cross	68
Colombian Red Cross Society	73
Mexican Red Cross	22
Salvadorian Red Cross Society	3
Total	166



The ERC participated in search and rescue efforts in Pedernales. Source: ERC

During the response phase, the ICRC facilitated a forensic response. Upon request by the public Prosecutor's office, the ICRC supported authorities in debris removal and the identification of human remains. The ICRC contacted the Latin American Association of Forensic Anthropology (LAAFA) to deploy 17 forensic experts for coordinating the debris removal and identification of dead bodies. The ERC and ICRC worked together to develop protocols to be used by the Public Prosecutor's office for the handling of dead bodies following disasters. The ICRC invited the Director of the Molecular Genetics Laboratory of the Ecuadorian Red Cross to the course on Emergency Management of Dead Bodies, which was held in Islamabad, Pakistan in August 2016. A few months after the earthquake, ERC and ICRC presented a report to the Public Prosecutor with lessons learned and good practices for dead body management in disasters.

Challenges

Increased coordination with other Participating National Societies engaged in search and rescue could be improved for future emergencies.

Lessons Learned


From the onset of the emergency, Participating National Societies engaged in search and rescue should be invited to

national and local Emergency Operations Centres. In terms of reducing the implementation period, engaging in humanitarian diplomacy with these National Societies and their governments can facilitate sharing of how the IFRC's global response system works in relation to these mechanisms.

The ARO should consider conducting an analytical study of the legal issues involved in the deployment of search and rescue teams from other National Societies in the region. This study could provide information on existing scenarios and evaluation of the Secretariat's position in different scenarios.

There is a need to create a working group for search and rescue issues in the region.

A proposal has been received to develop an internal policy on the guidelines for National Societies' actions in search and rescue when deployed outside their home country. These initiatives should be shared with National Societies, which is planned to be addressed in Inter-American coordination spaces.

	<p>Health</p> <p>People reached: 140,836</p> <p>Male: 56,334 Female: 84,502</p>	
<p>Outcome 2: <i>The health risks generated for the affected population by the emergency are reduced through the provision of curative and preventative services, as well as psychosocial support.</i></p>		
Indicators:	Target	Actual
# of communities that have received medical and dental services through ERC medical units	At least 14 communities	110 communities
# of people who have participated in psychosocial support activities (disaggregated by gender and age)	25,728 people	30,795 people (11,473 men & 19,322 women)
<p>Output 2.1: <i>The earthquake's adverse effects on the health of the affected population are reduced with the provision of primary and secondary level healthcare in at least 50,000 consultations.</i></p>		
Indicators:	Target	Actual
# of people reached in the communities with curative and preventative medical services through ERC medical units	45,000 appointments ⁹	63,861 appointments
# of people reached in the communities with curative and preventative dental services through ERC medical units	5,000 people	5,758 people
<p>Output 2.2: <i>The affected population receives psychosocial support</i></p>		
Indicators:	Target	Actual
# of people in recovery-target communities that have participated in psychosocial activities	5,728 people	8,767 people (5,260 women & 3,507 men)
<p>Outcome 3: <i>Affected communities strengthen their capacities in prevention, promotion and health self-care</i></p>		
Indicators:	Target	Actual

⁹ This indicator was measured in number of medical appointments and not people reached, as some people went to several appointments.

# of people who have strengthened their skills in prevention, promotion and health self-care (emergency and recovery).	N/A	38,247 people and 741 members of community brigades
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Output 3.1: Community committees have been created, trained and equipped to implement health prevention and promotion activities in the communities

Indicators:	Target	Actual
# of community committees created	14	18
# of committees trained, equipped and operating	14	14

Output 3.2: The affected population has information and actively participates in prevention and health promotion activities.

Indicators:	Target	Actual
# of people reached with preventive-promotional health activities	26,547 people	33,892 people

Progress towards outcomes

Health Assistance

During the emergency, 6,481 people received prehospital assistance and 322 patients were transported in ambulances to health clinics. With support from IFRC, an Emergency Medical Unit (EMU), categorized as a first level health centre, operated from May to September 2016 in Manabí (integrated primary health care and oral health assistance were provided during the response stage through the EMU). From its start of attentions in October 2016, the EMU attended 58,298 people.

During the recovery stage, the ERC implemented two mobile health units in the provinces affected by the earthquake to provide health assistance. The units travelled through remote rural zones to provide medical services in coordination with the Ministry of Public Health (MPH). These units also carried out health promotion activities in communities (promoting healthy practices and lifestyles, reproductive health, etc.) and the prevention of vector-borne diseases (Zika, dengue and chikungunya). The health assistance provided by the mobile units was supported by medical staff from the Ministry of Public Health. In order to strengthen the capacities of the affected population in the areas of disease prevention, looking after one's health and practicing healthy lifestyles, training was provided to ERC volunteers on diverse topics related to community health.



ERC supported the creation of community health brigades that were trained in first aid. Source: ERC.

Community committees and community health brigades were formed. As a strategy to empower and promote community participation, members of the health brigades also received training on topics such as disease prevention, health promotion, psychosocial support, prevention of the drug abuse, and culture of peace and non-violence. The Single Recovery Plan

contributed to the equipping and maintenance of the mobile health units, which were stocked with medication and supplies for their operation. In August 2017, a third Mobile Health Unit was put into operation in Esmeraldas province offering medical care in general medicine, obstetrics and dentistry.

During this operation, medical services were provided to 71,794 people:

- Emergency: EMUs and health bus: 51,495 people and first response and pre-hospital assistance: 6,803
- Recovery: 13,496 people in general medicine, obstetrics and dentistry

Health Prevention and Promotion

Through the mobile health brigades deployed in the zones affected by the earthquake, community-level recovery included guidance on domestic and personal hygiene for more healthy lifestyles. A total of 5,799 children and adults benefited from these activities during the emergency response period.

In the health sector, during the emergency and recovery phases, 33,892 people were reached with health promotion activities such as educational talks on good nutrition, HIV prevention, family planning, safe motherhood, child care, healthy habits, personal hygiene and first aid. HIV prevention is a fundamental component of the work carried out by ERC's National Community Development and Health Unit.

Psychosocial Support

Action	People reached
Psychological first aid and recreational activities	21,748
Violence Prevention and Social Cohesion	9,047 in recovery
14 community brigades formed and active	741 health brigades members

Led by a psychologist from the ERC staff, National Society volunteers provided psychological first aid and implemented recreational and games-based activities with people in the communities affected by the earthquake. This had the goal of re-establishing emotional balance and facilitating natural recovery processes for each person. A total of 21,748 children and adults benefited from these actions during the emergency stage.

The operation emphasized psychosocial support activities that include the violence prevention and social cohesion with adults, young people and children. This work, in partnership with UNICEF in the recovery, was supported with a ten-step methodology that reached a total of 30,795 people (21,748 during the emergency response period and 9,047 in the recovery). In addition, contact was made with schools to promote the prevention of physical and psychological violence and a total of 14 community committees were formed (with participation from 147 people) who have received training and educational materials on how to build a culture of peace and promote non-violence.

In the municipalities of Pedernales and Jama (Manabí), support platforms were established for the prevention of gender-based violence. ERC is contributing to this initiative in partnership with other humanitarian organizations such as UNICEF so that the brigades can be linked to these support networks and provide assistance in cases involving violence. The committees have received training and materials to continue disseminating messages and monitoring best practices in the areas of health care, hygiene promotion, drug abuse prevention, family planning, culture of peace, non-violence and disaster risk reduction.

ERC personnel and volunteers also received psychosocial support during the implementation of the response operation. A total of 280 ERC members participated in psychosocial activities.

Community Health Brigades

A total of 18 community health brigades were formed, of which 14 are operational in each of the prioritized communities. A total of 741 brigade members received training in the 14 communities on the topics of health and community first aid while first aid kits were provided to each prioritized community. With support from ERC technical staff, the brigades that have been formed have replicated activities in communities, reaching 1,182 community members.

Health training

As part of the implementation strategy for the Single Recovery Plan, and with support from IFRC, staff and volunteers from ERC received training on how to transfer health and care-related knowledge to members of the community committees and community brigades. Certified training was provided to 461 volunteers and staff members from the ERC's provincial and cantonal boards in Manabí and Esmeraldas to implement the community brigades and disseminate key messages with community members.

Training	Number of participants
Psychosocial support (training of trainers- TOT)	18
Sexuality and HIV prevention	84
Drug abuse and prevention	53
Peace culture and non-violence	40
Voluntary Counselling and Testing	17
Psychosocial support (replicas for volunteers)	30
Voluntary blood testing	37
CBHFA (TOT)	24
CBHFA (replicas for volunteers)	24
Psychosocial support (National Intervention Team- NIT)	23
Youth Leadership	78
Basic psychosocial support and Psychosocial First Aid	28

Through this operation, the ERC strengthened its capacities in voluntary blood donations and identification of blood types. With support from the Single Recovery Plan, two national workshops were held on the topic of Voluntary Blood Donations in April 2017, providing training to 37 people (12 men and 25 women).

This operation has reached the established goals for health. As part of the actions after this operation, the ERC through its local boards in Manabí and Esmeraldas will strengthen the sustainability of actions by reinforcing links between the community brigades and corresponding local authorities and organizations.

Challenges

Despite the fact that Manabí and Esmeraldas both have reported levels of domestic and gender-based violence that are below the national average (INEI data from 2011¹⁰), this issue still affects almost half of all women in these provinces.

A challenge for the community brigades and the ERC's cantonal boards is achieving sustainability for the municipal-level networks, which is also faced by other organizations that have worked to build these essential community-based support institutions.

Lessons Learned

An increased focus on the building and strengthening of the community brigades' advocacy capacities will contribute to more efficient and widespread actions.

The psychosocial support team had limited experience and had to learn work tools in a rushed manner. The quality of the intervention in the area of psychosocial support could have been improved by creating stronger partnerships with other local organizations that have more experience in complex situations.

The technical support staff from the National Society for the recovery period need more community experience and to learn how to work on synergies with other components of the operation.

¹⁰ <http://www.ecuadorencifras.gob.ec/violencia-de-genero/> slide 12.



