

Emergency Appeal Final Report

Jamaica: Hurricane Sandy

Final report

Emergency appeal n° MDRJM003
GLIDE n° TC-2012-000180-JAM
5 May 2014

Period covered by this final report: 30 October 2012 to 31 December 2013

Appeal amount: 605, 464 Swiss francs

Appeal coverage: 100%; [<click here to go directly to the final financial report, or here to view the contact details>](#)

Appeal history:

- This Emergency Appeal was initially launched on 30 October 2012 for 1,211,693 Swiss francs for nine months to assist 3,400 families (17,000 beneficiaries).
- **Disaster Relief Emergency Fund (DREF):** 150,000 Swiss francs were initially allocated from the IFRC's DREF to support the National Society to respond.
- Operations Update no.1 was issued on 19 November 2012
- Operations Update no. 2 was issued on 4 January 2013
- A six-month update was issued on 6 August 2013
- The Emergency Appeal was revised on 7 August 2013, to better reflect the funding situation and operational changes based on the detailed situation analysis.



In the recovery component of the operations, the Jamaica Red Cross provided hurricane-resistant housing, using the Safe Houses Methodology. **Source: IFRC**

Summary: The operation covered a 14-month period from 30 October 2012 to 31 December 2013. During the relief phase of the operation, 6,918 beneficiaries were reached with relief items. As part of emergency health and care component, the operation reached 8,660 beneficiaries directly, while an estimated 2 million Jamaicans have been reached via text messages including health-related information, through a partnership with Jamaica Red Cross, the Ministry of Health and a telecommunications provider. As part of emergency shelter and violence prevention component, the Jamaica Red Cross reached 71 beneficiaries directly and another 8,000 beneficiaries indirectly. In implementing the early recovery activities, Jamaica Red Cross reached 1,115 beneficiaries (223 families) through alternative livelihood activities.

During the timeline of the operations, the Jamaica Red Cross achieved all the objectives that funding was identified for, reaching all the targeted beneficiaries.

A total of 61,592 Swiss francs were identified as unspent funds at the end of the operation. A proposal is being created for these funds to be used to support the 2014 Operational Plan for the Jamaica Red Cross.

Lessons learned: Many of the lessons learned during the emergency/relief phase of the operation were taken on board by the Jamaica Red Cross during the remaining time of the operation. As such, the revised plan of action included activities such as Damage and Needs Assessment (DANA) training for all stakeholders, as it was determined that some of the initial assessments were not done correctly. Other activities looked at shelter management training and Epidemic Control for Volunteers.

The lessons learned from the recovery component of the operation highlighted the need for more realistic timelines for rebuilding the houses. Also, while the livelihoods recovery component provided alternative livelihoods for beneficiaries, the evaluation indicated that the alternatives provided were considered limited, and urged that they be re-examined for future interventions; moreover, the evaluation suggested that an M&E component be built into the programme.

The operation changed management after the relief phase, both at the National Society and IFRC levels. For a smoother transition, the management of the operation needs to be maintained throughout.

The situation

Hurricane Sandy made a landfall over the south-eastern Jamaica on 24 October 2012, as a Category 1 storm. There was one fatality and several people wounded. Roads were blocked by fallen trees, which made many communities inaccessible. Electricity cuts also occurred in many communities and, as a result, the water systems stopped functioning. Two hospitals and three schools incurred damages during the passage of the hurricane.

The hurricane damaged houses and collapsed roads in Portland and in the area of Mount Pleasant. It also gave rise to local flooding in Pamphret and Port Maria, causing families to evacuate to community centers. The heavy winds had significant impact on the agricultural areas, leaving plantain, banana and sugar cane crops damaged. The estimated loss in agriculture raised to 16,541,700 US dollars. Family orchards (growing papaya, bananas, plantain, breadfruit, lime and June plums) were also destroyed, affecting subsistence farmers.

On 10 November, the town of Port Maria was severely affected due to heavy rains. The Jamaica Red Cross teams assisted the population immediately with the distribution of non-food items which included cleaning kits, blankets and mattresses. Jamaica Red Cross sought local partnerships and managed to get the support of LIME Foundation (telecommunications company) for an additional 50 cleaning kits and 100 hygiene kits that were distributed on the 22 November to people affected by the secondary floods. On 25-26 November, heavy rains hit Portland and St. Mary parishes again. Assessments were done and assistance was provided to the beneficiaries (food and non-food items).

