



# DREF Operation - Final Report

Ecuador | Civil Unrest

<b>DREF Operation</b>	<b>MDREC020</b>
<b>Date of issue:</b> 24 March 2023	<b>Glide N°:</b> N/A
<b>Operation start date:</b> 2 July 2022	<b>Operation end date:</b> 30 November 2022 <b>Operation timeframe:</b> 4 months
<b>Host National Society:</b> Ecuadorian Red Cross (ERC)	<b>DREF allocated:</b> 173,415 Swiss francs (CHF)
<b>Number of people affected:</b> Approximately 52,000 people at risk	<b>Number of people assisted:</b> 2,685 people directly and 206,765 indirectly
<b>Red Cross Red Crescent Movement partners actively involved in the operation:</b> The International Federation of the Red Cross and Red Crescent (IFRC) and the International Committee of the Red Cross (ICRC).	
<b>Other partner organizations actively involved in the operation:</b> The main actors at the local level with whom the institutional work was coordinated are the Organization of American States (OAS), embassies of the countries of the European Union (EU), the United Kingdom, Japan, the United States and Canada in Quito, and Amnesty International.	
<b>The Ecuadorian Red Cross spent a total of CHF 124,245. The remaining balance of CHF 49,170 will be returned to the Disaster Response Emergency Fund.</b>	
<i>The major donors and partners of the Disaster Response Emergency Fund (DREF) include the Red Cross Societies and governments of Belgium, Britain, Canada, Denmark, German, Ireland, Italy, Japan, Luxembourg, New Zealand, Norway, Republic of Korea, Spain, Sweden, and Switzerland, as well as DG ECHO, Blizzard Entertainment, Mondelez International Foundation, Fortive Corporation, and other corporate and private donors. The IFRC, on behalf of the Ecuadorian Red Cross, would like to extend thanks to all for their generous contributions.</i>	

## A. Situation analysis

### Description of the disaster

On 24 May 2022, the Confederation of Indigenous Nationalities of Ecuador (CONAIE), representing 18 indigenous peoples and 15 nationalities, called on civil and social organisations and the general population to join social protest actions through a national strike that officially began at dawn on 13 June 2022 to demand access to intercultural education, health services and medicines as well as generation of opportunities and job stability.

Social mobilisations took place in 22 provinces and in more than 70 cantons across the country, mainly affecting the provinces of Imbabura, Pichincha, Cotopaxi, Tungurahua, Chimborazo, Bolívar, Pastaza, Azuay, Guayas, and Sucumbíos. Protesters mostly blocked roads, which led to limited access to food, medicine, gas, among other things, in communities. The largest concentration of protesters was seen in Quito, the country's capital.

Through the intervention of the Ecuadorian Episcopal Conference, the social organizations that had organized mobilizations and the Ecuadorian National Government signed a peace document on 30 June 2022, creating ten technical tables tasked with reaching agreements to settle the issues raised.

By 14 October 2022, 90 days after the creation of the dialogue tables, 199 agreements had been reached about public and private banking, energy, natural resources, access to health, education, and labour rights. Agreements and disagreements were seen in the table dealing with fuel-related issues, as indigenous organisations maintained their position to further lower gasoline prices to benefit rural areas and farmers. Furthermore, social organizations have repeatedly demanded greater citizen security; however, State of Exception Decree 588 of 1 November 2022 was enforced in Guayas and Esmeralda provinces due to internal unrest for a total of 45 days.

### Summary of the response

#### Overview of Host National Society Response Action.

Per its humanitarian mandate and based on the principles of Neutrality, Impartiality and Independence, the Ecuadorian Red Cross (ERC) implemented its Contingency Plan in order to deliver services to the population in need during the course of demonstrations across the country, as well as during subsequent capacity building to Provincial Boards to enable them to deal with future events involving social mobilizations.

A 12-person team from ERC Headquarters provided monitoring and technical support to ERC Provincial Boards during project-related activities. Recommendations were provided, and technical teams met regularly to monitor fulfilment of established targets and alignment with financial justifications.