Water, sanitation and hygiene promotion

People reached: 37,429

Male: 14,972

Female: 22,457

Outcome 4: *The risk of water-borne and water-related illnesses has been reduced through the provision of safe water and adequate sanitation and hygiene promotion*

Indicators:	Target	Actual
At least 2,000 families are reached by hygiene promotion activities during the recovery and reconstruction.	2,000 families	3,967 families

Output 4.1: *1,000 families receive safe drinking water*

Indicators:	Target	Actual
# of families that receive safe water	1,000 families	3,235 families

Output 4.2: *2,000 families participate in sanitation and hygiene promotion activities in the recovery and reconstruction*

Indicators:	Target	Actual
# of families reached with awareness-raising, community sanitation and hygiene promotion activities	2,000 families	2,046 families

Outcome 5: *Affected population has safer access to water and sanitation and increased knowledge of good environmental practices and vector control*

Indicators:	Target	Actual
# of people reached with vector control and good environmental practices training	6,547 people	12,957 people

Output 5.1: *Targeted communities improve their access to safe water that complies with international minimum standards.*

Indicators:	Target	Actual
# of communities and families with access to improved water systems for safe water	10 communities (1,223 families)	11 communities (1,942 families)
# of communities and families that receive and correctly use home safe water filters	6 communities (500 families)	14 communities (603 families)

Output 5.2: *Targeted communities understand and practice appropriate hygiene habits and good environmental practices*

Indicators:	Target	Actual
# of people that have improved hygiene habits	6,547 people	8,184 people
# of people reached in the community-based best environmental practices activities	6,547 people	2,640 people

Output 5.3: *The selected communities know and carry out prevention actions to control vectors (Zika, dengue, and others)*

Indicators:	Target	Actual
# of committees implementing improved actions to control vectors	14 committees	14 committees
# of prevention actions to control vectors implemented by community committees	28 actions	34 actions
Reduction in the incidence of vector-borne diseases (using Ministry of Public Health reporting)	10% reduction in the incidence	Information available after operation's end

Output 5.4: Target communities improve their access and use of sanitation infrastructure.

Indicators:	Target	Actual
# of communities and families that have improved their sanitation systems	14 communities 500 families	9 communities 614 families
# of communities that have sanitary solutions in community spaces or educational units	3 communities	3 communities (2 in common areas and 1 into a school)

Progress towards outcomes

Provision of safe drinking water and hygiene promotion

During the emergency response, one Kit 5 was purchased and sent to Ecuador. The National Society worked with support from IFRC on actions for safe water management and the promotion of healthy hygiene habits through an awareness raising campaign. Following the emergency, bladders were replaced with water tanks. In 5 communities in Manabí (La Chorrera, La Playita de Coaque, Cabuya, Bellavista and Rambuche), 500- and 1,100-litre water tank were installed and a 10,500-litre water tank in the Pedernales Municipal Water Public Company (EMAPAPED), water quality monitoring and chlorination of family and community water storage systems and the provision of a water tracking service in coordination with the municipalities.



Bocana de Guayllabamba (Esmeraldas) community members overcame the complicated logistics of transporting ERC-donated water tanks to their community. Source: ERC

By October 2016, 284,422 litres of treated water were produced with the mobile treatment plants; 2,667,475 litres of water was treated with chlorination techniques; 12,549 litres of bottled water was distributed; and 17,886 people received training on healthy habits. In addition, non-food items were distributed such as

cleaning kits, hygiene kits, buckets and long-lasting insecticide impregnated nets (LLIN), as part of the strategy to prevent Zika and other vector-borne diseases.

The recovery actions focused on management of safe water and healthy hygiene habits and construction of infrastructure.

Diagnostics of the affected water distribution systems and prefeasibility studies were conducted. As a way of guaranteeing the sustainability of the renovated and newly built infrastructure, water committees were created, and members of the committee received training. These members are responsible at a community level for the management and maintenance of the infrastructure. A total of 13 communities had their water storage systems improved through this operation. Four of these communities have received support for the improvement of more complex water systems; this assistance is being jointly financed with Swiss Red Cross.

Nine community water systems have been built, with communities contributing manual labour, benefiting a total of

667 families. An additional four community water systems are being built by a private construction company with co-funding from the Swiss Red Cross.



Young and old, alike, were reached with ERC-sponsored talks and demonstrations on healthy hygiene habits, like handwashing. Source: ERC.

During the operation, a total of 3,967 people have participated in sanitation and hygiene promotion activities including: a “healthy habits” campaign that involved the provision of hygiene kits, educational talks on personal hygiene, handwashing, water suitable for human consumption and the prevention of diarrhoea-related illnesses.

Improvement of community sanitation and at a family level

As part of a joint contribution with funds from ERC, this appeal has allowed 640 families to improve their family or community sanitation systems. This operation has provided a total of 489 families, of which 324 were funded by this appeal, with a family bathroom that includes an environmentally-friendly biodigester as a sewage treatment system. In the community of Coaque, 290 families benefited

from the completion of the first phase of the community sewage system. This process is planned for completion in August 2018.

With the installation of a community bathroom in the San Miguel de Piquigua School in Manabí, 700 students and teaching staff have sanitation facilities that are appropriate for the size of the school. This required an important investment in the water storage system for this community bathroom. The students are from San Miguel de Piquigua (212 families) and other nearby communities. In addition, community bathrooms were installed alongside the community centres, which were built in Tabuga and Salima.

These actions have benefitted 300 people who have received direct training from an expert on the proper use and maintenance of the biodigesters in the 11 communities where these devices have been installed.

With bilateral funds, ERC also built 146 bathrooms in progressive housing that was supported by the Spanish Red Cross and 12 bathrooms in the Acuarela en Sucre neighbourhood. ERC also used bilateral funds to build a community bathroom in Punta de Veche for 25 families. Thus, a total of 772 families have a new family bathroom thanks to the support of the Red Cross.

Vector control and best environmental practices

Awareness-raising activities on vector control and good environmental practices reached a total of 12,957 people in the 14 targeted communities. Talks were held to raise awareness about Zika, dengue and chikungunya and prevention measures. A total of 11,423 long-lasting insecticide impregnated nets and 6,002 insect repellents were distributed. Activities were organized for collective community work days (*mingas*) for cleaning, eliminating accumulated water and other needs. A total of 13,567 personal hygiene kits were distributed along with 10,614 cleaning kits.

From the beginning of the operation, different baselines were created in relation to beneficiaries’ knowledge, attitudes and practices (KAP) in the areas of hygiene, vector control and good environmental practices. People from the communities received training on how

to disseminate key messages on the following topics: vector control, best environmental practices, water quality management and control, sanitation and hygiene promotion. With the goal of achieving faster and more reliable monitoring to improve healthy habits, 189 members of the health brigades received training on the PHAST tool and



Community brigades, with ERC support, conducted fumigation campaigns. Source: ERC

Open Data Kit (ODK). These brigades also received equipment such as materials for monitoring the levels of chlorine in the water supply and smart phones to record their collected data.

Community brigades organized 28 community cleaning campaigns in the 14 communities. More than 800 people actively participated in the cleaning of streets, recreational areas and community spaces. They also implemented actions related to vector control, which includes fumigation, through their equipped health brigades. The brigades raised awareness about the water distribution and storage systems built in 13 communities in Manabí and Esmeraldas, of which 4 receive bilateral assistance through funds from the Swiss Red Cross.



The ERC distributed 603 ceramic filters, of which this operation provided 500 in 14 communities in Manabí and Esmeraldas to ensure the consumption of safe drinking water. Training was provided to beneficiaries on the use and maintenance of these filters.

As part of a bilateral project with World Wildlife fund (WWF), the National Society has worked in the peri-urban community of Coaque with more than 650 families to develop an Inclusive Recycling Plan, which has involved the installation of 8 early collection stations for recyclable solid waste known as “Recycling Points” or “Green Points” for the Coaque Recycling Association community organization. The project aims to benefit the entire population of Coaque through the classification of waste, promoting a recycling culture and providing sustainable employment to a few families who will administer the network of collection points in coordination with local authorities. Working with the livelihoods sector, this appeal complemented the construction initiative and the provision of five cargo tricycles to collect the items recycled by the community. This will allow five families to generate income while they act as community promoters who take care of their own community.

The Latin American Green Awards 2018 recognized “Coaque Recycles” as one of the 500 best social and environmental projects in Latin America, occupying position 69 in the Solid Waste Management category.

Training in water, sanitation and hygiene promotion

As part of the community strategy of this component, several training sessions have been carried out for CRE staff and volunteers, who have reproduced this training with the members of community brigades in order to reach other community members, as detailed in the following table:

Training	Number of participants
Water, sanitation and hygiene promotion: basic training in water, sanitation, hygiene and vector control	15
PHAST Training of Trainers (ToT)	29
Good environmental practices	70
Environmental care: solid waste management	70
NIT in Water, Sanitation and Hygiene promotion	19
Total	203

During the intermediate evaluation carried out in August 2017 in the 14 prioritized zones, members of all of the

participating communities demonstrated a significant increase in their knowledge and practices in the areas of health and hygiene. Of the total surveyed population (586 people), 46 per cent had knowledge of water and sanitation issues before the earthquake. In September 2017, 91 per cent (an increase of 45 per cent) stated that they were aware of the importance of handwashing for the prevention of diseases and put into practice knowledge that they had learnt with the ERC. Of the people surveyed, 65 percent implemented the recommendations to eliminate mosquito breeding grounds and prevent vector-borne diseases.

Challenges

During the emergency response, spare parts for the water treatment plants donated by the neighbouring National Societies was a challenge. This placed an enormous limitation on the volume of safe water that could be produced by the ERC during the first weeks of the operation.

The National Society lacked sufficient staff with experience in water and sanitation infrastructure.

No calls for tender were conducted by the National Society since the formal procedures for this process were created years ago, which was a challenge for both the National Society and the IFRC. The construction infrastructure took longer than planned due to difficulties to establish an agile internal system involving ERC areas such as procurement, legal, finance and the tender commission members.

The number of providers of construction materials and services in the affected zones was limited.

To guarantee the sustainability of the built infrastructure, it is essential to have local companies as partners. This was very positive during the operation. However, certain community water committees that were formed demonstrated a weak level of commitment, necessary to guarantee sustainability in this area. ERC will continue to work with the municipal agencies that are responsible for these committees to achieve the necessary level of commitment.

The complex logistics of the operation caused by the distances between communities and difficulties in accessing some rural communities during the rainy season was an enormous challenge. In the communities working with a construction component, which required the transport of a large amount of materials, this was particularly challenging.

Lessons Learned

IFRC should provide guidance to the National Society on the requirements and implications of implementing large infrastructure works before committing conditional funds for this type of activity. In the case of accepting this challenge, IFRC should engage in advocacy actions so that suitable resources are available and/or seek partnerships with other entities from the beginning of the operation when a National Society lacks the necessary internal capacities.

In the area of hygiene promotion, there is a need to develop a strategy on how to transition from the emergency to the recovery, which can be reflected in an appeal.



