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Emergency appeal final report

Republic of the Marshall Islands: Drought

International Federation of Red Cross and Red Crescent Societies

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Emergency appeal n° MDRMH001
GLIDE n° DR-2013-000053-MHL
30 June 2014

Period covered by this Final Report: 21 June 2013 – 30 March 2014

Appeal target (current): CHF 409,154

Appeal coverage: 89 %; ***<click here to go directly to the updated donor response report or here to view the contact details>***

A drought-affected family receive a new water tank installed by IFRC in Majkin Island, Namu Atoll. Credit: Ana Zarkovic/IFRC

Appeal history:

- A revised Emergency Appeal was launched on 20 December 2013, revising down the budget to CHF 409,154 to assist 1,529 beneficiaries in three drought-affected atolls/islands with a time extension of an additional three months (up to March 2014).
- On 31 August 2013, the first operation update was issued.
- This Emergency Appeal was initially launched on 21 June 2013 for CHF 803,347 for six months to assist 3,409 beneficiaries in 650 households on six atolls (Ailuk, Likiep, Maloelap, Mejit, Namu and Wotje) selected from the government response plan for the 15 drought-affected atolls.

Summary:

This Emergency Appeal was launched by the International Federation of Red Cross and Red Crescent Societies (IFRC) in response to a request from the National Volunteer Group (NVG) of the Marshall Islands (now known as the Marshall Islands Red Cross Society (MIRCS)) and the Government of the Republic of the Marshall Islands (RMI). Its aim was to support their response to a period of extended drought in the country affecting about 6,400 people across 15 atolls/islands north of the capital, Majuro.

The aim of the IFRC's response operation was to assist communities in three atolls/islands (Namu, Likiep and Mejit) to recover following the drought and develop greater resilience to future droughts through:

- Increased community capacity to collect, store and use water efficiently, by repairing and improving water supply schemes (e.g., catchments, tanks, and gutters);
- Increased community participation in recording weather patterns, well water quantity / quality assessments and community education; and
- Increased and equitable access to and involvement in identification and promotion of good sanitation and hygiene practices.

The operation was planned together with the Government's Emergency Operations Centre (EOC) and partners of the RMI Water, Sanitation and Hygiene Promotion Initiative (WASH) Cluster and conducted over an eight-month period. It was implemented by a small IFRC team comprising delegates, national staff and community mobilisers. A community-

based approach was adopted, involving extensive consultation and participation with communities at all stages of planning and service delivery. It included engagement of volunteers from each community to support water catchment installations.

A major challenge for the operation was the low response to the Emergency Appeal. This resulted in a major revision to the overall plan, budget and staffing structure. Logistics also proved challenging, particularly the difficulties of transportation and communication with the remote, outer atolls/islands. Transportation time was measured in terms of days of travel by ship. Telecommunication depended on satellite phones. Good collaboration between the in-country humanitarian community (e.g., RMI government, International Organisation for Migration (IOM), the Secretariat of the Pacific Community (SPC)/South Pacific Applied Secretariat of the Pacific Community Geoscience Commission (SOPAC), and the WASH Cluster) made a significant contribution to the overall success of the operation.

The operation reached a total of 1,764 beneficiaries (slightly higher than targeted) across the three atolls/islands. Major achievements included:

- Conducting a detailed household level survey and beneficiary consultations to determine the key water and sanitation needs of the communities in each location.
- Installing a total of 49 household tanks, 23 community tanks and making additional repairs to other household catchments as required.
- Holding training sessions on catchment installation and maintenance with volunteers in each location.
- Hosting hygiene promotion and water-related dissemination sessions with diverse groups in each community.
- Supporting the official establishment of MIRCS which resulted in the adoption of the Red Cross Recognition Act by the RMI government, approval of the Constitution by the Joint Statutes Commission, the election of an Interim Committee and the recruitment and orientation of new volunteers, who were later mobilised to respond to a flood in the capital.

The emergency operation has been completed. As part of ensuring a smooth transition from IFRC to MIRCS for future response to emergencies, IFRC will continue to provide long term support for the National Society (NS). Two IFRC team members will remain in RMI to provide ongoing support and capacity building, not only for MIRCS, but also for two other NSs - Micronesia and Palau - as part of a wider north Pacific capacity building programme.

Overview of Red Cross Red Crescent Movement in country

At the time of the drought onset, there was no established Red Cross National Society in RMI. NVG had been working with the RMI government on the drafting of a Red Cross Act to establish MIRCS. Following the declaration of the emergency by the government, NVG requested support from IFRC to respond to the situation. This was also seen as an important opportunity to further develop the knowledge and capacity of the NVG and accelerate the formation of a new National Society.

Following this request, 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 for an initial assessment of the situation. 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 counterparts from the Majuro Water and Sewer Company (MWSC)) were deployed to several atolls/islands to operate temporary reverse osmosis (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, supported by the Australian Red Cross, was deployed for a three-week mission to assist IFRC with the deployment of additional RO units which were loaned to the RMI government by the United States Agency for International Development (USAID) through IOM.

On 26 November 2013, the Speaker of RMI's National Parliament put the final signature on the Act recognising the Marshall Islands Red Cross Society. Credit: IFRC

Following the launch of the Emergency Appeal, a cooperation agreement was signed between IFRC and the RMI government on 20 June 2013. It defined the roles and responsibilities of the government and IFRC with respect to the drought operation, allowing IFRC to operate legally in the absence of a Legal Status Agreement.

In early August 2013, IFRC established an in-country presence with an office based in Majuro. IFRC's Pacific Regional Office in Suva provided technical and management support while IFRC's Asia Pacific Zone Office (APZO) in Kuala Lumpur provided technical support and coordination of international assistance.

During the early stages of MIRCS' formation, every effort was made to engage its members through information sharing and, to a limited extent, training and active participation in the operation itself. The support given to MIRCS' organisational development is discussed in later sections of this report.

Overview of non-Red Cross Red Crescent Movement actors in country

In response to the worsening situation, the RMI government convened the National Disaster Committee (NDC) which activated the EOC in Majuro. The EOC is the central platform for operational coordination between key government entity representatives and other response partners. 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, sanitation and hygiene
- Health
- Food security
- Logistics

The UNDAC team supported the RMI government to develop a Humanitarian Action Plan (HAP), individual cluster plans, and a grant application for the United Nation's Central Emergency Relief Fund (CERF). These documents were developed in close coordination with national and regional stakeholders involved in this emergency response to ensure any gaps were filled and needs addressed.