Red Cross and Red Crescent action

Achievements against outcomes

Overview

The Jamaica Red Cross was able to respond immediately to the affected families, after the passage of Hurricane Sandy, with pre-positioned stocks, and with goods secured through local agreements. In the relief phase, a total of 6,918 families were assisted with both food and non-food items. A beneficiary survey carried out in January 2013 showed that 84% of the respondents indicated they were satisfied with the non-food items and food parcels received. Activities planned under logistics and communications components were implemented as outlined in the original plan of action. Activities planned in terms of emergency health and care have been affected by a lack of funding throughout the appeal, and thus could not be implemented in a timely manner. The Jamaica Red Cross successfully carried out trainings in psychosocial support and Epidemic Control for Volunteers, and was able to strengthen the relationship with a national telecommunications provider to send out health text messages to the public (an estimated two million persons). Activities under emergency shelter and violence prevention components could not be implemented according to the original plan of action, as adequate funding was not identified. Funding that was received supported the rebuilding of seven houses, as well as violence prevention activities in schools, reaching 5,000

students. Livelihood recovery activities were also revised down based on available funding, reaching 223 families through the micro-economic initiative methodology used by Jamaica Red Cross.

Two Regional Intervention Team (RIT) members from Jamaica were supported with funds from the British Red Cross to participate in the RIT Field School training, held in Jamaica in May 2013.

Meetings were held with the members of the Emergency Services Section Council in different parishes, to discuss the coordination of the emergency services at the national level.

Relief distributions (food and basic non-food items)

Outcome: 1,000 affected families in St. Thomas, St. Mary and Portland have their most urgent and immediate basic needs met.

Outputs (expected results)	Activities planned
1. Damage and needs assessments 2. Relief distributions (food and non-food items)	<ul style="list-style-type: none"> • Conduct rapid emergency Damage and Needs Assessments (DANA) in the most affected areas in the wake of Hurricane Sandy. • Train the Jamaica Red Cross team on the Mega V beneficiary registration system. • Provide technical assistance to Jamaica Red Cross for Mega V facilitated beneficiary registrations and distributions. • Develop the beneficiary targeting strategy and registration system to deliver intended assistance by using the Mega V relief distribution system. • Distribute relief supplies and control supply movements from point of dispatch to end user. • Deliver 1,000 food parcels (replenish 500 used from pre-positioned stock and cover 500 additional families) to support food security and the immediate needs of the affected people. • Deliver targeted non-food items (hygiene kits, cleaning kits, tarpaulins, blankets and jerry cans) for 1,000 families based on identified needs. • Distribute 500 mattresses for affected children, elderly people and disabled people. • Monitor and evaluate relief activities and provide reporting on relief distributions. • Develop an exit strategy.

Impact: The assessment of beneficiaries for this operation was a joint initiative between the Jamaica Red Cross and the Government of Jamaica (specifically the Ministry of Labour and Social Services). While the results of this collaboration informed the operations, Jamaica Red Cross has identified the need for joint Damage and Needs Assessment (DANA) training for Jamaica Red Cross and its partners as part of the emergency response.

A total of 6,918 families were reached in the parishes of St. Thomas, St. Mary and Portland - 5,543 families with non-food items, 1,011 with food parcels and 364 with mattresses. Distributions were based on the current needs of beneficiaries, thus resulting in more families reached than initially planned. The non-food items distributed were:

- 2,000 tarpaulins (1,000 of them have been donated by the Canadian Red Cross Society and 1,000 by the American Red Cross)
- 5,000 blankets (2,500 of them have been donated by the American Red Cross)
- 3,000 jerry cans (2,000 of them have been donated by the American Red Cross)
- 1,000 cleaning kits, donated by the British Red Cross
- 1,000 hygiene parcels (500 of them have been donated by the British Red Cross and 500 by the American Red Cross)

The type of mattresses that were originally budgeted for were not culturally appropriate to the Jamaican family context. The switch to a double bed mattress was a key factor in fewer distributions. The rest of the mattresses up to 500 were repositioned.