Shelter

People reached: 68,936

Male: 27,574

Female: 41,362

Outcome 6: Humanitarian actors' shelter response is strengthened through enhanced leadership, coordination and accountability (Shelter Coordination)

Output 6.1: Timely, predictable, and widely accessible shelter coordination services are provided to humanitarian shelter actors

Indicators:	Target	Actual
Shelter coordination services are provided to humanitarian shelter actors	N/A	Conducted from May to mid-September 2016
Outcome 7: The immediate shelter and settlement needs of the targeted population are met		
Indicators:	Target	Actual
# of households reached with shelter support (combined)	N/A	17,234 families
Output 7.1: Essential household items are provided to the targeted population		
Indicators:	Target	Actual
# of families that received household kits	N/A	1,095 families
Output 7.2: Targeted population provided with emergency shelter assistance and families receive materials and tools to reinforce (winterize) temporary shelters		
Indicators:	Target	Actual
# of families provided with construction tools and materials to reinforce temporary shelters	N/A	15,148 families
Outcome 8: The target population has safe and adequate shelter		
Indicators:	Target	Actual
# of families that have improved their living conditions with a more durable housing solution	500 families	520 families
Output 8.1: Shelter assistance provided to at least 500 families to obtain durable solutions, upgrades or reinforcement of their housing to meeting minimum international standards.		
Indicators:	Target	Actual
# of families that have reinforced or extended shelters that meet international standards	500 families	1,148 families
# of families that have access to an individual bathroom	342 families	489 families
# of families who have incorporated or improved domestic waste management	500 families	280 families
Output 8.2: Orientation /awareness-raising sessions on safer shelter provided to target communities		
Indicators:	Target	Actual
# of construction workers trained in safer construction	100 construction workers	251 construction workers (184 men and 67 women)
# of families who received building back safer orientation	2,000 families	2,046 families
Outcome 9: Advocacy and assistance in housing, land and property (HLP) provided at the national, local and community levels.		
Indicators:	Target	Actual
# of proposals presented by ERC in the Housing, Land, and Property technical working group	N/A	9

Output 9.1: Communities and public authorities with improved knowledge to implement housing, land and property regulations

Indicators:	Target	Actual
# of families who improve their knowledge on HLP rights in the communities and shelters	500 families	713 families
# of families that have received legal assistance on HLP issues	500 families	657 families

Progress towards outcomes

The IFRC deployed a nine-person shelter cluster team to coordinate the shelter and non-food items response of the humanitarian community in support of the Ecuadorian state. The team provided coordination and policy support, technical assistance and information management services for emergency shelter.

The shelter cluster had a key role in establishing and advocating for legal and technical minimum standards, for formal and informal settlements to ensure that the humanitarian response and reconstruction process did not undermine tenure security and included the most vulnerable populations. Key policy and technical documents were produced as was tracking assistance and NFIs to guide the process to provide shelter and enable reconstruction. The shelter cluster negotiated permission from Ecuadorian government to allow humanitarian actors to provide temporary shelter and permanent housing in rural areas. This enabled the construction of 3,559 temporary shelters and the repair of 1,774 houses by October 2016.

The Shelter Cluster was activated in May 2016 and was led by IFRC until the middle of September 2016. The coordination of the cluster was handed over to IOM, which coordinated the Camp coordination and camp management cluster as well as the development of the Displacement Tracking Matrix in relation to the informal settlements where the population spontaneously settled.

In two workshops, 22 people from 9 organizations received training in the PASSA methodology along with 15 ERC staff and volunteers.

Non-food items

The details of the quantity of NFIs distributed during this operation are available in the graphic on page 3 under “Summary of Response”.

Long-lasting and safe housing

The operation supported 520 families with a long-lasting housing solution. This includes 12 families from the Acurela de Bahia de Caraquez, Manabi who received their housing thanks to bilateral contributions from ERC and improvements to existing houses using funds from this appeal (security fence and concrete floors to allow wheelchairs) and an additional 362 families who received support through actions to improve their existing homes, roofs, foundations, ramps and handles in bathrooms and/or family bathrooms.

In the Canton of Sucre, Manabí Province, a bakery was built along with 2 new community buildings.

The Progressive housing project was financed by Spanish Red Cross and jointly managed with Ecuadorian Red Cross. This project had the goal of providing safe accommodation solutions for 146 families that were selected in a participatory process with 6 communities in Manabí and Esmeraldas for the construction of permanent housing and training to beneficiaries and construction workers on safe building techniques. The families that received these homes also received water filters, training on safe construction and emergency family plans within the component of community risk reduction. As part of the habitability strategy, these 146 families also received a sanitary solution (biodigesters), with ERC funds and technical support from IFRC. In 13 of these houses, those which have members with reduced mobility, ramps and handles in bathrooms were installed with funds from this appeal.

In July 2017, the habitability strategy was updated to guarantee an approach that moved beyond a single focus on infrastructure, but also worked with families on topics related to the “soft” components of living a safer and healthier life. Technical staff included engineers responsible for the infrastructure component (accessibility actions such as: ramps, water supplies, sanitation and home renovations). In the area of Housing, Land and Property, two lawyers from ERC conducted a case analysis of the situation for each of the 146 families that received permanent housing, as well as other families identified in Coaque and the communities targeted by the intervention.

As part of this integrated strategy, beneficiary families from this component also received 489 sanitary solutions, access to safe drinking water, training on safe construction and emergency family plans as part of the community risk reduction component. In addition, 409 families received a conditional cash transfer to increase the size of their home, install a kitchen and purchase items that are necessary for their homes.

Training in safer construction techniques

Thanks to the coordination of actions with the Swiss International Cooperation Agency (COSUDE), a collaboration agreement was established between ERC and the ECOSUR Foundation. The latter specializes in providing training on the use of ecologically-sound materials and traditional and anti-seismic construction techniques. Experts from ECOSUR provided training to a total of 251 construction workers from 12 communities in Manabí and Esmeraldas on safer building techniques. The most outstanding students received a professional toolkits and all participants received construction manuals.

In addition, all families in the target communities received orientation on building back safer through the provision of talks, calendars, flyers and radio spots with the key messages developed by the shelter cluster members.

Housing, Land and Property

ERC identified the need to work on the promotion of the right to housing, land and property, considering the high levels of informal property and land ownership in the communities affected by the earthquake. According to the information from the Shelter Cluster, only 20 to 30 per cent of the population from the affected areas had property titles, a situation that made it difficult for them to access rebuilding initiatives and new housing. In relation to this reality and as part of its work area, ERC engaged in dialogue and promoted best practices for the design of inclusive public policies that understand and take into account the realities of the affected population.

In October 2017, ERC staff and volunteers received training on specific issues related to HLP. Following this, ERC worked in a coordinated manner with the affected families and local authorities to socialize and provide guidance regarding their rights in relation to their goods and assets. As a result, 713 families from the communities participated in educational talks delivered by ERC on housing, land and property rights. These families received four manuals that provide details on how to manage specific problems. These manuals, developed with support provided by a group of experts from San Francisco University in Quito, explain topics of “Purchase-Sale Contracts”, “Property and Ownership”, “Inheritances” and “Adverse Possession”. This awareness raising activity was performed in the 14 targeted communities in Manabí and Esmeraldas and will continue after the end of this operation. These actions have meant that the most affected homes can improve their situation in relation to land ownership and other legal issues.



The ERC installed biodigesters in targeted communities. Source: ERC.



The housing, land and property rights programme supported the access to property titles. Source: ERC.

In Manabí Province, 232 families received the titles to

their land. Thanks to joint work with local authorities and the San Francisco University, a Municipal Decree was passed that benefits 641 families from the Coaque community who can now legalise the ownership of their property at any time, with discounts on the cost of the legal procedures required by the municipality. Additional legal support has been provided to three communities to obtain formal ownership of community-owned land, supporting them with surety and purchase contracts, benefiting communities with spaces such as the Coaque Recycling Point and two community centres.

Challenges

The rebuilding of housing following an earthquake is the most immediate need for the affected population. However, so that Red Cross can build housing, many favourable factors need to occur at the same time. In this case, from the beginning of the international response the government wanted to take on 100 per cent of the rebuilding of housing. This caused difficulties in defining the alternatives that humanitarian organizations could offer to families living in informal settlements, as well as restricting the geographical areas where they could implement interventions. In the affected zones that are targeted by this appeal, there were communities living in protected natural areas that did not have permission for rebuilding.

The National Society lacked staff with experience in this scale of construction. The strategy to reinforce housing through kits was too complex (there were up to 14 different kits) and selected families were not sufficiently involved. This situation caused significant delays since the analysis and readjustment of this strategy and the selection of people to be reached considerably reduced the period for building. Thanks to the commitment of all of the parties, including communities, engineers, the community mobilization team and logistics in the field, as well as the National Society's purchasing, legal and financial units, it was possible to achieve the goals in a timely manner.

The informality of some providers of construction materials or services and the rainy season on the coast also caused difficulties in access and following proposed construction schedules.

Human and financial resources were spent on managing donations of unsolicited food and non-food items that did not meet the requirements of the population in need or the quality level demanded by Red Cross. A case study could be conducted to identify the real cost of managing unsolicited donations that do not meet Red Cross needs in this operation. This could be part of the IFRC's support to the ERC through the Ecuador Operational Plan.

Lessons Learned

In terms of the real needs detected in the area of long-lasting and safe housing in communities, IFRC worked with the National Society to create a habitability strategy that was based on the renovation and reinforcement of existing housing damaged in the earthquake (in rural zones, generally built using wood), as well as guaranteeing accessibility to housing and bathrooms for families with members that have reduced mobility. Actions in this area were supported with funds from the water and sanitation budget to guarantee access to safe water, family sanitation and waste management for all of the targeted families. In addition, synergies were sought through the protection of family income sources and improvements the health and hygiene habits of families, achieving an integrated approach.

The joint work by technical staff responsible for community mobilization, the logistics team and engineers was essential for achieving the objectives within the respective deadlines. Thanks to the distribution of tasks, the community mobilization teams coordinated all of the aspects with family members and worked with the logistics and engineering teams for the provision of materials. In addition, engineers from the team focused on ensuring the quality of construction materials and processes, both in the distribution of materials as well as during construction.

The hiring of an Infrastructure Coordinator (WASH and Shelter) and a staff member who worked for the infrastructure and logistics teams (warehouses and purchases) within the operation were key for optimizing purchasing and warehouse management processes, as well as for meeting the established deadlines for actions.

In the area of unsolicited donations, it is important to highlight the responsibilities of who collects these contributions, based on the [Principles and Rules of the International Federation of the Red Cross and Red Crescent Societies for the Humanitarian Assistance](#). Across the National Society, and externally with the general public at a national level, there is a need to engage in the mass dissemination of best practices for donations, collected in the "Knowing how to Donate" Manual, with the goal of minimizing unplanned expenses as well as maximizing the positive impact of donations in the affected communities and raising awareness among staff responsible for collecting donations.



Livelihoods

People reached: 13,540

Male: 5,416

Female: 8,124

Outcome 10: Livelihoods are protected, restored and strengthened and the negative coping strategies among the affected population are reduced.

Indicators:	Target	Actual
% of families interviewed indicate that the support received from ERC has protected its family economy	80%	71% in August 2017

Output 10.1: Cash Transfer Programmes (CTP) are implemented for 740 families during the emergency and 670 families in the recovery with the aim of protecting families' economic security and livelihoods

Indicators:	Target	Actual
# of families who have received CTP support in the recovery	740 families	740 families
# of families who have received conditional CTP support to acquire goods or materials for their home in the recovery	661 families	415 families

Outcome 11: Targeted communities strengthen their productive livelihoods.