In May 2013, the RMI government developed an "Immediate and Near-term Drought Response Plan" which consolidated the activities of the various humanitarian partners and appealed for additional support. Response to the international appeal was less than 50% of the requested funding. However several donors and development partners did respond to the request to support the drought response. Partners from the International Red Cross and Red Crescent Movement have been described in the earlier section. Other partners included: Asian Development Bank (ADB)/Asia Pacific Disaster Response Fund (APDRF), the Australian Agency for International Development (AusAID), Food and Agriculture Organisation (FAO), Japan International Cooperation Agency (JICA), IOM, the New Zealand Aid Programme of the Ministry of Foreign affairs and Trade (NZAP), governments (of Australia, the Republic of China and India), World Health Organisation (WHO), Office for the Coordination of Humanitarian Affairs (OCHA)'s Regional Office for the Pacific (ROP), SPC, United Nations Children's Fund (UNICEF), United States of America's Federal Emergency Management Agency (FEMA), USAID/Office of Foreign Disaster Assistance (OFDA), and the Embassy of Japan. The Marshallese people also made donations to support the relief efforts.

Response activities

A brief summary of the major activities undertaken by partners within each cluster are summarised below:

Cluster	Major activities
WASH	• Deployment of reverse osmosis units (RMI government, IOM/USAID, New Zealand Red Cross, AusAID) • Distribution of bottled drinking water (RMI government) • WASH household-level survey (IOM, IFRC) • Provision of rainwater catchments (tanks and guttering) and catchment repairs/maintenance (RMI government, SPC, IFRC) • Distribution of WASH kits and hygiene promotion materials (IOM, UNICEF)

Health	• Deployment of health teams for community and household-level surveillance and monitoring (RMI government, WHO) • Capacity building of health care assistants (RMI government) • Provision of pharmaceutical and medical supplies (RMI government) • Distribution of health and sanitation kits, supplementary health interventions and radio messaging (RMI government)
Food security	• Distributions of food rations (IOM/USAID, RMI government) • Seed procurement, development of a nursery to enable the provision of seeds/seedlings and technical training (Taiwan Technical Mission, SPC/UNDP)
Logistics	• Air and sea transport bridges established to facilitate movement of response materials and personnel, with multiple donor funding support (RMI government, IOM/USAID, OCHA, foreign governments (India, China, Australia), ADB)

Source: RMI National Drought Response Plan and Situation Updates.

Towards the end of 2013, the major implementing organisations were IOM/USAID and IFRC. The WASH cluster remained active throughout. However the other clusters became inactive after several months.

In January/February 2014 a consultant from UNDP supported the RMI government to develop a National Drought Recovery Plan. This plan captured the key activities and lessons learnt from the initial response and identified ongoing needs and recovery activities for the medium term (first one-two years after the drought) and long term (over two years). At this point of time, the plan has yet to be finalised and endorsed by the RMI government.

The situation

Located in the northern Pacific Ocean, about half-way between Hawaii and Australia, RMI is made up of two archipelagic island chains with a population of 69,747 (2013 estimate) spread out over 34 low-lying coral atolls, comprising 1,156 individual islands and islets. Like most of the countries in the region, RMI 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. This was subsequently 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. These isolated communities depend on locally grown crops such as coconuts, pandanus, breadfruit and bananas for their staple diet (in addition to fish). These crops were badly damaged by the drought, creating a serious food shortage threat. Much of the water supply comes from shallow wells and community- or household-level rain water catchments. Some communities also had access to RO units. However these facilities were in limited supply and were found to be poorly maintained and functioning at a low efficiency. Consequently the communities faced serious water shortages with the potential for significant health and hygiene problems.

A community prepares to welcome the IFRC team arriving by boat to conduct household assessments in August 2013 in Majkin Island, Namu Atoll. Credit: Ana Zarkovic/IFRC

Red Cross and Red Crescent action

Needs analysis and scenario planning

Within the first two months following the launch of this Emergency Appeal, it was clear there would not be sufficient funding received to enable the full implementation of the original plan. This was first flagged first in Operations Update 1 of 31 August 2013 and then again in the Revised Emergency Appeal of 20 December 2013. The revised appeal adjusted the operational plan to fit within the funding constraints as follows:

- The number of target locations were reduced from six to three atolls/islands (thereby reducing the number of beneficiaries from 3,409 to 1,529 people)
- Eliminating Outcome 1 (water, sanitation and hygiene promotion), Output 1 (Access to safe water which meets SPHERE standards in terms of quantity and quality is provided to 3,409 people) of the plan, specifically related to the procurement of Reverse Osmosis Units and related training on operation and maintenance of them. The other outputs remained unchanged from the initial Emergency Appeal.

An extensive and detailed needs assessment (the WASH household level survey) was undertaken in the early stages of this operation in each of the target locations, which is described in more detail later in this report.

During the survey, variances in population were found on the three targeted atolls / islands when compared to the original planning figures sourced from the 2011 Government Census. This resulted in an overall increase in the number of beneficiaries from 1,529 to 1,764 people. However, the number of targeted households decreased from 329 to 242 across the three locations due to different interpretations on what constitutes a household. For the purposes of this operation, the IFRC made extensive efforts to standardise and document the household grouping methodology to ensure the integrity of the data for the household survey and implementation process.

Gutter in need of repair is identified during an IFRC WASH household survey conducted in August 2013 of Majkin Island, Namu Atoll. Credit: Ana Zarkovic/IFRC

Achievements against outcomes

Proposed strategy

The strategy followed by this Emergency Appeal was as follows:

- Address the humanitarian needs resulting from this drought.
- Further build partnerships with RMI government and other international and local humanitarian actors.
- Develop linkages between the operation and the longer term formation activities of the National Society.
- Utilise the expertise of other Pacific National Societies, especially their understanding of small island contexts.
- Contribute to and support national coordination for disaster response and preparedness through participation in the national cluster system.
- Work closely with local governments, schools, health centres and other community organisations on the targeted atolls/ islands to ensure they are active in all aspects of the operation
- Work with the RMI government and NVG to ensure effective beneficiary communications and community feedback procedures are in place.

Community members assess piping and water catchments in August 2013 as part of IFRC household surveys on Majkin Island, Majuro Atoll. Credit: Ana Zarkovic/IFRC

A key aspect which sets this IFRC operation apart from other previous water catchment installation programmes in RMI was the community-based approach. Previously other programmes focused more on the "hardware" component of delivering tanks and materials to the outer islands, relying on local government leaders to determine who would

receive them and using external contractors to undertake installations. For this recent operation, IFRC sought to engage community members at each stage of the operation.