A beneficiary survey carried out showed that 84% of the respondents indicated they were satisfied with the non-food items and food parcels received. When combined, children, elderly and the disabled accounted for 86% of the interviewed beneficiaries, which is a clear indication that distributions were done in accordance with the beneficiary selection criteria.

The lack of funding within the time frame initially established prevented the implementation of the Mega V training in the beneficiary electronic database and distribution system during the initial stages of the relief operations. Furthermore, internal capacity assessments within Jamaica Red Cross indicated that the local branches do not have the equipment requirements associated with the implementation of Mega V at this time.

Transportation and storage challenges emerged as a significant issue that hampered the efficiency of the relief operation. Specifically the absence of vehicles at the branch level was identified as a major inhibiting factor. This affected the timeliness and overall efficiency of the operation—themes also evidenced in the beneficiary satisfaction survey.

Emergency health and care

Outcome: Dengue-preventive measures are implemented in the affected areas after Hurricane Sandy to prevent the spreading of vector-borne diseases	
Outputs (expected results)	Activities planned
1. Emergency health and care (dengue prevention and epidemic control): Cleaning campaigns are carried out and target areas cleaned. 2. Psychosocial support (PSP)	<ul style="list-style-type: none"> • Training/refresher training on Epidemic Control for Volunteers (ECV): dengue and leptospirosis for 15 people from each targeted area (10) • Distribution of mosquito nets to 1,000 targeted families • Public awareness-raising and communication campaigns for dengue prevention with collaboration of the Ministry of Health and Jamaica Red Cross ECV staff and volunteers • Cleaning campaigns of vector breeding sites with the health teams from the Ministry of Health and communities. • Production of vector-borne disease control (dengue and leptospirosis) awareness-raising material (materials from the Ministry of Health, reproduced with Jamaica Red Cross' and donors' logo) • PSP volunteers provide support for traumatized families through one-to-one meetings with the families affected.

The Epidemic Control for Volunteers training was initially envisioned to be done in collaboration with the Ministry of Health, together with the health staff in each of the parishes. However, despite ongoing discussions with the ministry and sharing of the manual, the ministry could not make a decision within the time frame of the operation. Jamaica Red Cross decided to train key volunteers in each of its branches, and thus 27 participants were trained and certified in Epidemic Control for Volunteers.

While there was no production of vector-borne disease control awareness-raising materials during the initial stages of the operation, the Jamaica Red Cross and the Ministry of Health worked in partnership with the telecommunications provider Digicel to send out text messages to customers. The text messages, which focused on vector control, were developed by the Jamaica Red Cross and approved by the Ministry of Health before being distributed by Digicel to their customers. Digicel has a customer base of around two million people in Jamaica alone – about 70 per cent of the population. Additionally, in order to address the need at the time, the Jamaica Red Cross distributed existing materials on vector control from the Ministry of Health in the same time with the relief distributions.

The cleaning of vector-breeding sites was not initially funded during the earlier stages of the operation, when this activity was a key priority of the Ministry of Health. During this time, discussions were ongoing at the national level with the Ministry of Health, regarding the reproduction of awareness material. As funding became available for this activity, the ministry indicated that this was no longer a priority, therefore the funding was redirected to other activities under this outcome.

Psychosocial support (PSP) was provided by the Jamaica Red Cross to the affected families that volunteered for these sessions. Thus far, 18 families from Port Maria have benefitted from these services. Families in the

remaining parishes did not volunteer to be part of the sessions. The Jamaica Red Cross held discussions with the Ministry of Education to provide PSP training for teachers and guidance counsellors for the schools affected. A plan of intervention for both the schools and communities was developed and finalized. School teachers were targeted for this training, as it contributes to the sustainability of the intervention: they live within the affected communities and can provide *ad hoc* PSP sessions to the affected families.

A Psychosocial Support for Children in Emergencies training was held using a manual and a toolkit that were developed after Hurricane Ivan and were further revised in 2009. The manual and the toolkit were used extensively by the Child Development Agency after the West Kingston Unrest in 2010. Thirty participants (teachers), from kindergarten, primary and secondary/tertiary levels in Portland were trained to provide psychosocial support to youths in the affected parishes. The student population of the parishes combined is 5,000.

A further training of trainers (ToT) in PSP was held for Jamaica Red Cross volunteers, targeting 13 participants from the headquarters.