Indicators:	Target	Actual
% of participants in the livelihoods programme who corroborate that the micro-projects are sustainable at the end of the intervention	80%	Evaluation pending for Q1 2019

Output 11.1: 1,200 vulnerable families from selected communities have reinforced or diversified their livelihoods

Indicators:	Target	Actual
# of families who participate in livelihoods projects	1,200 families	2,236 families

Progress towards outcomes

Cash transfer programmes

During the emergency response in July 2016, a cash transfer programme (CTP) was implemented as part of a livelihoods intervention with 740 families in the communities of Coaque and La Cabuya in Manabí province. This unconditional CTP aimed to support the recovery of affected families to meet their basic needs in a dignified and flexible manner while concurrently stimulating the local economy and reactivating livelihoods in the community.

The provision of cash transfers to the selected families was carried out through the Visa cards provided by IFRC. A representative of each family received a debit card with 200 US dollars, which families used to meet their most immediate needs.

During the recovery, as part of the habitability strategy and with the goal of protecting families' resources, another CTP was provided for 415 selected families for interventions in their housing. The support from a livelihoods team that already had experience using this tool was essential for implementing this action.

Following the provision of the debit card, home visits were made to monitor its use. Compliance with the conditions for the cash transfer was verified through a satisfaction survey conducted with 403 of the total 415 families. According to the monitoring survey, 46 per cent of beneficiary families invested their cash in cooking items (sinks, pots, plates); 30 per cent spent the cash on beds, mattresses and items for the home; 16 per cent spent it on construction materials; and 7 per cent spent the transfer on other related items.

Livelihoods Projects

The livelihoods component worked in the targeted 14 rural communities, as well as in La Colorada in Esmeraldas province. Actions were also carried out in the Esmeraldas city urban area and the cantonal capital of Muisne in Esmeraldas province.

A total of 71 actions (Esmeraldas: 48 and Manabí: 23) strengthened people's capacities to generate or diversify their income. The livelihoods component supported the reactivation of businesses that were affected after the earthquake. Based on a feasibility study, the ERC identified possible entrepreneurial activities that were economically sustainable and able to be implemented in the targeted communities. By the end of the, 2,236 families had been reached with these actions (77 per cent in rural areas and 23 per cent in urban areas). Part of this achievement is also the contribution of the bilateral project supported by Spanish Red Cross in the communities of Bigua, Estero Seco and Rambuche in the Canton of Jama, Manabí Province, which focused on employment.

The interventions supported by this appeal have been used to reinforce or generate: human capital (16%), physical capital (62%), social (16%), financial (1%) and natural (5%). Based on the different areas of the project, this improvement in capital has been used for: replacing assets (4%); the protection of livelihoods (6%); the recovery of livelihoods (14%); the strengthening of livelihoods (56%); and diversification of productive activities (20%). Support in the area of livelihoods has been used to purchase supplies and production materials for



Livelihoods support enabled a community cocoa business to be launched. Source: ERC.

businesses that offer organic fertilizers, chicks and baby pigs, seeds and materials and tools for agriculture, bakeries and other food-based businesses, handmade arts and crafts, restaurants, beauty salons, rice and cocoa production and the protection of fish varieties and the environment, among others.

The provision of a rice dryer to support the economic activities of 90 families in the San Roque community was one of the largest livelihoods projects supported. Fishing associations received support to increase their knowledge and disseminate information about the appropriate

period for the fishing of certain species; and vocational training sessions were held along with many other actions that helped meet the real needs in each community.

A competition titled "A Business for my Community" was held in the 14 communities in Manabí and Esmeraldas and received more than 200 proposals from the population of which 25 were selection for funding for their projects. These included the raising and selling of pigs, selling sweets made out of coconut and selling yam bread. In coordination with the team of engineers from the operation, a bakery and three community centres were built.

In August 2017, as part of the intermediate evaluation, 586 families from the 14 targeted communities were surveyed. Before the earthquake, 23% of the surveyed families had knowledge of how to begin a business. Later in the same month, 71% stated that they had strengthened their knowledge of running a business, which had allowed them to recover their economic activity or begin a new one. Additionally, 67% (394 families) of those surveyed indicated that the ERC has contributed to improving the economy of their home through goods, materials, money and entrepreneurial support.

Seeking sustainability and a positive impact for these actions, an expert from the IFRC Livelihoods Resources Centre was in Ecuador in October 2017 to support the creation of a tool to monitor the sustainability of activities and the households that had received support. In December 2017, a coordination meeting of the Livelihoods Resources Centre was held in Madrid to develop a continuity strategy that will continue to provide support to ERC so that the organization can develop a National Livelihoods Unit and carry out an impact evaluation once the earthquake operation has been finalized. Seven posters on livelihoods were prepared on the topics of prohibited seasons for catching shellfish; diversification of activities for recyclers; preparation and sale of organic

compost; links with the market (rice dryer); strengthening of Associations; *sacha inchi* production and the re-establishment of livelihoods. These posters will be displayed on the [Livelihoods Resources Centre website](#).

With the goal of evaluating the impact and level of sustainability of the businesses started as a result of this operation, ERC will carry out an evaluation before the first quarter of 2019 that will be supported by the IFRC 2018 Operational Plan. This will be undertaken in collaboration with IFRC Livelihoods Resources Centre, which has maintained its support throughout the operation. Given the diversity of the actions carried out in this intervention in the area of livelihoods, staff are currently evaluating the possibility that some case studies can contribute to the education that the centre offers through its range of specialist courses globally.

Challenges

During the initial phase of the emergency, a market analysis was not properly conducted, which led to some local businesses being negatively affected due to the provision of food items and non-food items by the humanitarian organizations, including the Red Cross.

At a country level, the activity of providing cash transfers is in conflict with the regulations of the internal tax system of the government of Ecuador.

The National Society did not have any prior experience in the use of cash transfer technology. During the revision process of this Emergency Appeal operation, the process of providing cash transfers generated doubt and concern.

The National Society lacked in-depth knowledge of livelihoods in a response operation. This led to delays in the start of activities, as well as causing the loss of strategic partnerships with organizations that have worked in the intervention zones for many years.

Lessons Learned

The market analysis should be carried out from the beginning of the emergency, before committing to the provision of large numbers of food and non-food items for their distribution.

The National Society is committed to developing its own system for cash transfers (not dependent on IFRC Visa system) and the use of technology during all phases. Negotiating optimal conditions with companies that provide the cash transfers service from the start of an operation will be part of the IFRC 2018 Operational Plan.

To maximize knowledge about this tool, there is a need to socialize the guidelines approved by Geneva for cash transfers to avoid delays in approving reviews or when working with finance teams during the implementation process.

There is a need to engage in advocacy actions with government agencies and provide training in the National Society so that public officials can understand the urgency and importance of these actions.



Restoring Family Links


People reached: 1,006

Outcome 12: Family links are restored whenever people are separated from or do not have news of their loved ones as a result of the disaster.

Output 12.1: Attention in restoring family links cases

Indicators:	Target	Actual
# of families who restored their family links	N/A	946 families
# of RFL resolved cases	1,006 received cases	946 resolved cases and 18 "safe and"

	sound” calls
Progress towards outcomes	
<p>The International Committee of the Red Cross, together with representatives from the National Societies of Portugal, Paraguay and Colombia, supported the ERC with Restoring Family Links actions. RFL was implemented during the earliest phase of the emergency response with the majority of the actions implemented during the first 10 days of the operation. All of the components from the combined Movement received 1,006 RFL cases, of which 946 were resolved and 60 remained open.</p> <p>The 60 open cases (48 received by ERC and 12 by the Colombian Red Cross) refer to those individuals that were unable to contact a family member even after ERC cross-checked the information contained in the lists prepared by the National Police, Attorney General’s Office and relevant government agencies. The cases that could not be closed have been administratively registered, which will allow them to be reactivated if relevant information is received.</p> <p>ICRC also supported the participation of 2 ERC representatives in a regional workshop on RFL in Chile, as well as supporting RFL workshops for volunteers in various cities in Ecuador to strengthen their capacities.</p> <p>The International Committee of the Red Cross organized a regional seminar on RFL in September 2016 in Quito. Seven National Societies from South America met to strengthen their response capacities in RFL and coordination among the network, while also identifying challenges faced in recent operations. The IFRC Disaster Manager for South America and the operations manager participated in this seminar.</p>	
Challenges	
<p>During the first stage of the response, the National Society did not have the required portable equipment to travel to the field and offer this service in an autonomous manner.</p>	
Lessons Learned	
<p>The high number of RFL cases received following the earthquake demonstrated that the ERC should have the autonomous capacities to provide this service immediately. Support from the ICRC regional network was crucial to achieve this successful outcome.</p> <p>The ERC National Society has acquired a portable emergency kit to ensure that their response is more efficient when future needs for RFL arise.</p>	

 <h2 style="color: red;">Disaster Risk Reduction</h2> <p>People reached: 11,849</p> <p>Male: 4,740</p> <p>Female: 7,109</p>		
Outcome 13: <i>Affected communities are prepared and sufficiently resilient to local disaster risks.</i>		
Indicators:	Target	Actual
# of communities with community brigades, basic response equipment, validated contingency plans and communication channels established with relevant local authorities	14 communities	14 communities
Output 13.1: <i>Community members have sufficient preparedness to respond to emergencies and reduce risks.</i>		
Indicators:	Target	Actual
# of community brigades operational	14	14

# of ERC volunteers trained in community preparedness	180	256
# of family emergency plans created	2,046	2,515
# of community contingency plans validated	14	14
# of people reached by direct community risk reduction activities	8,184 people	11,849 people

Output 13.2: ERC reviews its response mechanism and strengthens its response capacity

Indicators:	Target	Actual
# of ERC volunteers trained in the ERC response mechanism	100	507
# of ERC boards equipped	5	5
# of validated plans at the national and regional levels	3	1

Progress towards outcomes

Community preparedness

This operation supported the establishment of 14 brigades specialized in DRR in the targeted 14 rural communities. These brigades received the necessary equipment (megaphones, flashlights, stretchers, etc.) to fully carry out the duties of a community brigade. After work during March and April 2018, the 14 rural communities now have a contingency community plan that has been created and validated in coordination with the local municipalities.

All families in the targeted rural communities also now have a family emergency plan, thanks to support from the Spanish Red Cross progressive housing project and contributions from Ecuadorian Red Cross volunteers and Technological Institute students.

A total of 95 members of the 14 community brigades from communities in Manabí and Esmeraldas received training on different topics related to DRR, such as the preparation of family emergency plans, basic first aid and fire prevention. Participants also carried out drills for earthquake and medical evacuation in schools and communities.

For the 2016 and 2017 activities around International Disaster Reduction Day (10 October), ERC organized campaigns focused on generating increased awareness and inclusion of the targeted communities in preparation and prevention actions. These actions were implemented with support from volunteers and disaster risk reduction community brigades. Activities included fairs, home visits and educational talks that contributed to the strengthening of community resilience. ERC provided dissemination and awareness raising materials such as: posters, educational games, videos on emergency family plans and key messages were printed on notebooks, community first aid manuals and emergency kits, among others.