Community engagement took place through several different channels. Each field visit to operation sites by the IFRC team involved prior consultation and planning with local mayors and senators residing in Majuro. They in turn informed their communities in each location about IFRC's field visits. During the field visits, the team held public meetings, visited schools and arranged informal gatherings to engage with women and the elderly. A number of volunteers from each community were extensively involved in operation activities, from supporting the conduct of the WASH household surveys, to hygiene promotion, to installing water catchments and making repairs to existing community catchments. A volunteer from Namu was recruited to join the IFRC team as a national staff and provided crucial support for planning and implementing the operation in the other locations.

While the level of community engagement varied between the different locations, transparency and fairness in decision-making was greatly appreciated by many beneficiaries. Some of them also had the opportunity to share their feedback in the final real-time evaluation of the operation. It is hoped that those beneficiaries who were trained and actively participated in the operation will remain motivated to continue to share their knowledge and newly acquired skills in their communities. This would provide much-needed ongoing support and advice on water catchments for their communities.

Operational support services

The Emergency Appeal plan and budget were developed collaboratively by the Asia Pacific Zone and Pacific Regional Office involving: disaster management; finance; planning, monitoring, evaluation and reporting (PMER); water and sanitation; and organisational development teams. Due to the absence of a functioning National Society, the operation was delivered directly by the IFRC in-country team, with management, finance, PMER, logistics and technical support from IFRC's Pacific Regional Office and APZO as needed.

The Pacific Regional Office supported the early deployment of their disaster management/logistics delegate to RMI. This was to ensure operations and management continuity while the recruitment of a long-term Operations Manager and securing additional resources were underway. The deployment was also an opportunity to conduct an initial in-country logistics assessment and establish a good basis for providing the in-country team with ongoing logistics support throughout the operation.

The head of finance and administration from the Pacific Regional Office was also deployed at an early stage of the operation to support the appeal planning process, establish systems and procedures to operate in-country and to set up the basic office, recruit a local administration/finance officer and arrange delegate accommodation. This made a significant positive impact on the ability of the incoming team to commence their operational activities immediately upon arrival and also facilitated on-going financial and technical support to the operation.

Throughout the operation, the Pacific Regional Office disaster management coordinator provided distance support for the overall operation management (coordination, planning, budgeting, and reporting). The coordinator also conducted the final review of the operation.

Human resources (HR)

The initial human resources plan for the operation envisaged a staff comprising four international delegates and four local staff. However due to funding constraints, the final team comprised:

- Operation manager (delegate)
- Water and sanitation/early recovery delegate
- Water and sanitation/early recovery officer (national staff)
- Finance/administration officer (national staff)
- Three community mobilisers (trained volunteers)

A logistics delegate from the American Red Cross was deployed for a six week period to IFRCS's Majuro office in

Materials are offloaded from a boat to Majkin Island, Namu Atoll in February 2014. Credit: Ana Zarkovic/IFRC

October/November 2013 to support procurement activities for the first implementation site.

From November 2013, the operations manager role was merged into the wider remit of an IFRC representative to the North Pacific, covering RMI, the Federated States of Micronesia and Palau. This position included the overall management of the drought operation and implementation of a wider USAID-funded capacity building programme to support the development of the National Societies in those three countries.

Logistics and supply chain

Logistics was a major challenge throughout this operation, in particular the complexity of procurement of relief materials and their transportation to the outer atolls. It was hoped a logistics delegate would be available to support the operation for three months. However no fully funded candidates were available. The short term support of a logistics delegate from American Red Cross for six weeks made a valuable contribution to supporting logistics at the first target location. However for the most part, all logistics were managed by the in-country team with remote support on technical issues provided by IFRC's Pacific Regional Office and APZO.

The domestic airline, Air Marshall Islands (AMI), has two small airplanes (a Dornier and a Dash-8) which make scheduled weekly or fortnightly flights to many outer atolls/islands. These airplanes are also available for charter. However during this operation, both planes were frequently grounded for maintenance and repair, or were unable to land in the outer atolls due to overgrown runways. As such, they were not suitable for the transport of water catchments. Nevertheless AMI was utilised on several occasions to transport teams to and from the outer atolls.

This operation was highly dependent on transport by ship, involving several days of travel with multiple stops and having good weather conditions and sufficient cabin and storage space. Fortunately, IFRC was supported by IOM's rapidly-deployed sea bridge. IOM provided usage free of charge to IFRC to transport teams and materials to their destinations. While the timing of each voyage was not always ideal, IOM staff made every effort to accommodate the needs of IFRC and the operation would not have been possible without this support.

All procurement for this operation was undertaken locally. This was the most cost-effective but brought with it a number of challenges which were inevitable given that RMI is a small, remote island nation with very few manufacturing facilities. The quality and quantity of tanks, guttering and tools on the local market were variable and their availability was subject to the timeliness of the international shipping schedule to RMI. Orders had to be split across multiple suppliers due to limited stock on RMI. Even then, some suppliers were unable to meet their obligations resulting in the cancellation of contracts at very short notice. This was especially problematic because of the limited window of opportunity to get the materials ready in time for shipment to the outer atolls. Despite IFRC's best efforts to address these challenges with the suppliers, some rushed purchases were required and the IFRC implementation team adapted by being resourceful at utilising available materials.

Transport, food and accommodation within the atolls/islands was also a logistical challenge. The IFRC team was required to be fully self-sufficient with food, cooking utensils, water, bedding and fuel for local travel for the duration of their field visits. These visits could be extended for weeks longer than needed depending on the availability of air or ship transport. Travel within the atolls was often done by small boat, which also depended on weather conditions and safety considerations. Communications was also restricted to scheduled satellite phone calls or (when available) time-limited local calls made from the National Telecommunications office. This posed challenges for communicating information and details about procurement needs and technical specifications.

Communications

The IFRC communications strategy for this operation involved different approaches to target different stakeholders including:

- Two-way consultations with mayors, senators and communities on the target atolls, to discuss the operations, the work and principles of the Red Cross Red Crescent Movement and to seek feedback on priorities and implementation strategies.
- Participating in relevant national fora and meetings to highlight the progress of IFRC's drought response operation and to deliver key regional advocacy messages.
- Interviews and stories for local media, in particular radio interviews and newspaper articles.
- Regular written and verbal reports on progress to the EOC and WASH cluster meetings.
- Publication of Operations Updates and articles for the IFRC Pacific newsletter, circulated to key donors/partners and on the IFRC website.
- Informal updates to major donors, humanitarian partners and interested National Societies by IFRC's Pacific Regional Office.