Mosquito nets were distributed based on the assessments and taking into account the current needs (at the time of distributions) of the beneficiaries. To date, 700 families benefitted from mosquitos nets, while the remainder have been taken into pre-positioned stock. One thousand mosquito nets have been received from the American Red Cross and 2,000 were purchased using funds from the appeal.

Emergency shelter and violence prevention

Outcome 1: To provide 50 improved safer houses for the targeted, most vulnerable, affected families in St. Thomas, St. Mary and Portland	
Outcome 2: To support youth violence prevention in the affected schools	
Outcome 3: To provide safe schools in affected areas	
Output (expected results)	Activities planned
Emergency shelter and violence prevention	<ul style="list-style-type: none"> ● Identification of targeted families based on needs assessments and registration ● Procurement of material for the construction of 50 safer houses; ● Hiring of technical experts and support staff ● Implementation of the build-back-safer-houses initiative to build earthquake, hurricane, and flood resistant housing ● Beneficiary communication for safer houses (monitoring and evaluation) ● Strengthen National Society capacity in shelter management in each parish ● Three violence prevention campaigns implemented in target schools ● Procurement of material for the retrofitting of three schools ● Three primary schools have been retrofitted with safer, hurricane-resistant roofs ● Implementation of the Protected Schools methodology and provision of disaster risk reduction materials to three schools

The shelter management training, while encountering some challenges, effectively trained 155 Jamaica Red Cross volunteers. The sharp increase in the prices of the necessary training materials resulted in the reduction of training sessions that were held. Shelter management trainings were held in the parishes of Westmoreland, St. Thomas, Clarendon, St. Elisabeth, St. Ann, St. Mary, Portland and St. Catherine. These trainings were done in coordination with the Ministry of Labour and Social Security, with the objective of building both local (parish) capacity and National Society capacity. One key issue that came to light during the coordination of this training, was that not all stakeholders shared the view that priority shelters should be manned by Jamaica Red Cross volunteers. The shelter management training was identified as necessary during the relief phase.

Seven families were identified, based on needs assessments, as beneficiaries of the rebuilding of homes. These beneficiaries also met the requirement of land ownership, that was necessary to initiate the activities. At the end of the operation six houses were completed, while the seventh house was nearing completion. This activity encountered a number of delays, which included getting the necessary building approval from the parish councils, inclement weather, water shortages in the communities and late delivery of building materials. It's important to note that the target of 50 rebuilt houses was revised down, as funding was available for only seven houses.

Funds were not identified under this operation for the retrofitting of schools with hurricane-resistant roofs, thus this activity was not implemented. Moreover, the Protected Schools methodology along with the disaster risk reduction activities have been implemented with the help of ECHO funding, through a bilateral partnership with the French Red Cross.

In order to support youth violence prevention in the affected schools, 20 volunteers were trained in the application of the Ten Steps to Creating a Safer Environment methodology. Under this activity, five parishes initiated and implemented youth non-violence promotion activities (parishes of Manchester, St. Thomas, St. Ann, St. James and St. Elizabeth). At the community level, 51 Youth Peace Ambassadors were trained, and reached 8,000 persons through a variety of mediums, including community interventions, devotional exercises and poster competition. Challenges in implementing this activity, including inadequate allocation of funds to activity and lack of active youth representatives at some branches, made the activities less effective in some parishes.

Early recovery	
Outcome: To provide alternative livelihoods for 500 targeted affected families in St Thomas, St Mary and Portland, following the loss of subsistence crops and destruction of houses.	
Output (expected results)	Activities planned
Early recovery	<ul style="list-style-type: none"> • Selection of 500 targeted beneficiaries • Micro-economic Initiative (MEI) refresher training for National Society volunteers • The cash transfer programme (micro-economic initiative) for 500 targeted beneficiaries who lost their subsistence crops is carried out for income generating activities to ensure food security for the most vulnerable families • Implementation of micro projects in ten farms in risk-prone areas such as the construction of dykes and protective walls

The activities targeted only 221 families, as funding was inadequate to meet the initial targets set. Funding was not identified for the micro-projects in ten farms, and so this activity was not implemented.