A total of 11,849 people in Esmeraldas and Manabí were reached with DRR activities and campaigns in the cantonal capitals. The campaigns socialized the concept of emergency family plans, taught people how to use the emergency kit and focused on risk management and first-aid through an educational game for the general population. As part of these actions, the Periqueame school was supported with an enclosure wall to protect the installations of the school from recurring flood damage.

In April 2018, the signage for vertical evacuation and safe zones was installed in the 14 rural communities along with 2 early alert systems tied to the SIS ECU 911 system in the communities of San Roque and Cabuya in Manabí Province.

Between September and November 2017, 2 workshops were held to socialize the 2017 National Emergency



The ERC provided guidance for the creation of family emergency plans. Source: ERC.

Operations Centre manual with the participation of representatives from the Risk Management Units in the local municipalities of Manabí, ERC volunteers and staff from other institutions that participate in Emergency Operations Centres. A total of 48 people and 16 organizations participated in these activities. In coordination with the Spanish Red Cross DIPECHO-funded project and the Ecuadorian National Secretariat of Risk Management, this operation contributed to the cost of printing manuals for national dissemination in the ERC's local boards.

To identify risk zones in urban parishes and populated centres, a soil dynamics and earthquake engineering study was conducted in Jama and Sucre in Manabí province. This was presented to high-level local authorities and the results will help municipalities have safer urban planning for their population.

Strengthening the DRR at the National Society

As part of institutional strengthening actions, various DRR training processes were implemented for ERC volunteers and staff in Esmeraldas and Manabí. Basic risk management workshops included contingency plans, Sphere Project standards, first aid, pre-hospital assistance, damage and needs assessments and emergency family plans. In addition, the DRR team in ERC has worked in partnership with local organizations and institutions to implement these DRR training sessions:

Training	ERC participants
Basic training in risk management	71
Emergency family plans and risk management	50
Basic course on Incident Command Systems	26
Course on Damage and Needs Assessments Organized by the Ecuador Secretariat of Risk Management	4
Vulnerability and Capacities Analysis Tool (VCA)	17
Administration and management of Emergency Operations Centres	44
National Intervention Team (General)	27
Vulnerability and Capacities Analysis Tool (VCA)	17
Regional workshop on emergency accommodation	8
PMER in Emergencies workshop	21

ERC updated its National Response Plan (NRP) before the earthquake in 2016, but the emergency occurred before the plan could be socialized. This plan is organized in two sections: 1. Institutional action in general situations and 2. Contingency scenarios designed based on the main threats to the country (the Cotopaxi volcano and the El Niño phenomenon). This document contains actions that should be implemented by the National Society (administrative and governance bodies), and an operational component that includes local boards. Each component has its Standard Operating Procedures based on responsibilities for each area.

In June 2017, the provincial socialization of the NRP reached a total of 573 people from 23 local boards (507 volunteers and 66 staff members). In that same month, the NRP was presented to all members of the CRE's National Assembly (presidents of local boards, delegates, volunteers from local boards and the National Directory). In November 2017, the NRP was presented to the technical team from the National Society who are responsible for each area or component within the institution's response structure.

As part of CRE's national response strategy, in November 2017 ERC pre-positioned humanitarian assistance kits to attend to adverse events in any area of the country. These kits were distributed to four ERC strategic warehouses in the four zones of the ERC's territorial division. The kits are for 500 families and include: IFRC shelter kit (tools and tarpaulins), cleaning kits, mosquito nets, blankets, household kits and domestic water filters.

At the end of February 2018, a national drill was held that was supported by IFRC's Institutional Reference Centre for Disaster Preparation (CREPD). This drill involved a complex scenario consisting of three events occurring at the same time in the country, one in the Head Office in Quito and the others in the Esmeraldas and Napo local boards. As a result of the drill, ERC received a score of 59 per cent improvement in its capacity to respond to an adverse event. There are significant strengths and challenges to overcome related to stability in the internal organization. ERC has committed to improving its assessment indicators until December 2019 and will continue to receive support from the IFRC through the 2018 Operational Plan.

An IFRC regional workshop on emergency shelter was held in March 2018 in Ecuador with the participation of nine National Societies from the region. Eight of the 17 participants were from the ERC.

Challenges
<p>During this operation, a range of DRR actions (from local actions of the community brigades and soil studies, to national-level actions with SGR) were implemented at different levels and at times, coordination was a challenge</p> <p>The ERC has significant experience in DRR at all levels. The level of professionalism of ERC's volunteers and the students from ISTCRE was very high. However, there were not a sufficient number of volunteers to implement actions in Manabí province to fulfil the planned schedule. This meant that some of the last actions had to be implemented by ERC staff and the ISTCRE students with limited participation from local volunteers in Manabí. The National Society is committed to sustainably broadening the capacities of the Manabí Cantonal Board. This activity is proposed in the IFRC 2018 Operational Plan.</p>
Lessons Learned
<p>DRR actions require support beyond the direct community level. The impact of the partnerships at municipal and national levels is relevant and also require financing. For example, the soil study that identified seismic faults, which the municipality did not have the financial resources to conduct, provided results that should serve as guidelines for future urban planning of densely-populated urban areas.</p> <p>In May 2017, the Forecast-based financing project, sponsored by the German Red Cross, started in Ecuador. The FbF project assisted in construction issues, planning based on forecasts of precipitation and ensuring materials were sent at the appropriate times in advance of heavy precipitation. The ERC established strong ties with state agencies such as the Meteorological Institute and the Geophysical Institute, which will be useful in future actions.</p>

National Society Capacity Building		
<i>Outcome 14: National Society preparedness for future disasters and capacity to deliver sustainable programming and services are strengthened.</i>		
Indicators:	Target	Actual
2,000 ERC volunteers and paid personnel trained in response skills for future disasters	2,000	2,103 (1,801 volunteers and 302 staff)
<i>Output 14.1: ERC is prepared to re-deploy the Emergency Medical Unit used in the emergency</i>		
Indicators:	Target	Actual
Protocol established for deployment of the EMU in national emergencies	1 protocol	1 protocol drafted
# of ERC volunteers and personnel trained to launch the EMU	100	328
<i>Output 14.2: CRE has a clear evaluation of its organizational capacity weaknesses and challenges at national board level, especially in the affected areas</i>		
Indicators:	Target	Actual
National Logistics Unit (NLU) established	1 NLU	1 NLU
<i>Output 14.3: Increased skillsets available for the National Society and its affected boards to respond to current and future disasters and deliver programmes and services</i>		
Indicators:	Target	Actual
# of volunteers participating in specialized courses (National Intervention Team, PHAST, CBHFA, etc.)	2,000	1,801

# of ERC leadership officials who participate in the leadership development process within the period of this appeal.	20	Planned for operational plan 2018
Output 14.4: ERC has increased material capacity available to respond to current and future disasters, deliver higher quality programmes and services		
Indicators:	Target	Actual
# of ERC boards plus national headquarters using the new equipment and systems	3	3
# of ERC boards plus national headquarters with improved capacity and use of in IT/radio communication systems	3	3
Output 14.5: ERC has improved organizational systems and processes in place to respond to current and future disasters and deliver programmes and services.		
Indicators:	Target	Actual
Resource mobilization plan implemented	100%	100%
# of security plans implement (in each operational site)	4	4
National response plan shared	100%	100%
# of Branch Organizational Capacity Assessments (BOCA) processes completed with an action plan and monitoring systems established and in use	10	19
Progress towards outcomes		
Emergency Medical Unit		
<p>The Canadian Red Cross transferred its Emergency Medical Unit to ERC in June 2016 following the joint operation during the emergency phase; the ERC autonomously operated the EMU in Pedernales until the end of September 2016.</p> <p>In July 2016, the first training session for the Emergency Medical Unit was conducted to transfer required knowledge from the Canadian Red Cross to 23 people in the ERC.</p> <p>The Spanish Red Cross and Canadian Red Cross signed an agreement to design a project to develop the EMU's capacities in the future that was developed in August and September 2017.</p>		
National Logistics Unit		
<p>The ERC logistics unit has provided essential support to this operation; in total, it has managed purchases of goods and services for more than 2 million US dollars.</p> <p>At its peak in the operation, eight ERC staff were dedicated to procurement, transport and warehouse management. In addition, there were up to four staff and temporary workers in the strategic warehouse in Pedernales for the construction materials used during the recovery and reconstruction phase. Each warehouse had security agents hired to protect the goods and premises.</p> <p>In January 2017, a logistics training was attended by 40 volunteers, 280 students and 20 administrative staff members from ISTCRE and 5 technical staff members from the national headquarters. The level of preparation and response capacity of volunteers was strengthened to provide support in future emergencies. The operation also contributed to training in emergency logistics for 24 staff and volunteers. Advanced training was provided to the unit's national coordinators, as well as to the national fleet manager.</p> <p>During 2018, IFRC covered the costs of two logistic support officers. They were responsible for control of the warehouses where construction materials were stored, optimized the use of inventories, as well as prepared an exit strategy for the warehouses and field offices. The removal of disposable materials was appropriately conducted. Certain logistics were purchased for warehouse use, including a forklift that will remain with the ERC for future</p>		

emergencies.

The response operation was a logistical challenge. Rural communities that are difficult to access and large distances between the communities increased the logistical costs of the operation. Purchases of goods and services were made locally when possible. The logistics unit coordinated transport of materials and staff, with dedicated staff members in each operational unit and in the national headquarters.

This appeal also has contributed to the implementation of three emergency kits for logistics deployment, which each contain a portable computer, printer and scanner, among the office materials. The ERC's logistics unit will maintain one of these kits and the other two will be housed in two provincial boards as part of the national response plan.



Appeal funds were used to refurbish the containers that had contained housing materials from the Spanish Red Cross in warehouses with pre-positioned NFIs. Source: ERC.

As part of the institutional strengthening process, this appeal supported the preparing and cleaning of some donations that can be used for activations in the future. The Wiikhall warehouse, sent at the beginning of the operation, was cleaned and stored. A video on how it is dismantled has been recorded for the unit and regional logistics offices. Nine containers (8x 40' HC and 1x 20') that were used to bring the structures and roofs from Spanish Red Cross were restored and transported. These containers are now used as strategic warehouses for the National Society at a national level (distributed among the four zones in the national territory and one in Pedernales) for the pre-positioned supplies for 500 families in total. A total of 24 UNICEF tents were received and cleaned, which have been distributed to the cantonal boards for operational use.

During this operation, the National Society rented vehicles, as well as used their own and received

new vehicles for the implementation process. Maintenance and restoration of the fleet occurred throughout the operation with up to 21 vehicles, including 2 Unimog and Kodiak trucks and 3 health buses. The National Society acquired eight new vehicles and received two additional vehicles as a donation. Three of the eight were provided through this appeal and one was donated by the Botswana Red Cross Society. All were shipped directly from the IFRC logistics unit in Dubai.