- A press release coinciding with the 2013 Pacific Islands Forum which addressed the importance of climate change adaptation/resilience with links to the current drought operation. This resulted in a number of international media interviews and articles, together with a brochure summarising the operation and identifying outstanding resource needs which was circulated to potential donors.
- A publicity event for World Water Day 2014 involving MIRCS volunteers conducting a public demonstration of water catchment installation and maintenance (including cleaning) in Majuro.

Security

The major security risk for this operation was the travel by sea to/from the outer atolls, as well as the limited medical facilities available at the operation sites. All staff received a copy and briefing on the IFRC "Stay Safe Guide to a Safer Mission" and volunteers/community mobilisers for this project received a copy or briefing in the local language on the IFRC "Volunteers - Stay Safe" guide. First aid kits, basic medication and appropriate personal protective clothing was also provided and the team made scheduled calls to the Majuro office either via satellite phone or the local telecommunications office.

The IFRC team received Basic First Aid training in Majuro as well as a presentation by an Australian Navy Commander (who was part of RMI's Sea Patrol) on weather and boat safety. The Sea Patrol also collected and shared a number of very useful materials for the ongoing development of detailed IFRC security guidelines, in particular on boat travel, for the North Pacific Region.

Planning, monitoring, evaluation, & reporting (PMER)

In addition to the ongoing two-way communications with beneficiaries during the operation, an evaluation was conducted in the final weeks of the operation by IFRC's regional disaster management coordinator and an experienced national consultant with the College of the Marshall Islands Sea Grant Programme. Due to transport and weather issues, the evaluation could not take place in the target locations as planned. It was instead managed through interviews with key stakeholders in Majuro (including the local mayors) as well as phone interviews with a number of beneficiaries in the outer atolls. The experiences and lessons learnt from this operation have been documented in a detailed report, including specific examples of what went well and what can be improved for future operations. The Evaluation Report is available upon request.

The following table captures the major findings and recommendations from the evaluation report, some of which are further elaborated in other sections of this report.

Implementation sector	Main findings	Main recommendations
WASH	**Detailed household WASH survey:** This survey was critical for defining the needs at the household level on water, sanitation and hygiene promotion. Data collected included household size and was used to develop technical specifications.	• Wherever possible, use pre-defined secondary data from a previous disaster to allow comparison with available information in the early stage of a response.
	Water catchment installations: All water catchments were distributed on-site and installed within the project timeframe. The programme was successful at addressing gaps and making changes to adapt to the situation on the ground.	• Ensure programme plans allow for a gradual roll-out of projects, starting relatively small and escalating gradually as capacities increase.
	Community-based approach: The community-based approach was crucial for ensuring beneficiary ownership and participation in the installation of water catchments. It also enabled the identification of a pool of community members to participate in rain water harvesting and hygiene promotion activities.	• Develop a community-based case study of this experience to guide planning processes for similar types of future operations.

National Society Development	**Establishment of a new National Society**: The operation made a positive impact on the overall establishment and development of MIRCS. It also supported the strengthening of relationships with local authorities and RMI government entities and partners. However, the operation also created high expectations about the role and capacities of MIRCS.	• Response to a slow onset disaster should include a National Society development component, especially in the Pacific. • Ensure that development goals included in Emergency Appeals are realistic given the operational timeframe of the appeal and take pro-active measures to manage expectations.
	Longer-term capacity building: The transition from the drought operation into a longer-term capacity building programme ensured that progress and momentum could be sustained over a longer period of time.	• Ensure that similar response operations have a clearly defined transition/exit strategy. • Ideally, an emergency operation should be followed by a more intensive and longer term capacity building programmes to maintain the development gains.
Programme management	**Funding and resource mobilisation:** The lack of adequate funding for this appeal was due to a number of issues e.g., the delayed launch of the emergency appeal, the absence of a National Society with a pre-existing donor base, difficulties engaging donor interest in slow onset disasters, and managing the perceptions of foreign government donors.	• Conduct a comprehensive cost/benefit analysis matrix prior to launching emergency response operations. • Put in place adequate measures to mitigate the risks of low funding, such as a gradual scale-up of the scope of the operation. • Develop key advocacy messages for donors in the early stages of slow onset disasters. • Develop strategic alliances with other partners to collectively raise awareness and resources.
	Planning and monitoring: As this was the first time IFRC was operating in RMI, there was no historical or secondary source of data available in the Pacific Regional Office's data bank. This created challenges and delays for the initial planning process. This operation also demonstrated the importance of continuous assessment and information monitoring to enable flexibility in planning, maximising limited resources and managing expectations about the response.	• Ensure historical data can be fed into initial planning processes for future responses. (Currently IFRC's Pacific Regional Office is working on a data base which will serve this need.) • Ensure constant monitoring of needs and allow flexible planning to address changes in needs and/or available resources. • Define and implement communications plans for beneficiaries, donors and other stakeholders in the early stage of the response.
	Programme management: The lack of funding required the team to find creative solutions for achieving positive results with limited resources. These resulted in: • A reduction of the number of communities supported by this operation, leaving many needs unmet. • Halving the initial human resources plan which placed a heavy workload on in-country operations team. • Requiring the team to be largely self-sufficient in terms of finance and	• Advocate to ensure that any remaining needs are acknowledged and integrated into the ongoing plans of RMI government's development partners. • In the longer term, consider the development of a roster of or training for regionally deployable personnel to support in situations of over-stretched human resource capacities. • Develop and customise basic guidelines for finance and administrative management.

	administration without the possibility for detailed briefings or training from the Pacific Regional Office. Additional workload was placed on the operations manager to train local staff and develop guidelines and procedures.	

Detailed Operational Plan

Water, Sanitation and Hygiene Promotion

Needs analysis:
The RMI Drought Immediate and Near Term Response Plan (May 2013) stated the goal for water catchments was to provide two tanks of 1,500 gallons holding capacity at a household level. As this goal was not achievable given limited IFRC resources available, a method of calculation was proposed and agreed by the WASH cluster to enable the most transparent and effective use of the limited resources available. The method of calculation used the survey data to determine the highest priority needs within each community. Initial health surveys conducted by the Ministry of Health and other partners only captured "severe" health conditions. In contrast, IFRC's WASH household survey found widespread cases of low-level diarrhoea and other symptoms consistent with water contamination and poor hygiene practices. This is described further below and also in more detail in the IFRC WASH Survey Report (March 2014) which is available upon request.

Population to be assisted: Following the Emergency Appeal revision in December 2013 and the findings of the WASH Survey, the population to be assisted was as follows:

Atoll/Island	# of Households	Total Population	Target Population %
Namu	187	780	100%
Likiep	78	401	100%
Mejit	64	348	100%
Total	**329**	**1,529**	**100%**

Note: The numbers in this table are from the 2011 RMI Government Census. However the IFRC WASH survey found slightly higher population numbers (i.e., a total population of 1,764).

