Revised Emergency appeal n° MDRMH001
GLIDE n° DR-2013-000053-MHL
20 December 2013

With this revised emergency appeal, the budget has been revised down from CHF 803,347 to CHF 409,154 in cash, in-kind, or services to support the Government of the Republic of the Marshall Islands (RMI) to assist 1,529 drought-affected beneficiaries. From the initial plan of assisting six of the total of fifteen affected atolls/islands, the operational focus has been reduced to three. The appeal timeframe has been extended by three months. The operation will therefore end in March 2014, and a final report will be made available by June 2014 (three months after the end of the operation).

Appeal history:
- This emergency appeal was initially launched on 21 June for CHF 803,347; cash, in-kind, or services to support the RMI government to assist 3,409 drought-affected beneficiaries across six atolls/islands of the 15 affected for a period of six months.
- On 31 August 2013, the first operation update was issued.

Summary
This emergency appeal was launched in June 2013 in response to the declaration of a state of disaster by the Government of the Republic of the Marshall Islands (RMI) in April and May 2013, as a result of an extended period of drought affecting some 6,400 people across 15 atolls/islands north of the capital Majuro.

In support of the RMI government’s ‘Immediate and Near-term Drought Response Plan’, this operation is now revised to target the affected atolls/islands of Namu, Likiep and Mejit, supporting a total population of 1,529 people to recover from the drought and develop greater resilience to future droughts. This is done through the installation, repair and improvement of community and household
water catchments (rainwater tanks and guttering) engaging the community in water catchment maintenance and promotion of good water and hygiene practice.

The need to prioritize interventions based on available resources necessitated the plan to scale-down this operation from the originally targeted six atolls to three. At the same time, IOM has faced funding constraints for the implementation of similar catchment programmes in the remainder of the drought-affected atolls. Thus, although the emergency phase is over, communities in these locations are faced with the threat of further water shortages in the coming dry season, due to the inadequate quantity and quality of household and community catchments. In response, the RMI government intends to develop a recovery plan, in collaboration with donors and humanitarian partners, to identify the areas of greatest concern and will seek further funding from the international community. A meeting was held on 11 December with the government and key partners to discuss the way forward.

Since the last operations update issued on 31 August 2013, the following progress has been made:

- **Finalization of the IFRC in-country team recruitment.** In addition to the operations manager, early recovery/watSan delegate, and admin/finance officer, the programme has locally recruited an early recovery/watSan officer, several community mobilizers and deployed a short term-term logistics delegate from American Red Cross for a period of six weeks.

- **Completion of detailed community and household surveys on all three target locations, using a format jointly developed by the WASH cluster partners.** The surveys were conducted by IFRC personnel with the full participation of communities and the information formed the basis of detailed operational plans for the implementation phase, as well as baseline data for later monitoring and evaluation. Surveys were also undertaken by the IOM in other affected atolls.

- **Commencement of installations of community and household catchments in the first target location of Namu atoll.** A total of 24 rainwater tanks, guttering sets, tool kits and additional materials were transported by ship to several islands of Namu atoll and the installation process has commenced, involving the IFRC team and community volunteers. Community information sessions were held to ensure a clear understanding about the programme, and to disseminate key messages about water and hygiene as well as water catchment maintenance.

- **Partnerships.** Continued coordination and close collaboration with the RMI government and major implementing partners, in particular the Secretariat of the Pacific Communities (SPC) and the IOM, and WASH cluster lead, with active participation in ongoing coordination meetings and inter-agency planning.

- **Establishment of a new Marshall Islands Red Cross Society.** On 26 November, the Red Cross Recognition Act was formally adopted, establishing the Marshall Islands Red Cross Society (MIRCS). The IFRC delivered a statement in support of the Act at a public hearing, and has been providing additional support for the finalization of the Constitution, raising public awareness and visibility and supporting the planning process towards a Movement recognition of the new National Society. The IFRC admin/finance officer recruited for this operation, has also been appointed as the first administrator for the MIRCS and will undertake both roles on a part time basis, at least until this operation is complete.