Some 234 individuals in ten provinces, including volunteers, staff and paramedics, participated in this intervention, who in rotating shifts delivered pre-hospital care (PHC), basic first aid (BFA) and psychosocial support (PSS) services, as well as other support, to vulnerable people. All actions by ERC personnel adhered to Safer Access and Operational Security standards.

Aiming to improve relations with various actors, the National Society held a Humanitarian Diplomacy and Legislative Advocacy workshop on 8 and 9 September 2022 to provide tools to Provincial Boards and decision makers. Because of its relevance, this activity, facilitated by IFRC and co-facilitated by Honduran Red Cross, was replicated from 29 November to 1 December 2022.

#### Overview of Red Cross Red Crescent Movement Actions in country

Through its team in Ecuador, IFRC advised on and assisted with the development of this Emergency Plan of Action (EPoA), mainly in terms of PMER and Finance. IFRC Country Office representatives in Ecuador met regularly with ERC authorities, in the beginning to monitor the evolution of the situation and later to provide technical advice on

drafting EPoAs. Likewise, the IFRC office in Ecuador, the Country Cluster Delegation (CCD) in Lima, Peru, and the IFRC Americas Regional Office provided technical guidance on the EPoA's comprehensive management.

ERC coordinated actions with the International Committee of the Red Cross (ICRC), which in turn provided support and financing for activities related to:

- Operational security
- Communications
- Partial support to operational activities
- Lessons learned workshop.

### **Overview of non-RCRC actors' actions in country.**

Several international organizations, such as the Organization of American States, as well as embassies of EU countries, UK, US, Japan, and Canada in Quito expressed their concern regarding social conditions in Ecuador in June. Ecuadorian Catholic Church was a co-facilitator of the negotiations that led to dialogue platforms and agreements

## **Needs analysis and scenario planning**

### ***Needs analysis***

Based on the context resulting from social mobilizations in June and the impact these had, the main needs included:

#### **Pre-hospital Care (PHC)**

From 13 to 30 June, the response teams deployed across ERC's territorial network delivered BFA and PHC care to people with physical injuries, conducting initial assessments and stabilizations in order to save lives, prevent injuries from worsening and promote recovery. All was carried out under Operational Security and Safer Access conditions. This care was delivered during and after social demonstrations based on the guidelines issued by Headquarters to Provincial Boards on potential activation within territories.

Care was provided to:

- Demonstrators from various social organizations.
- Law enforcement personnel (National Police and Armed Forces).
- Business owners, street vendors, shop employees, general population.
- Employees of governmental and non-governmental organizations.

#### **Mental Health and Psychosocial Support**

People experienced stress and post-traumatic stress due to the tension and anxiety caused by the loss of their freedom of movement, the uncertainty of the situation, their desire to continue with daily activities, the viewing of traumatic videos, the anxiety of waiting for relatives to return from demonstrations, and/or their worries regarding how to resume their livelihoods upon returning home and not having enough resources to meet their basic needs. The ERC also provided care to children and teens who were about to finish their school years and were unable to attend classes face-to-face or lacked the means to attend classes virtually per Ministry of Education directives. ERC safeguarded the mental health of its institutional staff during social demonstrations by providing opportunities for emotional release to ERC staff and volunteers and later to the communities that participated in demonstrations.

#### **Security**

The lack of knowledge of ERC's humanitarian efforts generated risks to National Society personnel during the operation, including attacks on institutional vehicles (ambulances), facilities and personnel, especially in Provincial Boards in Chimborazo and Pastaza. Mitigating these operational risks required actions aimed at positioning the International Red Cross and Red Crescent Movement and its humanitarian role in traditional media and social

networks, as well as adequate equipment, identification, visibility, and Safer Access and Operational Security training for humanitarian personnel and volunteers.

### **Telecommunications**

Given the situation, it was important to maintain constant communication with humanitarian workers and volunteers and staff deployed across the territory and ensure that the radio communication system achieved proper coverage, especially in the provinces most affected by demonstrations. All provinces had telecommunications equipment that was more than ten years old, which had to be upgraded and replaced.