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

2. *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. - Provide new tanks and rain harvesting systems for households with insufficient harvesting capacities. - Repair damaged and inadequate guttering, plumbing, water tanks and associated rain water harvesting systems.
3. *Communities in the affected atolls increase knowledge and ability to change practices regarding water collection and storage*	• Disseminate effective household water collection practices storage practices, maximising water availability and preventing transmission of water-borne diseases. • Provide sanitation messaging to alleviate water borne diseases and health issues. • Train communities in maintenance of water catchment systems with awareness on better water harvesting techniques and managing usage to promote more sustainable water availability. • Conduct integrated baseline survey to further determine gaps in infrastructure, social structure and behaviours for longer term resilience.

Achievements

1. Continuous assessment and up-to-date collection of data on the water supply, sanitation, and hygiene situation is carried out in three atolls.

- Soon after the commencement of the operation, IFRC team members undertook an initial field visit to Namu Atoll from 20 - 27 August 2013 to conduct consultations with the community for further refining the programme objectives and work plan.
- Also during August 2013, the RMI government and WASH cluster partners including IFRC, MWSC and IOM, developed a WASH survey to identify the major WASH needs in each drought affected atoll/island.
- IFRC recruited two community mobilisers from a local women's organisation Women United Together for Marshall Islands (WUTMI) to assist with the surveys. They received orientation on the Red Cross Red Crescent Movement and specific training, together with IOM volunteers, on the conduct of household surveys. NVG members were also invited to participate and to join visits to the programme locations. However their personal/professional time constraints did not allow them to join.
- Detailed household and community surveys, based on the template agreed by the WASH cluster, were undertaken by the IFRC team and community mobilisers in the three target locations as follows:
  - 4 - 10 September 2013: Namu Atoll
  - 16 - 27 September 2013: Likiep Atoll
  - 28 - 29 September 2013: Mejit Atoll
- 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. The IFRC surveys took considerably longer than those conducted by IOM because IFRC also had a number of other specific

objectives for the survey process:

- To assess each and every household individually, to ensure they receive adequate support for accessing sufficient water supply, tailored their specific location, needs and circumstances.
- To raise awareness of the need for personal and community responsibility for managing and maintaining good water use and harvesting systems, as part of longer term risk reduction efforts.
- To ensure the active engagement of the local community in the assessment process and implementation of the operational plan.
- To disseminate the principles and values of the Red Cross Movement with a view to identifying the future membership and volunteer based of the RMI Red Cross National Society currently in formation.

- During the survey process questions were also asked about weather patterns and well water quantity and quality which helped to raise general awareness and communities, although this was not a major focus of the IFRC's revised operation.
- Field notes were prepared from each visit and shared with 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 analysed in detail and compiled in an IFRC WatSan Survey Report (available upon request).

IFRC's water and sanitation/early recovery delegate (on the far left) and community members measuring tanks during WASH household surveys on Majkin Island, Namu Atoll in August 2013. Credit: Ana Zarkovic/IFRC

- The findings were 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.
- The final survey results and baseline data was compiled and used as the basis for detailed planning for the remainder of the operation. The overall WatSan Survey Report was finalised in March 2014.

2. Improved household and community access to and use of adequate rain water harvesting

- 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. Special separate consultations were also held with women to ensure their views were adequately reflected in the programme design and implementation. There was strong support for the concept of community-led installations of water catchments, which is seen as a key means to ensure greater ownership of the programme and sustainability of water catchments themselves.
- Due to limited resources, it was not possible to provide water catchments to every household as was initially envisaged in the RMI Government Response Plan, so in consultation with the WASH cluster, the IFRC proposed a target household-level storage capacity of 2 gallons/per person/person day (as per Sphere standards) for a period of 2 months, and to provide additional community storage based on the same standard, as a supplementary water source in the event that household level catchment ran dry.
- 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 shelter" was designed, with a sloping roof and guttering to enable a free-standing tank to be used.

- A detailed planning process was then 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
    - 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, led by the Pacific Regional Office and SPC/SOPAC also engaged in discussions regarding the installation of 95 tanks/guttering sets that had been procured as part of a longer term programme by SPC/SOPAC with funding from the European Union but which could be used to support the catchment needs identified for the drought operation. After several months of discussions with the WASH Cluster, government and other partners an allocation was agreed that IFRC would be allocated 13 x 1,000 gallon tanks and guttering sets and 14 x 1,500 tanks, which could be installed in the IFRC target locations.

An example of a new catchment structure which was installed where existing roofs were inappropriate for rain water harvesting. The rainwater tank was supplied and installed by IFRC on Majkin Island, Namu Atoll in January 2014. Credit: Ana Zarkovic/IFRC

- However, after analysis it was determined that, even with the SPC/SOPAC resources, the IFRC did not have sufficient funding to meet all the household-level needs in the three locations, so a further prioritisation process was needed to make the fairest and most effective use of the available funding.

- Consequently, of the population whose needs feel below the minimum of 2 gallons/per person/per day the following priorities were identified:

Priority 1	Community facilities with no/inadequate catchment and storage facilities to meet the needs of the target community in the event of 2 months without rain.
Priority 2	Households with no/very limited access to safe drinking water (unsuitable roofs and/or lack of any storage).
Priority 3	Households with storage capacity needs of needs of more than 500 gallons and/or needs of more than 50 sq ft catchment area.
Priority 4	Households with storage capacity needs of less than 500 gallons and/or needs of less than 50 sq ft catchment area

- With the available resources the IFRC operation was only able to address the needs of Priorities 1 and 2, however additional activities, such as repair and maintenance of existing catchments were undertaken for all households on an atoll/island-wide basis as needed.

- A detailed planning process then led to the development of an implementation plan and resource allocation across the three locations. Based on that analysis the following resource allocation plan was developed:

Location	1,000 Gallon	1,500 Gallon	Gutter sets	Tank shelters
Namu	17	7	24	8
Likiep	13	7	20	7
Mejit	19	9	28	9
Total	**49**	**23**	**72**	**24**

- In addition to the materials identified above, tool kits and additional guttering accessories were allocated to each community to facilitate the installation and repair process.
- The catchment installations and repairs took place in accordance with the following schedule:
    - Namu Atoll, 22 November -21 Jan 2014 (with a break period)
    - Mejit Islands, 4 Feb 2014 – 16 Mar 2014
    - Likiep Atoll, 19 Feb – 8 Mar 2014
- Following the installations on Namu Atoll, the implementation plan was further refined based on the learning from that initial experience and resulted in improvements to the procurement list and community engagement approach.
- Detailed field notes were prepared following the catchment installations in each location. They were used to document the process, identify any areas for improvement for future projects, and were included as part of the final evaluation of the operation.