- **Communications and public information has been an area of key focus for this operation, with opportunities taken to capitalize on the Pacific Islands Forum, hosted in RMI during September, as well as through various local and regional forums. At the local level, there have also been two-way communications with officials and communities in all the target locations, including capturing specific individual feedback from programme beneficiaries.** Logistics remains the most significant operational challenge for this operation, in particular the complexity of procurement and transportation to the outer atolls. These factors have significantly impacted on the time taken to implement this operation and the costs involved but have been mitigated to some extent by good cooperation from the government, IOM, SPC and the WASH cluster.

The IFRC would like to express its sincere thanks to the following partners who have made a financial contribution to this emergency appeal: Directorate-General Humanitarian Aid and Civil Protection (DG
The IFRC would also like to express its sincere thanks to American Red Cross for the short term deployment of a logistics delegate; Australian Red Cross for the deployment of additional reverse osmosis (RO) units; New Zealand Red Cross for the deployment of a Water and Sanitation/Early Recovery Delegate; New Secretariat of the Pacific Communities (SPC) for making material resources (additional water tanks and guttering) available for the target locations; and the International Organization for Migration (IOM) for providing sea bridge support for the transportation of teams and materials. Although these contributions are not reflected as in-kind contributions for budget purposes, they have made a crucial contribution to the overall operation.

The situation

Located in the North Pacific Ocean, about half-way between Hawaii and Australia, the Republic of Marshall Islands (RMI) is made up of two archipelagic island chains with the population of 69,747 (2013 est.) spread out over 34 low-lying coral atolls, comprising 1,156 individual islands and islets. RMI, like most of the countries in the region, increasingly faces challenges from climate change and natural disasters.

Due to an extended dry period, the RMI government declared a state of emergency in the northern areas of the RMI on 19 April 2013, which was followed by a declaration of a state of disaster on 8 May for 13 atolls/islands. The drought affected some 6,400 people across 15 atolls/islands north of Majuro, with communities facing a number of health, environmental, social and economic hardships, due to the persistent dry weather.

The affected atolls and islands are challenging to reach due to the lack of availability and high cost of transport by boat and aircraft. As a result, these communities depend on locally grown crops such as coconuts, pandanus, breadfruit and bananas for their staple diet, which have been badly damaged by the drought, creating the threat of serious food shortages. Much of the water supply is generated by reverse osmosis (RO) units as well as community/household level rain water catchments, however these facilities have proven to be in limited supply or are poorly maintained, resulting in serious water shortages, with the potential for significant health and hygiene problems.

Coordination and partnerships

In response to the worsening situation, the RMI government initiated the National Disaster Committee (NDC) which then led to the activation of the Emergency Operations Centre (EOC) in the capital, Majuro. The EOC is the critical platform for coordination with key government entity representatives and cluster leads based in Majuro. With the support of the United Nations Disaster Assessment and Coordination (UNDAC) team, the RMI established four clusters to manage sector specific interventions in water and sanitation, health, food security and logistics. An UNDAC team led the support to the RMI government in developing the Humanitarian Action Plan (HAP) as well as the individual cluster plans. This appeal was drafted in close coordination with the national and regional stakeholders involved in this response to avoid gaps and ensure that all needs are covered.

In May, the RMI government developed an "Immediate and Near-term Drought Response Plan" which consolidated the activities of the various partners. In addition to IFRC and Red Cross societies, these partners include: UNDAC, Asian Development Bank (ADB), AusAID, Food and Agriculture Organization (FAO), Japan International Cooperation Agency (JICA), International Organization for Migration (IOM), New Zealand Aid Programme, World Health Organization (WHO), Office for the Coordination of Humanitarian Affairs (OCHA) Regional Office for the Pacific (ROP), Secretariat of the Pacific Community (SPC), UNICEF, U.S. Federal Emergency Management Agency (FEMA), USAID/Office of Foreign Disaster Assistance (OFDA), and the Embassy of Japan.