Six town hall meetings were held in the parishes of St. Thomas, Portland and St. Mary and resulted in 444 families applying to benefit from this initiative. The final number of successful applicants was 223, and they benefitted from a range of activities including farming, setting up a grocery shop, poultry rearing, sewing, carpentry, food shop, hair dressing, etc. A beneficiary selection committee was established in St. Thomas, Portland and St. Mary, to look at the selection for the MEI. The members of this committee included the Ministry of Labour and Social Security and the Social Development Commission. Challenges in implementation included the fact that the number of persons expressing interest in benefitting from the initiative far exceeded the targets for which funding was allocated, and the delays in implementation due to

the multiple components and disbursement of funding. Supplies for the MEI initiative, including a freezer, a sewing machine and a trimmer have been purchased with funds from this appeal.

Logistics	
Outcome: The local logistics capacity of the Jamaica Red Cross to respond with relief items is strengthened with the support of standardized items prepositioned in the IFRC's Zone Logistics Unit in Panama and is enhanced with technical support.	
Output (expected results)	Activities planned
Enhanced logistics capacity	<ul style="list-style-type: none"> • Preparation of the logistics mobilization table • Management of the logistics mobilization of the appeal and maintenance of relations with donors • Procurement of transport services through the Zone Logistics Unit's transportation network • International procurement • Pipeline management of in-kind goods

The IFRC's Global Logistics Service in the Americas zone office supported the emergency operation not only with the dispatch of relief items throughout the period of the emergency appeal, but also with the pipeline management of goods imported to Jamaica. The first shipment of non-food items arrived at port on 19 November 2012. Part of the shipment replenished the contingency stock of Jamaica Red Cross and the balance was distributed to beneficiaries. During the operations, a complete inventory of Jamaica Red Cross' central warehouse was completed with assistance from the RIT delegate, and the warehouse system was updated and improved.

Communications – Advocacy and public information	
Outcome: Emergency Communications	
Output (expected results)	Activities planned
Beneficiary feedback on the operation is ensured	<ul style="list-style-type: none"> • Production of beneficiary stories during the operation for publication. • Production of photographs from the operation • Issue of communication and public visibility reports

All activities under this outcome have been completed. During the relief operations, two beneficiaries' stories were produced and have been published on the IFRC's and Canadian Red Cross Society's websites: <http://www.ifrc.org/en/news-and-media/news-stories/americas/jamaica/sandys-strong-winds-destroy-homes-and-livelihoods-in-jamaica-60231/> and <http://www.ifrcmedia.org/blog/jamaican-red-cross-working-to-restore-lives-and-livelihoods-following-hurricane-sandy/> (21 November 2012). The publication of pictures and articles has been discussed on Twitter and Facebook.

The Jamaica Red Cross has also been visible in *The Gleaner* national newspaper during the relief operations. A greeting message to the volunteers who have been working for the Sandy response was also published in *The Daily Gleaner* national newspaper. Furthermore, the Jamaica Red Cross response has been featured on the French Red Cross PIRAC website: http://pirac.croix-rouge.fr/en/actions_fiches.php?action=33.

Contact information

For further information specifically related to this operation please contact:

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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 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.

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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.
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Disaster Response Financial Report

MDRJM003 - Jamaica - Hurricane Sandy

Timeframe: 30 Oct 12 to 31 Dec 13

Appeal Launch Date: 30 Oct 12

Annual Report

Selected Parameters

Reporting Timeframe	2012/10-2014/03	Programme	MDRJM003
Budget Timeframe	2012/10-2013/12	Budget	APPROVED
Split by funding source	Y	Project	*
Subsector:	*		

All figures are in Swiss Francs (CHF)