Resource Mobilization

The NS received support in resource mobilization since the beginning of the emergency response by the IFRC office in Panama. The ERC undertook a very successful strategy of resource mobilization with national and international donors and Movement partners reaching around 10 million American dollars between earmarked, un-earmarked and in-kind donation of goods and services.

In the recovery period, the resource mobilization team implemented joint actions with the youth management area to create synergies that benefit the ERC boards. A competition on fundraising initiatives was held at the provincial boards. A guide for the management of sponsorship in Red Cross campaigns was created in each province. The guide supports each provincial board to manage their resources and solicit support from local institutions.

Information and Telecommunications

This appeal supported the strengthening of IT in the ERC. This included the purchase, and subsequent use and training of three Mega V communication kits in which each contains 15 mobile telephones, 1 laptop computer, and 1 USB bar code scanner in a pelican case. The National Society also received telecom equipment such as one satellite telephone, radio repeaters, among others.

Security and safety

To increase operative security, communications between the operative units, provincial boards and the headquarters were improved. Radios in all vehicles and all field bases were used. The ERC repeater antenna in Pedernales was replaced. The communication systems of the provincial boards of Manabí and Esmeraldas were assessed for their operationalization and to ensure the existence of the trained staff required for their use. In addition, the provincial board in Santo Domingo was equipped with communication system (branch base-radios, ambulance radios and other equipment) since it is the ERC provincial board mid-point between Quito and the affected areas.

This appeal supported the evaluation of compliance with operational safety in the operational units of Manabí (Pedernales and Bahia) and Esmeraldas, as well as the Pedernales warehouse. All the recommendations received were implemented; an informative brochure with operational security actions was disseminated to ERC staff and volunteers participating in this operation. In addition, a Doctrine and Operational Security training was held in Puerto Cayo (Manabí) in July 2017 for 24 volunteers (15 men and 9 women) from the different cantonal boards in Manabí.

In IFRC terms, the Ecuador delegation received its minimum security requirements (MSR) clearance.

National Society recovery of damaged facilities

As of November 2017, the provincial boards in Puerto Cayo and Bahia de Caraquez (Manabí) were repaired. Three additional ERC facilities (Manta and Pedernales in Manabí and Atacames in Esmeraldas) were repaired with the support from this appeal and ERC funds. In Puerto Cayo, a training centre was open, which serves as a source of income for the ERC local board. In Pedernales, internal institutional challenges delayed the planned timeframe to address the repair of the local board building. Instead this appeal contributed to fence the board terrain and to mobilize one of the containers and connect it to public services to serve as temporary board for the active volunteers in Pedernales. The ERC is willing to support Pedernales board to rebuild the office in a near future.

National Society capacity building

A total of 1,801 national volunteers were trained during the operation in specialized courses to respond to disasters and deliver programmes and services. These included trainings for the National Intervention Teams (general; water, sanitation and health promotion; psychosocial support; and telecom), as well as PHAST, CBHFA, logistics in emergencies and disaster management, among others.

As mentioned, the National Society experienced leadership challenges during this operation due to the rotation of its secretary generals. The IFRC CCST in Lima and the senior organizational development officer, based in CCST in Buenos Aires, have provided guidance and support to contribute to the stability of the National Society.

Due to this situation, the planned leadership training has not been implemented during this operation. It is planned to take place through the Operational Plan 2018.

The ERC, with support from this appeal, hosted a Field Assessment Coordination Team (FACT) training in Manta (Manabí) in September 2017. A total 31 people (12 women and 19 men), of which two were from the ERC, participated in the training. The participants represented 25 National Societies, along with representatives from the IFRC Nepal and Syria Country Offices, the IFRC Americas Regional Office, and the IFRC Secretariat headquarters. A specific session on Restoring Family Links was facilitated by the ERC National Coordinator for Fundamental Principles and Humanitarian Values. Up to 25 members of the ERC contributed to the field exercise and supported the FACT members throughout the entire training.

The final trainings planned for this operation were held between February and March 2018: PMER in emergencies for national staff (February 2018); regional emergency shelter training (March 2018); and a training of trainers for general NIT (March 2018).

Volunteer management

The ERC National Volunteer management unit strengthened and improved its capacities. The software for volunteer management was reviewed with a national workshop on the updated Volunteering Management Software held in May 2017. This workshop trained 78 people (35 men and 34 women) on the use of the new software. The provincial boards of Manabí and Esmeraldas organized two campaigns to recruit new volunteers. As a result, 198 new volunteers (35 in Esmeraldas and 163 in Manabí) joined the institution.

The national volunteering event was held in January 2018 in Guayaquil. This event included a lessons learned workshop was held with volunteers who participated in the earthquake first phase of response; a meeting with the 24 representatives of the provincial boards regarding their upcoming plan of action and a different meeting with the cantonal representatives of the Integrated Community Volunteers programme.

With support from this appeal, ERC acquired the equipment to provide identification cards for volunteers. The National Society has now reached one hundred per cent coverage of all registered volunteers.

For this operation, volunteers were provided with visibility clothing and equipment that included t-shirts, vests, caps, boots, among others.

National Society Organizational Capacities

After the OCAC, supported by the global IFRC Organizational Development programme, branch organizational capacity assessments were conducted in 19 provincial boards. Coordination with a German Red Cross project to support organizational development in five ERC branches across the country, the ERC is planning to improve their territory capacities following the BOCA process and tools, as a common approach.

At national level, the ERC committed to improve in coming years, as part of its National Development Plan, 52 OCAC attributes focused on: governance-related issues, volunteering, mobilization and development of resources and communications, administration and financial management, insurance and staff and planning, monitoring, evaluation and reporting. The revision of the IFRC 2018 Operational Plan and planned for continuation in 2019 will support this process.

According to the final evaluation of this operation, several recommendations focused on the actions that should be taken by the National Society and the IFRC to improve the ERC's organizational capacities. These include coordination with the National Societies in the region; increased knowledge of the Federation-wide Principles and Rules for the humanitarian assistance; work towards compliance with agreements reached by consensus within the Movement coordination meetings through bilateral meetings with the ERC; formalize coordination meetings; and address unsolicited and unsuitable in-kind donations received that led to unnecessary resource use for the operation.

Challenges

In terms of the sustainability of the EMU project, the action plan prepared with support from Spanish Red Cross was not yet implemented. However, ERC in coordination with ISTCRE and Magen David Adom are committed to keep coordination with the Ministry of Public Health towards the aim of the project: get the capacity to self-deploy the different modules of the EMU as part of the national system. The IFRC will be able to implement follow-up actions through the 2018 Operational Plan.

Operational logistics were a challenge, which include factors such as: the distances separating the operational bases and with Quito (minimum five-hour travel time and 2,400 kms of coastal roads), the dangerous conditions on roads and difficulties in accessing rural communities during the rainy season (prone to landslides and mud), the high volume of daily mobilizations of staff and materials needed for construction, and the unreliability of some suppliers who delayed the delivery of orders or delivered materials of lower quality than that required, among other issues.

The intervention areas for the operation generally lacked mobile cellular phone and radio coverage. This caused a certain degree of discontent among the communities, due to the impossibility of team members to communicate in timely manner when schedule changes occurred. The installation of VHF radios in every operational vehicle, as well as replacement or installation of booster antennas for the needed coverage contributed to a stable communication and security system.

The implementation of the OCAC and 19 BOCA processes in 19 of the 24 provincial boards has indicated the organizational development challenges. With support from the IFRC through its revised 2018 Operational Plan, and from German Red Cross (supporting five provincial boards), it is expected that the National Society will have the resources to attain the set objectives in this area. The internal situation of the ERC requires stability, and this seeks to facilitate the implementation of the planned leadership development processes planned with support from the IFRC.

Lessons Learned
<p>The Ecuadorian Red Cross's extraordinary resource mobilization led to this appeal being reduced by nearly 50 per cent. Nearly half of the planned actions through this appeal were covered by the National Society's funds. The Single Recovery Plan was an essential tool for the consolidation of the resources, thus maximizing the impact and efficiency of the intervention from the Ecuadorian Red Cross.</p> <p>Despite the high level of internal political instability that the National Society experienced since July 2016, this operation remained independent from the majority of these issues enabling the achievement of the objectives and commitments to the affected communities and strategic partners. This was possible thanks to the set of tools developed for a concrete action plan; the continuous monitoring of commitments with donors; the high level of leadership from the National Society's Head of Operations; the fluid and honest communication with upper management, as well as the commitment from the President of the National Society throughout the entire operation.</p>

Community Engagement and Accountability		
Outcome 15: <i>Communities and families are engaged in a meaningful dialogue to promote risk reduction, healthy behaviours, anxiety reduction, dispel rumours and foster psychosocial recovery</i>		
Indicators:	Target	Actual
% of the target population interviewed that remembers and practices at least one of ERC's key messages	80%	75%*
Output 15.1: <i>Targeted communities have the capacity to communicate with the ERC and participate in decisions and actions planned for implementation by the ERC in their communities</i>		
Indicators:	Target	Actual
% of target population interviewed that knows how to approach ERC in case of complaints regarding the actions being taken	80%	45%*
% of the target population that has access to feedback mechanisms	100%	100%
Outcome 16: <i>Effective communication with all stakeholders</i>		
Indicators:	Target	Actual
# of campaigns and material produced	Not defined	248 materials produced
Output 16.1: <i>Targeted communities have access to information that enables them to make decisions, improve their well-being and implement recommended practices.</i>		
Indicators:	Target	Actual
% of the target population interviewed that remembers key messages from the ERC's trainings and branding	80%	77,8%*
Output 16.2: <i>Effective public relations with all stakeholders</i>		
Indicators:	Target	Actual
# of people reached through communications and positioning campaigns (radio and television)	33,787	50,000
# of people reached through social media campaigns	1,000.000	12,898,228

# of visitors the webpage, blogs and other institutional sites (not including social networks)	15,600	13,024
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*Measurements taken in August 2017 will be updated to identify the impact until the first quarter of 2019.

Progress towards outcomes

The ERC communication team, with specific staff for this operation until December 2017 and the backing of the entire national headquarters' team throughout the operation, provided significant support to the response operation in community participation and engagement and in public communication. This Appeal supported the purchase of communications equipment, including cameras.



Information boards were installed, oftentimes near community centres, to request participation or show key messages. Source: ERC.

Community engagement and accountability

Through the Single Response Plan, a more specific community engagement plan was implemented in the targeted communities. As such, several communication channels were established such as: information board, community mailbox and a telephone line that was managed by the ERC community mobilization team, in addition to the direct contact with staff and volunteers who were regularly present in the communities. The ERC, for its part, also used information boards to request participation, publicize beneficiary lists or to show key messages.

The majority of the communication from the community concerned the following issues: requests for clarification regarding the start dates of important activities such as sewage works or the announcing of those awarded with livelihoods funding support; mediation requests for community issues such as inadequate waste management by some neighbours; requests for construction materials or additional items (mostly zinc sheets); and thank-you messages to the team and the institution for their support.