Response activities to date have included:

- initial assessments carried out by the RMI government, together with representatives from SOPAC and USAID
• distribution of bottled water, water purification tablets and the deployment of RO units
• deployment of medical teams and distribution of medical test kits and pharmaceutical supplies
• monthly distribution of food
• chartering of boats and aircraft to establish air sea bridges to facilitate the assessments and distribution process
• detailed agriculture and food security assessments
• detailed household and community assessments on water sources on all affected atolls and collation/publication of results
• commencement of installations of household and community water catchment systems (tanks/guttering)
• initial work towards the development of a Drought Recovery Plan, to generate additional resources to ensure the completion of all response and recovery activities.

The head of the EOC is continuing to convene cluster meetings to enable the ongoing coordination of response efforts, with participation from the IFRC operations team and other partners.

**Red Cross and Red Crescent action**

At the time of the initial emergency appeal, there was no established Red Cross National Society in RMI. A National Volunteer Group (NVG) had been working on the drafting of the Red Cross Act to establish a Red Cross National Society, and had strong support from the RMI government. The NVG, with the agreement of the RMI government, requested support from the IFRC to support those affected by drought and is also seen as an important opportunity to further develop the knowledge and capacity of the NVG. The Red Cross Recognition Act officially entered into force on 26 November, formally establishing a Marshall Islands Red Cross Society (MIRCS).

Prior to the launch of the emergency appeal, an IFRC team consisting of a team leader, a water and sanitation delegate, and a Pacific Regional Disaster Response Team (RDRT) member were deployed to RMI. Four water and sanitation short-term delegates were provided by New Zealand Red Cross, each for a period of two weeks. These delegates (accompanied by RMI government counterparts from the Majuro Water and Sewerage Company) were deployed to atolls/islands to operate temporary RO units. In addition to water production and distribution, the teams also carried out community messaging on effective water resource management, safe water and good hygiene practices. An additional short-term delegate was deployed (three-week mission) with support of the Australian Red Cross to assist IFRC with the deployment of additional RO units which have been loaned to the RMI government by USAID through IOM.

Following the launch of the emergency appeal, the IFRC established a country office and operations team to implement the plan and activities described further below.

**The needs**

The drought is affecting approximately 6,400 people in 1,134 households across 15 atolls/islands (Ailuk, Aur, Lae, Lib, Likiep, Maloelap, Mejit, Namu, Ujae, Utirik, Wotho, Wotje, Ebadon, Enewetak, Mejatto) north of Majuro.

Drought-affected communities have been experiencing a range of issues summarized below:

- The majority of household water tanks are empty.
- Availability of well water has reduced significantly with water quality deteriorating due to increase in salinity. There are insufficient numbers of RO units within drought-affected atolls/islands and there is declining water production output from the RO units in place due to maintenance issues.
- Insufficient supply of food in the communities is a growing concern. Local food crops, such as breadfruits and bananas, are severely damaged as trees are dying.
- Health issues associated with the drought and affected water sources, such as diarrhoea, conjunctivitis (commonly known as pink eye), and scabies have been reported.

**Immediate needs**: The immediate needs, to provide safe drinking water, have been achieved through the deployment and operation of RO units currently in-country and through the provision of additional...
drinking water as part of ongoing distribution of food and water, supported by the RMI government, the MWSC and IOM.

**Longer-term needs:** The longer term needs are being addressed by installing water tanks in homes and on community structures that have been identified as not having sufficient water storage, no tank capacity, no rain water harvesting systems and those that require upgrading or modification of the home systems.