3. Communities in the affected atolls increase knowledge and ability to change practices regarding water collection and storage

- The detailed WASH survey provided the baseline data needed to later assess the improved resilience of communities. While the survey results from different locations varied, there was generally a good awareness and understanding about water use and hygiene practices, but implementation was poor.
- In consultation with local experts and organisations such as the College of the Marshall Islands, presentation materials were developed for formal awareness sessions on water catchments and hygiene promotion. A small laminated "information card" in Marshallese was prepared and distributed to provide key messages on catchment maintenance and water treatment.

IFRC administrator carries out household survey with Acting Mayor of Majkin Island, Namu Atoll in August 2013. Credit: Ana Zarkovic/IFRC

- Each visit to the target locations, as described above, included community awareness about water management, catchment maintenance and hygiene. Messages were disseminated in formal sessions with schools and community members, as well as informal discussions held on an opportunistic basis.
- In Mejit Atoll, a number of "low-cost, low-tech" initiatives were undertaken to promote awareness and understanding of MIRCS as well as disseminate key messages about water safety and catchments including:
    - Movie Night (to promote the Red Cross)
    - School dissemination (an interactive session on safe water)
    - Water Wise Use (to mobilise and train volunteers on how to do water catchment maintenance and repairs)
    - Ten things you should know about the Red Cross (a poster series)

- Poster competition (on water collection and storage, specifically on water tank and gutter cleaning and conducting a first flush)

- Training on how to install, clean and maintain water catchments was conducted during the water catchments installation process. It was undertaken by community members under the guidance and supervision of the IFRC team.

- World Water Day on 22 March 2014 provided an opportunity for further awareness raising about rainwater catchments and water safety. Together with MIRCS volunteers, the IFRC team conducted catchment installation demonstrations and set up an information booth in Majuro as part of national awareness raising efforts.

Challenges

- The low donor response to the Emergency Appeal necessitated an intensive fundraising effort following the arrival of the operations team in-country. This was to generate sufficient funds to commence the operation. The uncertainty over the size of the operating budget delayed the planning process to some extent although other useful activities were being undertaken then, e.g., preparing for the WASH survey and consultations with WASH cluster partners.

- The lack of funding also necessitated a number of changes to the original plan, including the reduction of the number of target locations from six to three. This caused disappointment among the local mayors and community members in the three locations who ended up being excluded from this operation. They had built up expectations that all drought-affected atolls would receive support for catchments under the Immediate and Near Term Response Plan. Every effort was made by the IFRC team to manage these expectations given the funding situation and to advocate to other organisations to fill the gap. However no further resources were available.

- Logistics challenges, as described previously in this report, also caused delays in the implementation process. This required the operation to be extended for an additional two months to accommodate the transport schedule.

- Differences in the calculation methods for household sizes and minimum storage capacities required per household when compared to what was used in the Immediate Recovery and Response Plan resulted in additional consultations and discussions between clusters to agree on common benchmarks.

- Confirming the final allocation of the materials from SPC/SOPAC, which affected how many water catchments would be installed by IFRC, also caused delays. It required a complex and time-consuming decision-making process between SPC, RMI government, and the WASH cluster.

- Community participation and consultations, while extremely effective in most locations, also created challenges in a few locations because they disrupted the usual decision-making process to allocate resources within the community. This required the IFRC team to adapt their approach to account for local practices, but at the same time ensure that the operation was conducted using a transparent, needs-based approach.

- A more detailed analysis of the key challenges and lessons learnt/recommendations is captured below, from the final operation evaluation and technical perspectives.

Lessons learnt

WASH Survey and Analysis of Data

Challenge	**Recommendation**
Definition of a household: The subjective definition of a "household" posed challenges for generating consistent survey data. Moreover, the numbers of people and households in any given location fluctuated greatly depending on the season, school term and livelihood opportunities in that location. This created challenges for accurate planning.	• Agreement on a clear definition of a "household" should be agreed with the beneficiaries and other stakeholders prior to commencing a survey, which also improves the overall perception of transparency in decision-making.
Agreed level of service: The initial level of service for rainwater water harvesting as specified in the RMI government's Immediate and Near Term Response Plan was not realistic given the resources available.	• A context-specific, prioritised and achievable level of service for RMI should be agreed in advance. It would improve transparency and fairness in all locations regardless of the service provider.

It did not account for dwellings which were unsuitable for harvesting (e.g., thatched roofs). This required a separate needs calculations to determine an adequate level of service for the IFRC operation.	
Complexity of the survey: The survey was overly complex and included information beyond the operational requirements. While this was a rare opportunity to gather additional information from the outer atolls, it increased the overall time and cost of the survey and led to compromises in accuracy, reducing the overall value of the data collected.	• Surveys should focus on essential operational information to improve data accuracy and reduce unnecessary time and costs.
Use of survey data: The analysis methods for the survey data were not clearly established at the time of preparing the survey. As a result, some of the data collected was not sufficiently consistent to enable later analysis and therefore could not be fully utilised.	• Data analysis methods should be developed in conjunction with the survey to improve both the quality of the data collection and achieve more consistent analysis.
Surveyor inconsistencies: Household interview data was inconsistent due to poor question phrasing and/or lack of adequate training of surveyors.	• Survey questions should be developed in consultation with a local specialist and surveyors should be familiar with the nature and accuracy required for each question.
Implementation of Community-Based Water Catchments	
Challenge	**Recommendation**
Repairs versus new catchments: In many cases where water storage tanks were already in situ, repairs of existing gutters and tanks proved to be a more cost- and time-efficient solution, rather than the provision of new materials.	• Similar future responses should specifically address the repair of existing tanks and gutters as a significant programme component.
Allocation of materials: Based on the WASH survey analysis, a great deal of time was spent determining the exact quantity and allocation of catchment accessories and materials for each household. However this did not add any significant value to the project implementation and reduced the flexibility to distribute accessories as needed during implementation.	• Future operations should include procurement of sufficient spare parts and accessories as an overall proportion of the total materials, rather than per household, to enable greater flexibility during installation.
Flexibility of the community-based approach: During this operation, it was found that different communities responded differently to the community-based approach. Some communities responded well to having full engagement in all aspects of the project. Others found active participation more difficult because of the social context in their community.	• Programme design should be sufficiently flexible to accommodate the unique contexts within each community and adjust the nature and level of community participation as appropriate for each setting.
Implementation timeframes: The speed of project implementation in each community depended on the initiative and number of volunteers available to carry out the work – in some instances, the timing of the programme coincided with critical livelihood activities (e.g., the arrival of a copra boat, a type of local cargo boat), which resulted in having to extend implementation timeframes.	• Programme planning should allow for unplanned delays and extended timeframes.