### **Protection, Gender and Inclusion**

Many mothers, children, adolescents, and older adults travelled with their families to demonstrations in Quito. While they did not participate directly in demonstrations, conditions there put them at risk, because they did not receive priority and specialized care or because they were physically in danger considering the area in which they were located. It was therefore necessary to familiarize ERC volunteers with the minimum standards for Protection, Gender, and Inclusion (PGI) in order to enable them to deliver different types of response to these groups in a prioritized and specialized way in all contexts.

### **Restoring of Family Links (RFL)**

In view of the demand, active RFL teams in Provincial Boards undertook the following actions:

- Received requests to locate missing persons, in which the common factor was that they had participated in social demonstrations and had not been heard from for hours or days.
- Activated service to register and provide care to vulnerable individuals, which required coordination with State entities and supporting organizations for safe referral and care.
- Provided connectivity services to people who had no way to communicate due to lack of access to telephone service, no signal from their service operator, or those who could not be visited by their loved ones such as people in geriatric centres. To this end, the ERC Provincial Board in Pichincha activated a mobile device.

It is important to mention that ERC continued to provide RFL services after demonstrations, such as prevention messages to prevent family members from losing contact with each other, and to socialize the RFL services provided by the National Society. Furthermore, targeted Boards conducted needs surveys to analyse the implementation of additional RFL points in their territories.

### **Communication**

Considering the PHC, PSS and RFL activities conducted directly in protest scenarios and with large numbers of people, it became necessary to emphasize ERC's humanitarian role in these situations and provide information regarding its presence and assistance.

To this end, ERC conducted a communication strategy centred on disseminating key messages regarding its emergency response, prioritizing the ERC's humanitarian role in social demonstrations (dissemination through social networks and mass messaging). Traditional and digital (social networks) media were monitored to assess content, messages and the main and secondary actors that are part of the collective public opinion.

The strategy aimed to raise communities' awareness of the actions carried out by ERC in emergencies and in context involving urban conflict, acting in line with its fundamental principles.

## **B. Operational strategy**

### **Proposed Strategy**

#### **Overall Operational objective.**

To provide humanitarian assistance to the population affected by social demonstrations in Ecuador through pre-hospital care, mental health, psychosocial support and restoring of family links services in target provinces - based

on risk analyses and the evolution of the situation - and provide technical assistance to the territorial network, considering, in all aspects, the minimum standards for Protection, Gender and Inclusion in emergencies approach.

### Human Resources

During the emergency, 408 staff members, including volunteers, paramedics, MHPSS and operational security personnel, in the ten first response provinces - and a total of 674 across the territorial network - participated in the activated response lines, according to the following summary table:

#	Positioning	N° of ambulances	N° of paramedics	N° of volunteer personnel (BFA)	N° MHPSS	N° of RFL point persons and staff	Operational Security
1	Pichincha	4	22	50	4	18	1
2	Imbabura	1	2	10	2	2	1
3	Cotopaxi	1	2	10	3	2	1
4	Tungurahua	1	2	25	4	16	1
5	Bolívar	1	2	20	1	2	1
6	Guayas	2	9	50	10	8	1
7	Pastaza	1	1	10	-	1	1
8	Chimborazo	1	2	25	1	2	1
9	Azuay	1	3	50	8	9	1
10	Sucumbíos	1	1	6	1	2	1
11	Napo	2	3	15	-	-	1
12	Morona Santiago	1	1	10	-	5	1
13	Santo Domingo	3	8	15	2	15	1
14	Santa Elena	1	3	10	4	4	1
15	Los Ríos	1	3	10	1	4	-
16	Loja	1	4	20	7	7	1
17	Esmeraldas	1	3	10	4	1	1
18	Manabí	1	1	15	1	14	1
19	Cañar	1	2	4	1	3	1
20	Zamora Chinchipe	1	1	4	-	4	-
21	El Oro	1	1	4	6	5	1
22	Carchi	1	1	4	8	1	1
23	Orellana	-	-	4	1	1	1
<b>Total</b>		<b>29</b>	<b>77</b>	<b>381</b>	<b>69</b>	<b>126</b>	<b>21</b>

The Information Management and Adverse Event Analysis team monitored the demonstrations at the national level, reported any developments, and collected and systematized the information issued by Provincial Boards.