**Beneficiary selection:** The revised IFRC plan aims to provide assistance to 1,529 beneficiaries on three atolls/islands to address the humanitarian issues caused by the current drought. The three atolls selected from the government response plan are: Likiep, Mejit and Namu. IFRC has liaised with the government and response partners through cluster meetings and daily interaction within the EOC regarding these target locations. IFRC will also work with the communities on these atolls/islands to build their capacity to become more resilient to future droughts.

**The proposed operation and progress to date**

The following section describes the IFRC drought response plan and describes the current progress towards completion.

### Water, sanitation, and hygiene promotion

| Outcome: Immediate risk of waterborne and water related diseases has been reduced through the provision of safe water and hygiene messaging to 1,529 beneficiaries in 3 atolls for up to 9 months. |

<table>
<thead>
<tr>
<th>Outputs (expected results)</th>
<th>Activities planned</th>
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</thead>
<tbody>
<tr>
<td>• Continuous assessment and up-to-date collection of data on the water supply, sanitation, and hygiene situation is carried out in three atolls.</td>
<td>• Collect further WASH-specific information is to refine and meet immediate needs, building on RMI government and WHO assessments.</td>
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<td>• Specifically, with the help of RMI government and MWSC:</td>
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<td>- Conduct training for NVG and community volunteers on carrying out water, sanitation and hygiene assessments and monitoring.</td>
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<td>- Continuously monitor the water, sanitation and hygiene situation in targeted communities.</td>
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<td></td>
<td>- Identify other WASH stakeholders.</td>
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<td>- Coordinate with other WASH/WatSan actors on target group needs and appropriate response.</td>
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**Progress to date**

- Two community mobilisers were recruited to support the IFRC team in conducting initial visits and detailed household surveys in the target locations from a local organization, WUTMI (Women United Together for Marshall Islands). NVG members could not join the visits due to time constraints.
- Community mobilisers received orientation on the Red Cross Movement and specific training together with IOM volunteers for the conduct of household surveys.
- An initial field visit was undertaken to Namu atoll from 20-27 August to conduct initial consultations with the community, to further refine the programme objectives and work plan.
- Detailed household and community surveys, based on the template agreed by the WASH cluster, were conducted by the IFRC team and community mobilisers in the three target locations as follows:
  - 4-10 September, Namu
  - 16-27 September, Likiep
  - 28-29 September, Mejit
- Transport to the outer atolls was facilitated mainly through the IOM sea bridge, on chartered ships delivering food supplies for the drought operation.
- The surveys included individual consultations at household level, as well as the collection of photographic documentation and GPS mapping of existing household and community...
catchment facilities.

- Field notes were prepared from each visit and shared with the government and WASH cluster partners, as well as additional presentations on the findings at several WASH cluster meetings and meetings of the local mayors. (These notes are available upon request).
- Additional volunteers were recruited from the IOM pool of trained volunteers, to assist the process of entering data from the survey results.
- The survey results were analyzed in detail and used as the basis for calculating the specific needs of each household and community in each location (as per the below). In consultation with the WASH cluster, the local mayors and community members, a formula was developed to identify the highest priority needs based on the ability to access sufficient, safe drinking water in accordance with Sphere Minimum Standards.

<table>
<thead>
<tr>
<th>Outputs (expected results)</th>
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</table>
| • Improved household and community access to and use of adequate rain water harvesting | • Provide a platform for early recovery from the effects of the drought with regards to continuous access to safe water, supporting the work of MWSC through the following activities:  
  - Establish sound community engagement practices to ensure beneficiaries are involved in constructing and installing tanks and guttering to increase water collection capacity.  
  - With community participation, procure and distribute tanks/guttering and repair of catchments across the initial three nominated atolls/islands. |