In May 2017, the field team identified communication issues with certain communities where the Single Recovery Plan was being implemented. In response, the operation launched a community engagement consultancy between August and October 2017 to identify the two-way communication challenges between community members and the Red Cross teams, communities' satisfaction levels and the intervention quality. At that time, and as listed above in indicator 15.1, only 45 per cent of the families interviewed were aware of the different communications channels established to communicate with the Red Cross. As a result of this consultancy, 14 individual community plans for intervention and an engagement and communication plan were designed and implemented. These aimed to improve the strategies of community mobilization that guarantee access to timely, accurate and reliable information for making at the individual, family and community levels. While no further survey was conducted during the operation, the ERC plans to conduct a follow-up survey after the operation's end.

As a result of the 2017 survey results, more creative ways of reaching people were adopted. For example, this appeal contributed to the creation and representation of a community theatre production, in which two well-known Ecuadorian actors performed in eight communities of Manabí and Esmeraldas in September 2017. These theatre pieces transmitted the key messages of the different lines of action (health, water and sanitation, sexuality, safe construction, violence prevention and vector control) to 1,700 children and adults.

Up to 3,000 calendars were distributed, bags/ packs and magnets with DRR messages in January 2018 in all target communities and canton capitals. These calendars reinforce key messages to support the strengthening of resilience expressed in hygiene promotion; safe water; violence prevention; safe construction; housing, land, and property rights; disaster risk reduction; and healthy behaviours.

Up to 20 radio spots were produced and aired 346 times in Manabí and Esmeraldas between January to July 2017. The radio station used, Radio Altamar of Pedernales, has coverage in Jama canton (Manabí) and Muisne canton (Esmeraldas). According to the area of coverage, the estimated audience is at least 50,000 people.

Additionally, the communications department was responsible for the design and edition of all material disseminated to the communities. To this end, 248 different materials were developed along the period of this operation, which includes calendars, posters, flags, information boards, stickers, bracelets, manuals and guidelines, among others.

Public communications

During the first months of the response, ERC publications on social media networks was globally received. According to the ERC's Facebook registry, almost 13 million people all over the world were following its news. A [microsite](#) was created to provide specific information about the actions and progress of the response operation.

The ERC strategy addressed national and international media through 110 press releases and 43 information bulletins. There were 354 pieces in printed newspapers, 171 radio spots, 326 spots on television, and in 18 magazines about the operation. The ERC uploaded 50 videos of the operation in the [Ecuadorian Red Cross YouTube channel](#).

Accountability actions with donors were held throughout the operation. After the first month, a press conference was held in which each RCRC Movement component was represented. This was repeated after the sixth month, with a press conference and breakfast with donors. The year commemoration of the earthquake was held in Pedernales with a press conference that included community members and Movement components. On February 2018, the resource mobilization team organized and facilitated a meeting with strategic ERC donors to evaluate the lessons learned from this operation.

The planned events to thank donors and the press conference for the second-year commemoration of the earthquake were cancelled because they coincided with the murder of three Ecuadorian journalists on the northern border of the country. Movement members decided to cancel these events and have an internal event with the National Assembly in July 2018.

Quality programming (areas common to all sectors)

Outcome 17: Ongoing evaluation and analysis is used to inform the operation's design and implementation

Indicators:	Target	Actual
Operations' evaluations	3	3

Output 17.1: Needs identification, operational management and operational security are completed and demonstrate operation achievements

Indicators:	Target	Actual
# of communities evaluated through needs assessment tools	No target	260
# of beneficiaries directly reached	138,264 people	150,331 people
# of satisfaction surveys completed	N/A	4,485

Progress towards outcomes

Between May and June 2016, with support from IFRC operation units and IFRC ARO and secretariat in Geneva, comprehensive needs analysis was conducted in 75 communities in Manabí and Esmeraldas. During June 2016, livelihood profiles were collected in 235 communities in these same provinces. In October 2016, these evaluations were updated in 25 communities. In February 2017, the needs and priorities of the communities targeted for Red Cross actions were reassessed to identify whether or not any changes to the action plan were required. In total, the ERC conducted satisfaction surveys with 4,485 people during the operation.

Three satisfaction surveys were conducted in the targeted communities in June 2016 (3,055 families interviewed in 82 communities of Manabí and Esmeraldas provinces), October 2016 (844 families interviewed in 11

communities) and September 2017 (586 families interviewed in 14 communities).

A comparison of the results of the satisfaction surveys between May 2016 and August 2017 indicate a drop in the intervention quality between June and October 2016, when the operation's implementation pace considerably slowed. This was addressed by modifying the Single Recovery Plan:

Question	June 2016 (3,055 families)	October 2016 (844 families)	August 2017 (586 families)
Did the support received meet your expectations?	27.10% expectations were surpassed. 69.07% expectations were met. 3.83% expectations were not met.	91.71%; expectations were met. 8.29%; expectations were not met.	96%; expectations were met. 4%; expectations were not met.
Did the assistance arrive in a timely manner?	95.91% yes, it did.	N/A	96% said that the aid arrived in a timely manner.

According to the results of the mid-term evaluation conducted in August 2017, 74.8 percent of the families surveyed (586) demonstrated that they remembered and practiced at least one of the messages from the different sectors of the Red Cross intervention (health and hygiene promotion; safe construction; housing, land and property; entrepreneurship; and risk reduction). 96 per cent (506) of the families surveyed that had received some type of support from the Red Cross felt that the support from the ERC arrived in a timely manner.

Security and safety

Security measures were implemented in all of the intervention areas: radio communication equipment and staff and volunteers' equipment in the different work areas (warehousing, implementing preventive actions by volunteers, etc.) The nationwide control room established at the end of 2016 continues to monitor vehicle movement all across the country.

Risk assessment and measures

In late September 2017, the earthquake operation received a visit from an IFRC auditor as part of the audit for the 2016 expenditures that was conducted in the CCST in Lima. Audit for expenditures for 2017 and 2018 will be conducted through the Operational Plan 2018.

Additionally, each of the construction contracts was supervised by an external inspector.

Satisfaction surveys and evaluations

As mentioned, a Real-Time Evaluation and the first satisfaction survey were conducted in May and July 2016 respectively. All recommendations from the RTE were addressed.

In August 2017, a mid-term evaluation (through interview with community members and focus groups) was undertaken and a final evaluation took place in April 2018.

Additionally, the three lessons learned workshops held at different moments and with distinct participants were useful for the adjustment of aspects in the plan of action and operations management.

With regards to the communities evaluated (indicator 17.1), the mid-term evaluation demonstrated that 99.62 per cent of the interviewed families that received any kind of support by the Red Cross (529) were satisfied with this support. (Additional information is available in the "Overview of Host National Society" section).

For the continuous monitoring of the quality of the operation, IFRC staff in the region at different moments contributed to the analysis of specific issues, such as the habitability strategy and also to support further steps such as the definition of the transition strategy for the sustainability of the livelihoods and logistics interventions, among others.

Challenges

Information management has been a significant challenge for this operation. Complex, and at times confusing, processes that are not known by all staff led to enormous difficulties in monitoring the volume of this operation's processes, particularly the financial and progress indicators. However, the ERC's national finance and planning teams, with IFRC PMER and finance support, developed tools to improve monitoring that improved control of the situation through shorter update times. During 2017, the National Society attempted to conduct a tender process for the creation of an ERP system for internal processes in order to optimize the institution's overall management. For different reasons, this process was postponed, but ERC is willing to carry it out in coming months.

The lack of sources of verification of some of the early response actions was a challenge. Analysing and cross-checking information with warehouses and staff throughout the country was extremely time-consuming during the recovery phase.

Despite having a team of up to four people for planning, monitoring, evaluation and report writing, this team was almost reduced to working on planning and reporting issues in their day-to-day work. It took a lot of time and effort to achieve the proper use of the tools created for monitoring the operation.

Many of the operation's achievements are the result of combined contributions from different National Society donors and this appeal. Due to the lack of an established system for multiple donors, reporting to each donor with donor-specific requirements led to some complications.

Lessons Learned

Carrying out regular monitoring of the recommendations made through the operation evaluations (RTE, mid-term evaluation and additional satisfaction surveys) was essential and served as a basis for the efficient implementation of necessary operational changes.

The community participation component could be improved. Closer support for the facilitation of participatory work with communities and closer monitoring of the communication channels with community members would have helped to better represent the priorities and needs of the communities in the action plan.

Funds need to be budgeted for information gathering and analysis activities in the early recovery period. This will enable a more efficient modification of the emergency plan of action and identification of suitable technical support in line with the International Federation's Principles and Rules for Humanitarian Assistance.

In operations with large budgets, combined PMER and finance tools must be concrete and simple from the start of an operation to its conclusion. Greater efforts are required to create continuous monitoring and evaluation tools that are user-friendly for all involved staff levels. Promoting on-going training in PMER and information management for managers, staff and volunteers should be promoted. The regional or global pools for PMER surge should be strengthened and updated.

Human Resources

The recruitment and maintenance of experienced and skilled management and leadership staff, in addition to specialized technical staff, was an enormous challenge. High staff turnover most affected the coordination areas of the operating units; logistics; water, sanitation and housing infrastructure.

The establishment of a performance evaluation system was essential in identifying shortcomings and seeking more competent and sustainable alternatives. A determining factor was the commitment to the principles and values of the Red Cross Movement by National Society staff and volunteers.

At the budgetary level, salaries and social security should be budgeted within each country's legal framework. After the final review of this appeal, a lack of allocated funds for liquidation payments to staff at the end of the operation was identified. This payment is required for any worker with more than a 6-month contract period. This

was a significant amount that affected the initial calculations for the staff budget. Although the financial impact for this appeal's budget was not significant, thanks to the fact that the National Society had liquidation payments for numerous positions in the operation, which reached up to 70 people.

D. THE BUDGET

This International appeal reached a total income of 8.5 million Swiss francs (of coverage) and by the end of the implementation period, 7.5 million Swiss francs were executed.

However, to have the overall perspective of the whole actual operation carried out by the Ecuadorian Red Cross, including its support from strategic stakeholders, it is necessary to analyse the global level of funds collected. The ERC's Single Recovery Plan consolidated all the resources provided for this emergency appeal, as well as funds and bilateral in-kind and services contributions to the National Society.

- 17,852,364 US dollars raised between the IFRC operation and ERC.
- 8,229,666 US dollars were executed (52% from this international appeal and 48% from other ERC contributors) between April and October 2016.
- 7,374,431 US dollars were executed through the Single Recovery Plan (56% from this international appeal and 44% from other ERC contributors) between November 2016 and April 2018.

This appeal complied with the conditional commitments made with donors. However, at the conclusion of the implementation period, 1,006,439 Swiss francs remains. These remaining funds are intended to provide continuity and sustainability to certain actions in the provinces of Manabí and Esmeraldas, which have not yet reached the desired level of quality or achievement. For example, strengthening ERC cantonal boards in Manabí. Likewise, impact assessments will be carried out on the micro-enterprises that began as a result of this operation and surveys will be conducted to assess whether families continue to remember the key messages in different sectors.