### Logistics and Supply Chain

The Ecuadorian Red Cross has a Logistics and Purchasing Coordination office dedicated to procurement and purchasing processes and responsible for timely provision of goods and services that meet specified technical requirements. This area implemented provisions in the "Regulations for the acquisition of goods, execution of works and provision of services"; therefore, this area was in charge of conducting purchasing processes for this project, effectively and in accordance with established regulations.

The Americas Regional Logistics Unit (RLU) remained following up the procurement processes of the requested items, to ensure the right technical support, if needed during the execution.

### Communication

Context-specific material was prepared to fulfil this objective, which focused on the proper use of the emblem and monitoring of both traditional and digital media (social networks) to assess content, messages, and the main and secondary actors that are part of the collective opinions as well as opinion leaders. This information was used to work on communication materials useful for producing key messages, preparing scenarios and communication assets for internal and external dissemination of fundamental principles, the proper use of the emblem and response protocols.

## Information Technology (IT)

Technological and technical support to participating personnel; provision of means of communication, internet access, and videoconferencing.

## Security

The Operational Security area was responsible for providing technical advice and support to volunteers and humanitarian personnel regarding Operational Security (OS) issues, to ensure Safer Access (SA) through the dissemination of guidelines for this context and use of the OS Handbook for rigorous enforcement of OS and SA standards. Implementing such standards was mandatory for all humanitarian personnel activated during response, as was protecting personnel through the provision of protective equipment for this event.


## Planning, Monitoring, Evaluation and Reporting (PMER)

In this operation, PMER followed ERC procedures in which supervision is carried out jointly by the ERC Principles and Values Coordination, as the leader of the operation, and the Planning and Quality Management Department, both located at ERC Headquarters. Six four-hour lessons learned workshops were held between 18 August and 7 October - two were face-to-face and four were virtual.

## Administration and Finance

ERC Headquarters has a financial team responsible for tracking and monitoring financial reports, ensuring the quality of intermediate outputs and preparing a final report. It has administrative-financial software that allows the institution to control its resources and/or those generated by different projects, including emerging ones. ERC's finance team maintains permanent coordination with various donors for a financial review, budget validation, bank transfers and technical advice on cost justification procedures, and invoice review and validation.

## C. Detailed Operational Plan

	<h2>Health</h2> <p><b>People reached: 2,379 (1,376 PHC + 1,003 MHPSS)</b> Male: 735 (424 PHC + 311 MHPSS) Female: 735 (291 PHC + 444 MHPSS) Unspecified gender: 28 PHC People without specific information: 881(633 PHC + 248 MHPSS)</p>	
<b>Health Outcome 1: The immediate risks to the health of affected populations are reduced through improved access to pre-hospital medical treatment</b>		
<b>Indicators:</b>	<b>Target</b>	<b>Actual</b>
Number of people who receive pre-hospital care and first aid services	1,050	1,376
<b>Health Output 1.1: Improved access to pre-hospital and emergency health care for the targeted population and communities</b>		
Number of Provincial Boards equipped with first aid kits, supplies and materials to provide health services.	10	10
<b>Narrative description of achievements</b>		
<b>Activities conducted:</b>		
<b>1. Provide pre-hospital care and first aid to affected people:</b>		
1,376 services were delivered. Of these, 633 people did not provide personal information, which prevented ERC from registering them in their reporting system and collecting data such as patients' name, sex, age, and potential diagnosis.		
Reasons that prevented registration include:		
<ul style="list-style-type: none"><li>Refusal to provide personal information for fear of it falling in the hands of law enforcement.</li></ul>		

- Treatments were quick due to the presence of tear gas.
- Care was provided to multiple patients simultaneously.

The 743 services that it was possible to register are broken down as follows:

Type of service	Total
Traffic accidents	139
Intoxications / Poisoning	19
Trauma / injuries / falls	161
Medical emergencies	234
Gynecology-obstetrics related	26
Secondary transport	145
Assistance to people with disabilities and missing children	19
<b>Total</b>	<b>743</b>

Victims of traffic accidents due to road closures were treated. Given the lack of access to hospital and pre-hospital services, ERC units were the only ones able to reach the victims and provide care.