<table>
<thead>
<tr>
<th>Progress to date</th>
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<tbody>
<tr>
<td>• In each of the target locations, several public meetings were held to inform communities about the programme and to solicit suggestions and feedback on the programme approach with emphasis on communication to women with regards to programme design and implementation.</td>
</tr>
</tbody>
</table>
| • A detailed planning process was undertaken, to identify the exact type and quantity of materials required to undertake the installation process. A number of specific kits were identified:  
  - Household tank (1,000 gallons, PVC) and guttering  
  - Community tank (1,500 gallons, PVC) and guttering  
  - Guttering kits (to be used for guttering and roof repairs)  
  - Tool kits  
• The survey identified a number of households or community facilities needing catchments which had thatched or otherwise unsuitable roofs that could not support tanks/gutters. For this purpose a “tank support construction” was designed, with a sloping roof and guttering to enable a free-standing tank to be used. |
| • Based on the survey data and the prioritization process, the following allocation of resource requirements have been identified: |

<table>
<thead>
<tr>
<th>Location</th>
<th>Household tanks/ gutters</th>
<th>Community tanks/ gutters</th>
<th>Guttering accessories kits</th>
<th>Tool kits</th>
<th>Tank shelters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Namu</td>
<td>17</td>
<td>7</td>
<td>121</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Likiep</td>
<td>13</td>
<td>7</td>
<td>40</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Mejit</td>
<td>19</td>
<td>9</td>
<td>20</td>
<td>2</td>
<td>10</td>
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• Additional materials were also identified on each of the locations on a case-by-case basis, such as additional tap/union sets, roofing materials etc.
• IFRC and SPC have been in discussion regarding the installation of 95 tanks/guttering sets that had been procured as part of a longer term programme for RMI with funding from the European Union but which could be used to support the catchment needs identified for the drought operation. After discussions with the WASH cluster, the government and other partners, it was agreed that IFRC will provide 13 x 1,000 gallon tanks and guttering sets and
14 x 1,500 tanks to be installed in the IFRC target locations.

- A detailed local procurement plan and budget was developed and procurements were completed for the first target location of Namu.
- On 22 November, an IOM chartered government ship, the MV Kwajalein, departed to transport the tanks, materials and IFRC team to the various islands of Namu atoll. At the time of this report, the installations were completed in the locations of Loen and Mae islands, with implementation commencing in Majkin and Namu, which will be completed over the coming weeks.
- The teams are expected to return to the capital Majuro in late December/early January and will depart again for the remaining two locations, Likiep atoll and Mejit island in mid-January.
- Based on the implementation experience and the systematic capturing of community feedback from the first installations on Namu, the specifications and quantities of materials required for each kit are being revised to further refine and improve the programme.

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<tr>
<td>Communities in the affected atolls increase knowledge and ability to change practices regarding water collection and storage</td>
<td>Disseminate effective household water collection practices storage practices, maximizing water availability and preventing transmission of water borne diseases.</td>
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<td></td>
<td>Provide sanitation messaging to alleviate water borne diseases and health issues.</td>
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<td></td>
<td>Train communities in maintenance of water catchment systems with awareness on better water harvesting techniques and managing usage to promote more sustainable water availability.</td>
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<td>Conduct integrated baseline survey to further determine gaps in infrastructure, social structure and behaviors for longer term resilience.</td>
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</table>

**Progress to date**

- The initial household and community surveys have provided the baseline data needed to later assess the improved resilience of communities.
- Each visit to the target locations has included community awareness raising activities about water management, catchment maintenance and hygiene. While the survey results from different locations varied, there was generally a good awareness and understanding about the issues, but implementation was poor.
- In consultation with local experts and organizations such as the College of the Marshall Islands, presentation materials were developed for awareness sessions, and information discussions are also be held on an opportunistic basis.
- Training in catchment maintenance is being done simultaneously with the installation process, which is being undertaken by community members under the guidance and supervision of the IFRC team.

**Capacity building and organizational development**

**Outcome:** The quality of the operation is supported, through protecting and promoting the emerging national society’s development, domestic capacities and future sustainability.