Gender sensitivity: The IFRC implementation team always included at least one Marshallese woman, in particular to engage with women on issues such as hygiene promotion. However it was observed that women's groups were more trusting of and responded better to older, rather than younger, women team members.	• Implementation team composition should take into account not only gender but also age when working with communities where age/seniority are important for trust building.
Sustainability: While the interactive community presentations, trainings and discussions were an essential project component, they are unlikely to have a lasting impact and much of the information may be lost in a relatively short time.	• Programme design should ideally include a post-implementation, longer-term follow up programme led by community members or Red Cross branches to ensure that new knowledge is properly integrated and applied on an ongoing basis.

National Society capacity building

Needs analysis: At the commencement of the drought operation, the National Society was in a very nascent form, comprising a NVG of around 20 volunteers working to establish MIRCS. The NVG had supported the drafting of the Red Cross Act and a Constitution, with remote support from IFRC and the International Committee of the Red Cross (ICRC). However it took time for these instruments to be approved by the RMI government and/or the Joint Statutes Commission. In the meantime, NVG meetings were taking place on a weekly basis but the numbers of active volunteers were limited to a core of around 8 people. The organisation required further intensive support to secure its legal establishment and to initiate the next steps towards Movement recognition.

Outcome 2: Capacity building and organisational development	
Outputs (expected results)	Activities planned
1. *Emergency response planning is a collaborative effort by the emerging national society (NVG) leadership and the IFRC team.* 2. *IFRC partners base their support on the requests and advice of the NVG in close cooperation with RMI government.* 3. *Increased experience and skills of NVG members in drought relief and early recovery activities.* 4. *In kind and cash donations to the NVG are transparently managed.* 5. *Strong balanced relationship established with the RMI government.* 6. *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 APZO.* .	• Close communication (daily) between the IFRC team leader and focal person for NVG. • Regular meetings with NVG with discussions documented. • Develop consensus among the NVG on the role of emerging National Society in the operation. • Map existing skill sets within NVG. • Identify the potential roles for NVG members in the operation. • Advise, support and train NVG members. • Regular meetings with the RMI government with discussions documented. • Recruit three lead volunteers to travel to atolls/islands with IFRC team members to support work with affected communities.
Achievements	
• Throughout the operation, the IFRC team participated in regular (weekly, then bi-weekly) meetings of the NVG (now MIRCS) and provided updates on the IFRC drought operation. There was often joint representation at national meetings and events concerning disaster management and the drought situation. A member of the NVG also joined IFRC's in-country team during the water catchment installations in Likiep and provided additional guidance and support for community engagement. Several of the volunteers and community mobilisers for the IFRC operation have since joined as MIRCS volunteers.	

- The IFRC operations manager provided ongoing strategic advice and support to the National Society on a number of organisational development issues such as the adoption of the Red Cross Act, drafting of its constitution, establishment of a basic organisational structure, strategic planning and programme development, as well as supporting discussions with the RMI government on the auxiliary status of the MIRCS.

- On 26 November 2013, the Red Cross Recognition Act officially entered into force, formally establishing the 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.

- Over the following months, MIRCS developed a Road Map Towards Movement Recognition, which identified the key steps to be taken over the coming one - two years to attain recognition as a member of the International Red Cross and Red Crescent Movement. A number of working groups were established from among its members to move forward on specific components of the plan.

- In January 2014, MIRCS developed a job description for an administrator to provide part-time planning and administrative support for MIRCS' development. As a significant contribution towards the development of MIRCS, IFRC agreed to allocate 50 per cent of the time of the IFRC drought operation administration/finance officer to take on this role on an interim basis. This position will continue into 2015 with support from the USAID Capacity Building Programme (described further below).

- On 3 March 2014, a king tide surge inundated several areas of Majuro Atoll and the nearby atoll of Arno, leaving over 1,000 people displaced who took refuge in schools and churches. Following emergency meetings of the government's National Disaster Committee, IFRC and MIRCS mobilised its volunteers to support the government's rapid assessment and distribution of donated goods to the evacuation centres around Majuro. Some of the items were sent to Arno Atoll. During that week, MIRCS recruited over 60 new volunteers, mostly from the College of the Marshall Islands. They were given a basic orientation on the Red Cross Red Crescent Movement and the role of MIRCS.

Distribution of relief items following a king tide surge in March 2014 on Majuro Atoll. Credit: IFRC

- On 7 March 2014, MIRCS held its first elections to establish an Interim Committee to lead the ongoing development process of MIRCS. The Terms of Reference for the Interim Committee clarified the roles and responsibilities of the committee, enabling MIRCS to open a bank account, receive cash donations and commence the development of key policies and procedures.

- In April 2014, MIRCS' draft constitution was approved by the Joint Statutes Committee, paving the way for the development of the Rules of Procedure and plans to expand the membership base of the organisation beyond the capital.

- During this time, there were ongoing discussions about the future role of MIRCS, on a formal and informal basis with senior government representatives, including the President, Speaker of the House, Chief Secretary and Deputy Chief Secretary and the head of EOC. Engagement with the RMI government has been very positive, with IFRC and MIRCS enjoying a comparatively privileged position to join RMI government planning meetings and discussions on relevant issues such as disaster risk management and climate change. IFRC has received strong support from the RMI government in the implementation of the Letter of Cooperation to establish an in-country presence, including the issuance of official visas and tax exemptions.

- 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.
- 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, the Ministry of Health Triathlon and World Water Day.
- IFRC is exploring ways to support MIRCS to receive donations and contributions, given it is still in the early stages of its formation. Discussions are underway concerning a possible site and building of an office for MIRCS. The National Society has also been identified as a recipient for some upcoming charity fundraisers.
- In November 2013 the role of the Operations Manager was integrated into a wider role of IFRC Representative to the North Pacific, responsible for the implementation of a USAID-funded capacity building programme for the National Societies of Palau, Micronesia and RMI. This ensured good continuity and the opportunity to further build on the progress made during the drought operation.