Activities planned in the IFRC 2018 Operational Plan, which will be updated in September 2018, include evaluating the status of community brigades, as well as construction projects with contributions from the communities.

All of the above achievements would not have been possible without the generous donations to this Emergency Appeal and directly to the Ecuadorian Red Cross (national headquarters and provincial boards). The International Federation of the Red Cross and Red Crescent Societies and the Ecuadorian Red Cross express their extreme gratitude to 24 National Societies, foreign governments, private companies and individual citizens from all around the world who donated to this appeal operation and to the national-level and bilateral donations to the National Society.

ANNEX I

IDENTIFICATION OF BENEFICIARIES	
DETAIL	NUMBER OF BENEFICIARIES (PEOPLE)
Number of people reached in the emergency phase	85,396
Number of people in the 14 prioritized communities in the recovery phase	8,184
Number of people reached by ERC actions beyond the 14 communities prioritized in the response phase	27,892
Number of people reached by DRR, prevention of drug abuse and health campaigns	3,665
Number of people reached by <i>Conmigo con Condón</i> (With me, a condom) campaign	12,981
Number of volunteers trained	1,801
Number of ERC paid staff trained	307
Number of medical services provided beyond the 14 communities prioritized in the response phase: Total of medical services (13,496) minus medical services in 14 communities (3,388)	10,108
TOTAL NUMBER OF PEOPLE	150,334
TOTAL NUMBER OF FAMILIES*	37,583

IDENTIFICATION OF INDIRECT BENEFICIARIES	
DETAIL	NUMBER OF BENEFICIARIES (PEOPLE)
Number of people reached by radio spots	50,000
Number of people benefitted by a soil dynamics study in Jama and Sucre cantons	57,160
Number of people reached through social networks (Facebook and Twitter)	12,898,228
Number of people reached through risk management activities, such as drills, open houses, training of their local authorities in EOC management and the Incident Command System, among others.	12,201
TOTAL NUMBER OF PEOPLE	13,017,589
TOTAL NUMBER OF FAMILIES*	3,254,397

* According to the Ecuadorian National Statistics and Census Institute (INEC), the targeted provinces have an average of four people per family.

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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.

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Saving lives, changing minds.



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

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

Disaster Response Financial Report

MDREC012 - Ecuador - Earthquake

Timeframe: 18 Apr 16 to 22 Apr 18

Appeal Launch Date: 22 Apr 16

Final Report

Selected Parameters

Reporting Timeframe	2016/4-2018/7	Programme	MDREC012
Budget Timeframe	2016/4-2018/4	Budget	2018REVISION
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		7,146,708	1,935,615	208,761		9,291,084	
B. Opening Balance							
Income							
Cash contributions							
American Red Cross		926,486	307,567	29,253		1,263,306	
Andorran Red Cross		2,718				2,718	
Apple iTunes		107,292	45,982			153,274	
Austrian Red Cross		2,934				2,934	
British Red Cross		107,182	2,114			109,296	
China Red Cross, Hong Kong branch		4,706	47,242			51,948	
China Red Cross, Macau Branch		48,811				48,811	
Danish Red Cross		495				495	
Estonia Government		22,189				22,189	
Finnish Red Cross		55,257				55,257	
German Red Cross			19,559			19,559	
Globalgiving Foundation Inc. (from Procter & Gamble*)			47,355			47,355	
Honduran Red Cross		4,742				4,742	
IFRC at the UN Inc		9,678				9,678	
Italian Government Bilateral Emergency Fund		546,975				546,975	
Japanese Red Cross Society		527,383	196,194	94,136		817,713	
Liechtenstein Red Cross		1,000				1,000	
Mexican Red Cross		21,559	2,368			23,927	
Monaco Government			32,264			32,264	
New Zealand Government		98,625				98,625	
Norwegian Red Cross		26,577	49,645			76,222	
Norwegian Red Cross (from Norwegian Government*)		480,122	64,454	4,354		548,931	
On Line donations		107,316				107,316	
OPEC Fund For International Development-OFID		385,332				385,332	
Red Cross of Monaco			141,622			141,622	
Swedish Red Cross (from Swedish Government*)		339,478	27,727			367,205	
Swiss Red Cross		8,235	41,775			50,010	
Swiss Red Cross (from Swiss Government*)		391,165	208,825			599,990	
Taiwan Red Cross Organisation		9,809				9,809	
The Canadian Red Cross Society		124,248	83			124,331	
The Canadian Red Cross Society (from Canadian Government*)		380,538				380,538	
The Netherlands Red Cross (from Netherlands Government*)		1,482,392	185,528			1,667,921	
The Republic of Korea National Red Cross			48,721			48,721	
United States - Private Donors		9,657				9,657	
VERF/WHO Voluntary Emergency Relief		1,000				1,000	
Western Union Foundation		61,857				61,857	
C1. Cash contributions		6,295,758	1,469,024	127,743		7,892,526	
Inkind Goods & Transport							
American Red Cross		303,390	18,505			321,896	
British Red Cross		15,822	36,520			52,342	
China Red Cross, Hong Kong branch		54,727	4,765			59,492	
Norwegian Red Cross		134,661	11,339			146,001	
The Canadian Red Cross Society		169,848	1,338			171,186	
C2. Inkind Goods & Transport		678,448	72,467			750,916	
Inkind Personnel							
The Canadian Red Cross Society		8,900				8,900	
C3. Inkind Personnel		8,900				8,900	

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<u>Other Income</u>				
<i>Write off & provisions</i>		-110,226		-110,226
C4. Other Income		-110,226		-110,226
C. Total Income = SUM(C1..C4)	6,872,880	1,541,492	127,743	8,542,115
D. Total Funding = B +C	6,872,880	1,541,492	127,743	8,542,115

* 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		6,872,880	1,541,492	127,743		8,542,115	
E. Expenditure		-6,025,572	-1,383,340	-126,764		-7,535,676	
F. Closing Balance = (B + C + E)		847,309	158,152	979		1,006,439	

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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)			7,146,708	1,935,615	208,761		9,291,084	
Relief items, Construction, Supplies								
Shelter - Relief	390,913		390,603				390,603	310
Shelter - Transitional	18,840		9,129				9,129	9,711
Construction - Housing			40				40	-40
Construction - Facilities	251,671		36,033	87,634			123,667	128,004
Construction Materials	534,143		239,737	195			239,932	294,211
Clothing & Textiles	233,997		231,587	3,107			234,693	-696
Food			0				0	0
Water, Sanitation & Hygiene	546,606		164,654	376,888			541,541	5,064
Medical & First Aid	53,565		7,893	20,803			28,695	24,870
Teaching Materials	1,130,598		279,085	174,889	21,655		475,630	654,968
Utensils & Tools	314,797		243,935	33,001			276,936	37,861
Other Supplies & Services	244,818		63,642	89,635	136		153,413	91,404
Cash Disbursement	282,738		235,794				235,794	46,944
Total Relief items, Construction, Sup	4,002,685		1,902,131	786,152	21,791		2,710,074	1,292,612
Land, vehicles & equipment								
Vehicles	71,366			71,366			71,366	0
Computers & Telecom	112,619		88,564	7,447	2,169		98,180	14,438
Office & Household Equipment	9,569		2,992		8,711		11,703	-2,134
Others Machinery & Equipment	25,606		25,606				25,606	0
Total Land, vehicles & equipment	219,160		117,162	78,813	10,880		206,855	12,305
Logistics, Transport & Storage								
Storage	56,952		91,610	4,404			96,014	-39,062
Distribution & Monitoring	143,931		135,738	7,945			143,683	248
Transport & Vehicles Costs	414,689		347,070	43,614			390,685	24,004
Logistics Services	100,010		86,556	10,084			96,639	3,370
Total Logistics, Transport & Storage	715,581		660,974	66,047			727,021	-11,440
Personnel								
International Staff	962,560		943,606	5,800			949,405	13,155
National Staff	136,719		233,640				233,640	-96,921
National Society Staff	699,929		662,188	14,440	0		676,627	23,301
Volunteers	234,841		224,398	15,864			240,263	-5,421
Other Staff Benefits	35,555		30,904				30,904	4,651
Total Personnel	2,069,604		2,094,735	36,104	0		2,130,839	-61,236
Consultants & Professional Fees								
Consultants	151,096		70,044	45,242	13,729		129,014	22,082
Professional Fees	437,920		210,669	512			211,181	226,739
Total Consultants & Professional Fees	589,016		280,713	45,754	13,729		340,195	248,821
Workshops & Training								
Workshops & Training	402,261		55,955	229,309	5,871		291,135	111,126
Total Workshops & Training	402,261		55,955	229,309	5,871		291,135	111,126
General Expenditure								
Travel	315,728		281,596	23,218	3,697		308,511	7,217
Information & Public Relations	148,605		66,954	11,175	50,665		128,795	19,810
Office Costs	109,984		76,343	12,212	11,762		100,318	9,666
Communications	40,494		43,729	348	39		44,116	-3,621
Financial Charges	24,380		-23,691	2,648	268		-20,775	45,155
Other General Expenses	3,774		1,391	5			1,396	2,379

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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)			7,146,708	1,935,615	208,761	9,291,084		
Shared Office and Services Costs	82,750		73,385			73,385	9,365	
Total General Expenditure	725,716		519,708	49,606	66,431	635,745	89,971	
Indirect Costs								
Programme & Services Support Recovr	567,061		362,526	83,642	7,716	453,884	113,178	
Total Indirect Costs	567,061		362,526	83,642	7,716	453,884	113,178	
Pledge Specific Costs								
Pledge Earmarking Fee			26,057	6,459	312	32,828	-32,828	
Pledge Reporting Fees			5,610	1,455	35	7,100	-7,100	
Total Pledge Specific Costs			31,667	7,913	347	39,928	-39,928	
TOTAL EXPENDITURE (D)	9,291,084		6,025,572	1,383,340	126,764	7,535,676	1,755,408	
VARIANCE (C - D)			1,121,137	552,275	81,997	1,755,408		

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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	4,156,316		3,911,490	3,911,490	3,740,923	170,567	
Food security	959,059		788,867	788,867	587,623	201,244	
Shelter	2,031,333		2,172,524	2,172,524	1,697,025	475,499	
Subtotal BL2	7,146,708		6,872,880	6,872,880	6,025,572	847,309	
BL3 - Strengthen RC/RC contribution to development							
Disaster risk reduction	523,944		333,248	333,248	230,010	103,238	
Health	286,916		252,281	252,281	205,425	46,856	
Water and sanitation	528,634		606,808	606,808	600,131	6,676	
Organizational development	596,121		349,155	349,155	347,774	1,381	
Subtotal BL3	1,935,615		1,541,492	1,541,492	1,383,340	158,152	
BL4 - Heighten influence and support for RC/RC work							
International relations	208,761		127,743	127,743	126,764	979	
Subtotal BL4	208,761		127,743	127,743	126,764	979	
GRAND TOTAL	9,291,084		8,542,115	8,542,115	7,535,676	1,006,439	