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<thead>
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<th>Outputs (expected results)</th>
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</table>
• Emergency response planning is a collaborative effort by the emerging national society (NVG) leadership and the IFRC team.

• IFRC partners base their support on the requests and advice of the NVG in close cooperation with RMI Government.

• Increased experience and skills of NVG members in drought relief and early recovery activities.

• In kind and cash donations to the NVG are transparently managed.

• Strong balanced relationship established with the Government of RMI.

• Capacity building activities under the relief operation are closely coordinated with the longer term support provided to the NVG by the IFRC and ICRC regional teams (in Suva) and the Kuala Lumpur zone office.

• Close daily communication between the IFRC team leader and focal person for NVG.

• Regular meetings with NVG with discussions documented.

• Regular meetings with the RMI government with discussions documented

• Develop consensus among the NVG on the role of emerging national society in the operation

• Identify the potential roles for NVG members in the operation

• Map existing skill sets within the NVG

• Advise, support and train NVG members.

• Recruit three lead volunteers to travel to atolls/islands with IFRC team members to support work with affected communities.

**Progress to date**

- The IFRC team has been participating in regular (weekly) meetings of the NVG and providing updates on the IFRC drought operation. Unfortunately no NVG members have been available to participate in the programme itself.

- The operations manager has been providing ongoing strategic advice and support to the NVG leader on issues such as the adoption of the Red Cross Act, Constitution drafting, establishment of a basic organizational structure, strategic planning and programme development.

- The Red Cross Recognition Act officially entered into force on 26 November, formally establishing a Marshall Islands Red Cross Society (MIRCS). IFRC supported the process by attending and speaking in favour of the Act at the Nitijela (National Parliament) Public Hearing, which was also broadcast on national radio.

- Several positive discussions about the Red Cross have taken place, on a formal and informal basis with senior government representatives, including the President, Speaker of the House, Chief and Deputy Secretary and others. A more strategic engagement process will be developed in due course.

- The MIRCS Constitution has been through several drafts over the past few months and will soon be ready for another review by the Joint Statutes Commission.

- A decision was made at the recent MIRCS meeting to appoint an administrator, to undertake the initial membership recruitment drive and develop a road map towards recognition as a member of the Red Cross/Red Crescent Movement. A job description was drafted and approved, and the IFRC has agreed to allocate 50 per cent of the time of the IFRC drought operation admin/finance officer to take on this role on an interim basis, as a significant contribution towards the development of MIRCS.

- IFRC has been supporting the MIRCS to promote its new status at several community events
such as the President’s Day Fun-Run; President’s Non-Communicable Diseases Declaration Day and the Ministry of Health Triathlon.

- IFRC is exploring ways to support the MIRCS in receiving donations and contributions, given they are still in formation. Discussion is underway concerning a possible site and building for an office and MIRCS has been identified as a recipient for some upcoming charity fundraisers.

### Logistics

Logistics remains the most significant operational challenge for this operation, in particular the complexity of procurement and transportation to the outer atolls. These factors have significantly impacted the time taken to implement this operation and the costs involved. Air transport through the Airline of the Marshall Islands, which is normally limited to weekly or fortnightly flights, has been further restricted due to maintenance and repair issues. Many locations are only reachable by boat, which can involve several days’ travel and is highly dependent upon weather conditions and space availability. It was also hoped a logistics delegate would be available to support the operation for three months, however no fully funded candidates were available.

Fortunately, the IFRC has received good support from the government, IOM, SPC and the WASH cluster, which has resulted in the allocation of tanks and guttering sets for IFRC-implemented locations and sea bridge support to transport teams and materials to their destinations. It is hoped that the sea bridge will continue long enough for the IFRC to complete its operations on the remaining two locations of Likiep and Mejit. The support of a logistics delegate from American Red Cross for six weeks was also made a valuable contribution to the operation.