Orientation related to MIRCS elections conducted on Majuro Atoll in March 2014. Credit: IFRC

Challenges

- A major challenge faced by MIRCS has been to maintain the energy and time commitment of its core group of members, many of whom are involved in numerous other community/charity groups and/or have full-time work commitments which limits their availability for extended periods of time. This has affected their participation in the drought operation.
- There was a sense of frustration among some of the MIRCS volunteers with what they perceived to be a slow pace of development. They felt that strategic planning for the National Society was too slow and cumbersome, but acknowledged it was an important.
- Following the response to the king tide flooding in Majuro, awareness of MIRCS greatly increased. This also led to high expectations about response capacities among the general public, some of the volunteers, and Interim Committee members. These expectations need to be balanced with the realities of existing capacities and the strategic priorities of the organisation.

Lessons learnt

- The drought operation and the presence of an IFRC team in-country for an extended period of time made a positive impact on the overall development of MIRCS and rapid progress was seen.
- Of key importance was the transition from the drought operation into the longer-term capacity building programme, which ensured that progress and momentum could be sustained over a longer period of time. This also helped to build the trust and confidence in IFRC as a supportive organisation committed to building the capacity of the National Society over the years to come.
- In future, slow onset disaster response, particularly in the Pacific context, should include a National Society development component, which is continued ideally beyond the timeframe of the response operation itself.
- Similar operations in future should also include a clear exit strategy, which enables a smooth transition from an IFRC-supported operation to longer-term programming by the National Society.

Administration and Finance

This emergency appeal received a total income of CHF 363,370 covering 89 per cent of the appeal target. Overall expenditure at the close of the operation timeframe was CHF 363,362 (close to 100 per cent of funds received).

IFRC would like to thank the European Commission – Directorate-General for Humanitarian Aid and Civil Protection (DG ECHO), American Red Cross, Red Cross Society of China, Japanese Red Cross Society, New Zealand Red Cross, and Red Cross of Monaco and for their generous support of this Emergency Appeal.

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Click here

1. **Financial statement**
2. Click here to return to the title page

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 Organisations (NGOs) in Disaster Relief and 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.

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

MDRMH001 - Marshall Islands - Drought

Timeframe: 21 Jun 13 to 31 Mar 14

Appeal Launch Date: 21 Jun 13

Final Report

Selected Parameters			
Reporting Timeframe	2013/06-2014/5	Programme	MDRMH001
Budget Timeframe	2013/06-2014/03	Budget	APPROVED
Split by funding source	Y	Project	*
Subsector:	*		

All figures are in Swiss Francs (CHF)

I. Funding

	Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/ RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability	TOTAL	Deferred Income
A. Budget		**409,154**				**409,154**	
B. Opening Balance							
Income							
Cash contributions							
American Red Cross		*36,324*				*36,324*	
European Commission - DG ECHO		*184,361*				*184,361*	
Japanese Red Cross Society		*26,500*				*26,500*	
New Zealand Red Cross		*22,253*				*22,253*	
Red Cross of Monaco		*6,114*				*6,114*	
Red Cross Society of China		*27,778*				*27,778*	
C1. Cash contributions		***303,330***				***303,330***	
Inkind Personnel							
New Zealand Red Cross		*60,040*				*60,040*	
C3. Inkind Personnel		***60,040***				***60,040***	
C. Total Income = SUM(C1..C4)		**363,370**				**363,370**	
D. Total Funding = B +C		**363,370**				**363,370**	

* 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		363,370				**363,370**	
E. Expenditure		-363,362				**-363,362**	
F. Closing Balance = (B + C + E)		7				**7**	

Disaster Response Financial Report

MDRMH001 - Marshall Islands - Drought

Timeframe: 21 Jun 13 to 31 Mar 14

Appeal Launch Date: 21 Jun 13

Final Report

Selected Parameters			
Reporting Timeframe	2013/06-2014/5	Programme	MDRMH001
Budget Timeframe	2013/06-2014/03	Budget	APPROVED
Split by funding source	Y	Project	*
Subsector:	*		

All figures are in Swiss Francs (CHF)

III. Expenditure

Account Groups	Budget	Expenditure						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	TOTAL	
	A						B	A - B
BUDGET (C)			**409,154**				**409,154**	
Relief items, Construction, Supplies								
Water, Sanitation & Hygiene	147,701		84,995				**84,995**	**62,706**
Total Relief items, Construction, Sup	147,701		84,995				**84,995**	**62,706**
Land, vehicles & equipment								
Computers & Telecom	7,123		2,460				**2,460**	**4,663**
Total Land, vehicles & equipment	7,123		2,460				**2,460**	**4,663**
Logistics, Transport & Storage								
Storage	10,000		489				**489**	**9,511**
Distribution & Monitoring	236		511				**511**	**-275**
Transport & Vehicles Costs	7,359		6,686				**6,686**	**673**
Logistics Services	101		101				**101**	**0**
Total Logistics, Transport & Storage	17,696		7,786				**7,786**	**9,910**
Personnel								
International Staff	106,323		154,814				**154,814**	**-48,491**
National Staff	26,863		20,250				**20,250**	**6,613**
National Society Staff	2,000							**2,000**
Volunteers	3,185		5,711				**5,711**	**-2,526**
Total Personnel	138,371		180,775				**180,775**	**-42,404**
Consultants & Professional Fees								
Consultants			885				**885**	**-885**
Professional Fees	11,359							**11,359**
Total Consultants & Professional Fee	11,359		885				**885**	**10,474**
Workshops & Training								
Workshops & Training	1,373		3,380				**3,380**	**-2,007**
Total Workshops & Training	1,373		3,380				**3,380**	**-2,007**
General Expenditure								
Travel	36,645		31,954				**31,954**	**4,691**
Information & Public Relations	1,285		2,246				**2,246**	**-961**
Office Costs	12,903		8,977				**8,977**	**3,927**
Communications	2,943		3,084				**3,084**	**-142**
Financial Charges	643		9,298				**9,298**	**-8,655**
Other General Expenses	4,250							**4,250**
Shared Office and Services Costs	361		6,532				**6,532**	**-6,171**
Total General Expenditure	59,030		62,091				**62,091**	**-3,060**
Indirect Costs								
Programme & Services Support Recove	24,872		18,352				**18,352**	**6,521**
Total Indirect Costs	24,872		18,352				**18,352**	**6,521**
Pledge Specific Costs								
Pledge Earmarking Fee	1,628		538				**538**	**1,090**
Pledge Reporting Fees			2,100				**2,100**	**-2,100**
Total Pledge Specific Costs	1,628		2,638				**2,638**	**-1,010**
TOTAL EXPENDITURE (D)	**409,154**		**363,362**				**363,362**	**45,792**
VARIANCE (C - D)			**45,792**				**45,792**	