I. Funding

	Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability	TOTAL	Deferred Income
A. Budget		605,464				605,464	
B. Opening Balance							
Income							
Cash contributions							
<i>American Red Cross</i>		83,249				83,249	
<i>British Red Cross</i>		105,329				105,329	
<i>Japanese Red Cross Society</i>		40,000				40,000	
<i>On Line donations</i>		1,500				1,500	
<i>Red Cross of Monaco</i>		6,202				6,202	
<i>Taiwan Red Cross Organisation</i>		46,305				46,305	
<i>The Canadian Red Cross Society (from Canadian Government*)</i>		75,726				75,726	
<i>The Netherlands Red Cross</i>		22,402				22,402	
<i>The Netherlands Red Cross (from Netherlands Government*)</i>		120,744				120,744	
<i>VERF/WHO Voluntary Emergency Relief</i>		500				500	
C1. Cash contributions		501,957				501,957	
Inkind Goods & Transport							
<i>American Red Cross</i>		37,115				37,115	
<i>British Red Cross</i>		38,500				38,500	
<i>The Canadian Red Cross Society</i>		14,567				14,567	
C2. Inkind Goods & Transport		90,182				90,182	
Other Income							
<i>IFRC at the UN Inc allocations</i>		17,640				17,640	
<i>Programme & Services Support Recover</i>		5,618				5,618	
C4. Other Income		23,258				23,258	
C. Total Income = SUM(C1..C4)		615,397				615,397	
D. Total Funding = B + C		615,397				615,397	

* 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		615,397				615,397	
E. Expenditure		-553,805				-553,805	
F. Closing Balance = (B + C + E)		61,592				61,592	

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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)			605,464			605,464		
Relief items, Construction, Supplies								
Shelter - Relief	25,840		25,840			25,840	0	
Shelter - Transitional	56,469		40,648			40,648	15,821	
Construction - Housing			0			0	0	
Construction Materials			0			0	0	
Clothing & Textiles	57,208		57,208			57,208	0	
Food	50,204		50,928			50,928	-724	
Water, Sanitation & Hygiene	46,785		45,773			45,773	1,012	
Utensils & Tools	5,162		5,162			5,162	0	
Other Supplies & Services			69,604			69,604	-69,604	
Cash Disbursement	78,476						78,476	
Total Relief items, Construction, Sup	320,145		295,164			295,164	24,981	
Logistics, Transport & Storage								
Storage	1,377		2,927			2,927	-1,550	
Distribution & Monitoring	5,884		8,527			8,527	-2,643	
Transport & Vehicles Costs	17,736		9,621			9,621	8,115	
Logistics Services	1,270		1,270			1,270	0	
Total Logistics, Transport & Storage	26,267		22,345			22,345	3,922	
Personnel								
International Staff	16,309		10,194			10,194	6,115	
National Staff	47,600		39,594			39,594	8,006	
National Society Staff	20,847		26,558			26,558	-5,711	
Volunteers	6,516		6,819			6,819	-302	
Total Personnel	91,273		83,165			83,165	8,107	
Consultants & Professional Fees								
Consultants	4,372		4,463			4,463	-91	
Total Consultants & Professional Fees	4,372		4,463			4,463	-91	
Workshops & Training								
Workshops & Training	96,432		64,238			64,238	32,195	
Total Workshops & Training	96,432		64,238			64,238	32,195	
General Expenditure								
Travel	4,672		7,189			7,189	-2,517	
Information & Public Relations			7,187			7,187	-7,187	
Office Costs	2,166		3,403			3,403	-1,237	
Communications	2,518		2,290			2,290	228	
Financial Charges			9,760			9,760	-9,760	
Other General Expenses	2,424		0			0	2,424	
Shared Office and Services Costs	13,878		18,492			18,492	-4,614	
Total General Expenditure	25,658		48,320			48,320	-22,662	
Contributions & Transfers								
Cash Transfers to 3rd Parties	4,364						4,364	
Total Contributions & Transfers	4,364						4,364	
Indirect Costs								
Programme & Services Support Recover	36,953		33,406			33,406	3,547	
Total Indirect Costs	36,953		33,406			33,406	3,547	
Pledge Specific Costs								
Pledge Earmarking Fee			1,604			1,604	-1,604	

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Split by funding source	Y	Project	*
Subsector:	*		

All figures are in Swiss Francs (CHF)

III. Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability		
	A					B	A - B	
BUDGET (C)			605,464			605,464		
Pledge Reporting Fees			1,100			1,100	-1,100	
Total Pledge Specific Costs			2,704			2,704	-2,704	
TOTAL EXPENDITURE (D)	605,464		553,805			553,805	51,659	
VARIANCE (C - D)			51,659			51,659		

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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 response	605,464		615,397	615,397	553,805	61,592	
Subtotal BL2	605,464		615,397	615,397	553,805	61,592	
GRAND TOTAL	605,464		615,397	615,397	553,805	61,592	