The current implementation taking place on Namu has informed a number of useful revisions to the materials required to make repairs to existing catchments and for constructing the tank shelters. It has also been a good opportunity to better understand community perceptions about catchments and their maintenance, and to identify the best ways of ensuring ongoing community ownership and to establish linkages with the Marshall Islands Red Cross.

### Communications – Advocacy and Public information

The Pacific Islands Forum for 2013 was hosted in the Marshall Islands, bringing together the heads of state and high level representatives from within and beyond the Pacific region to discuss issues of strategic importance to Pacific nations. The thematic focus of the meeting was the issue of climate change, which provided an ideal platform to promote the work of Pacific National Societies on climate change adaptation and resilience, and to convey key advocacy messages to decision makers in the region. The IFRC team attended open sessions of the forum and distributed printed materials, including a press release highlighting the need for support for the Marshall Islands drought operation. The press release coincided with an announcement from the New Zealand Government on funding for water catchments and community resilience programmes in the Marshall Islands and several other Pacific nations, bringing greater attention to the current drought operation and creating the opportunity for the IFRC team to conduct numerous interviews for print, radio and television regional and international media networks.

Within the Marshall Islands, there continues to be positive and high visibility of the Red Cross, particularly with the recent adoption of the Act establishing the Marshall Islands Red Cross Society (MIRCS) and the local newspaper, The Journal, has been reporting developments in the drought response. Over the coming months, the MIRCS will be developing a more strategic information strategy targeting at improving awareness and understanding of the Red Cross and attracting a more diverse membership base, including from the outer atolls. The IFRC team has also been contributing to various internal publications of the IFRC, including the Pacific regional office “Saving Lives, Changing Minds” publication.

### Capacity of the IFRC

The IFRC Pacific regional office in Suva is responsible for managing the implementation of the response and providing operations support (in monitoring, reporting, financial management, communications, etc.) while the IFRC Asia Pacific zone office in Kuala Lumpur is responsible for coordinating international assistance and technical support.
An IFRC country presence has been established in Republic of the Marshall Islands (RMI) with a basic office located in the Marshall Islands Resort Hotel in the capital Majuro, supported by a cooperation agreement signed with the RMI government on 20 June 2013 which defines the roles and responsibilities of the RMI government and IFRC with respect to the drought operation.

The final composition of the IFRC In-Country Operations Team consists of:

- **Delegates**
  - Operations Manager - delegate (3 months), recently replaced with the position of Federation Representative to the Federated States of Micronesia, Republic of the Marshall Islands and Palau (12 months, commencing November 2013 through separate funding)
  - WatSan/Early Recovery Delegate (6 months)
  - Logistics Delegate (6 weeks)

- **National Staff**
  - Admin/Finance Officer – national staff (5 months) also as MIRCS administrator
  - National Water and Sanitation/Early Recovery Officer – national staff (5 months)

Management and monitoring systems have been put in place to ensure the operation adheres to all applicable IFRC and international standards of management and accountability. This includes:

- Admin/Finance guidelines
- Personnel policy
- Security guidelines for the North Pacific (in process of development)

Targeted training has also been conducted with new staff including sessions on water testing and the certification of first aid, particularly important for those working in the outer atolls where medical facilities are limited.

**Budget summary**

See attached budget (Annex 1) for details.

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Programme Services Division

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Secretary General
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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 (NGOs) in Disaster Relief and the Humanitarian Charter and Minimum Standards in Disaster 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.

[www.ifrc.org](http://www.ifrc.org)

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.
### Budget Group

<table>
<thead>
<tr>
<th>Description</th>
<th>Multilateral Response</th>
<th>Inter-Agency Shelter Coord.</th>
<th>Bilateral Response</th>
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The maps used do not imply the expression of any opinion on the part of the International Federation of Red Cross and Red Crescent Societies or National Societies concerning the legal status of a territory or of its authorities.

Map data sources: ESRI, DEVINFO, International Federation, Map created by DCM/GVA - MDRMH001.mxd