By Provincial Board:

Provincial Boards	Treatments
Azuay	118
Bolívar	3
Cañar	31
Chimborazo	37
Cotopaxi	21
El Oro	134
Esmeraldas	7
Guayas	55
Imbabura	23
Loja	82
Los Ríos	8
Manabí	6
Morona	3
Napo	17
Orellana	2
Pastaza	16
Pichincha	100
Santa Elena	3
Santo Domingo	56
Tungurahua	21
<b>Total</b>	<b>743</b>



*Considering COVID-19 and the social mobilization context, ERC teams deployed always used personal protection equipment material. Source: ERC.*

## 2. Equipping of Response teams:

Carried out based on the distribution plan below:

PHC material and supplies distribution plan – Social Mobilization DREF											
Material	Imbab	Guayas	Pichin	Coto	Bolí	Tung	Chimb	Sucu	Past	Azuay	Total
Spinal immobilization splint	1	1	1	1	0	1	0	1	1	1	8
Oxygen cylinder and pressure gauge	1	1	1	1	0	1	0	1	1	1	8
Immobilization splints	1	1	1	1	0	1	0	1	1	1	8
Cervical collar - adult	2	2	2	2	2	2	2	2	2	2	20
Cervical collar - paediatric	2	2	2	2	2	2	2	2	2	2	20
Blood pressure monitor	2	2	2	2	2	2	2	2	2	2	20
Stethoscope	2	2	2	2	2	2	2	2	2	2	20
Blood glucose meter	2	2	2	2	2	2	2	2	2	2	20
Pulse oximeter	2	2	2	2	2	2	2	2	2	2	20
Intraosseous access	2	2	2	2	2	2	2	2	2	2	20
BFA backpacks	2	2	2	2	2	2	2	2	2	2	20
Tourniquets	2	2	2	2	1	2	2	2	2	2	19
Defibrillators	0	0	1	0	0	0	0	0	0	1	2

Delivery of the following items was prioritized for eight of the ten Provincial Boards, considering cost increases and availability in the market.

- Spinal immobilization splint
- Oxygen therapy (cylinders, pressure gauges, flow connectors)
- Immobilisation splints for limbs

The following supplies were included in backpacks distributed to the ten Provincial Boards:

- Cervical collars – adult and paediatric
- Blood pressure monitor
- Stethoscope
- Blood glucose meter
- Pulse oximeter
- Intraosseous access
- BFA backpacks
- Tourniquets

The following targets were met:



- Provincial Board response teams were strengthened: spinal and immobilization splints allow people affected by trauma to be adequately transported. Oxygen therapy is essential to assist people whose respiratory tract has been affected by tear gas.
- Two ambulances from the national PHC system in Azuay and Pichincha were strengthened, as defibrillator monitors are part of essential biomedical equipment in ambulances.
- Care backpacks with supplies allow rapid deployment of response teams and speedy assistance for vital signs monitoring. Intraosseous devices administering medications and tourniquets to control bleeding quickly.
- The IFRC Logistics Unit endorsed purchasing processes.

The materials, equipment, supplies, and devices make it possible to address priority issues seen in affected individuals, including airways, respiratory tracts, circulation, adequate trauma management with adequate evacuation.

The 1,376 treatments provided by ERC operational personnel during social mobilizations reflect an increase in emergency situations. People with chronic diseases faced difficulties to get to medical care centres and the care provided to protesters and law enforcement personnel.

## Challenges

This emergency operation posed three operational challenges for the ERC National Society and the PHC line:

- Adequate analysis of the emergency operation's context. While Ecuador has a history of social mobilizations, indigenous uprisings and coup d'états, no situation is equal to another. A false perception of security based on previous events must be avoided. They can be used as points of analysis, but not as reference to determine where response teams should be placed, or operational resources deployed. The challenge for future operations is analysing the likelihood that an event will cause an impact and always verifying operational risk.
- Technical training of response team personnel. National Society staff participate in Basic First Aid (BFA) and Pre-hospital Care (PHC) training processes on an ongoing basis and have the capacity to address, assess, stabilize, evacuate and transport affected individuals; however, changing scenarios during social mobilizations require varying security aspects at the scene. The main challenge is articulating training processes aimed at rapid assessment and safe evacuation. A workshop on the proper use and maintenance of safety devices, such as gas masks, and updating on pre-hospital care techniques that allow immediate and safe care in these kinds of contexts is planned for November.
- Dissemination of the Movement's role in this type of context. The institutional role is regularly socialized in inter-institutional coordination spaces and warnings are given regarding the possibility of abandoning coordination spaces for emergency dispatches, the confidentiality of patient care data, the use of radiocommunication systems without codes, and, moreover, the institutional position, using key messages to avoid being mistaken for government institutions to prevent attacks on Red Cross staff and resources. The challenge is finding strategies that enable ERC to identify themselves as humanitarian actors who carry out actions under principles of impartiality and neutrality. All these actions must be undertaken in times of calm, while seeking meetings with key actors in the country.

## Lessons learned

The lessons learned were systematized based on the experiences lived and gained by personnel who delivered care on the ground:

- Promote meetings that make it possible to update institutional procedures. The Red Cross was asked to remove the body of a deceased person inside an embassy because the large number of protesters in the area prevented the National Police and Prosecutor's Office Legal Medicine departments from doing so. The Legal Medicine department has been repeatedly asked to establish clear guidelines for handling human remains in contexts where movement and access is difficult. ERC does not assume roles that, per the law, do not fall within its remit.
- Having institutional contingency plans in all Provincial and Canton Boards. The aim is to be able to immediately activate personnel to assist people affected during social mobilizations, provided Operational Security and Safer Access are met so as to protect humanitarian personnel from harm, considering movement restrictions.
- The manual on PHC operational staff uniforms needs to be revised, as the activities they conduct require clothing that allows them to act and evacuate with a high level of safety. It is important to carry out a participatory consultation exercise with staff to find suitable alternatives. The security process is largely dependent on how comfortable, confident, and safe staff members are while conducting necessary actions.

## **Health Outcome 2: The psychosocial impacts of the emergency are lessened**

### **Output 2.1: Psychosocial support provided to the target population as well as to RCRC volunteers and staff**

Indicators:	Target	Actual
# of people from the community or institutions other than ERC who receive mental health care and psychosocial support.	800	1,003
# of volunteers and staff who receive mental health care and psychosocial support.	250	251
# of kits MHPSS delivered to Provincial Boards	12	12

### **Narrative description of achievements**

#### **Activities conducted:**

#### **1. Rapid assessment of MHPSS needs in the affected population:**

ERC together with the IFRC MHPSS officer for Andean countries designed an instrument to gather information on MHPSS needs in the affected population. This instrument was sent to each Provincial Board to collect and process data from the affected population, which makes it possible to tailor care to the populations MHPSS needs.

It is necessary to keep in mind that some community members cannot read, so oral instruments tailored to each locality were applied.

#### **Assessment results:**

Family finances, employment, as well as institutions that deliver health, transportation, food, and other services were affected during and after social mobilizations by the blocked roads, looting, citizen violence, unemployment, emotional distress such as fear and anxiety, lack of patient care and price gouging. In this regard, people's needs directly and indirectly affected by social mobilizations come from different psychosocial sources and affect different aspects of life and lifestyles.

#### **2. Provide mental health care and psychosocial support to the affected population:**

Excel, Toolbox and Kobo were used to ensure proper management of data related to MHPSS care.

According to the Kobo registry, **1,003 people** from communities were reached with Mental Health and Psychosocial Support services. Out of the total number of people, 444 were female and 311 were male. Additionally, 248 people did not specify their sex.

Additionally, regarding Ecuadorian Red Cross staff and volunteers, a total of 251 people received MHPSS services. Out of this number, 118 were females, 113 males and 20 people that did not specify their sex.

*People reached in communities, by sex*

Male	Female	Not specified	Total
311	444	248	<b>1,003</b>

*Humanitarian personnel reached, by sex*

Male	Female	Total
113	118	<b>251</b>

Guidelines were drawn up to allow Provincial Boards to provide coordinated mental health and psychosocial support care to the affected population, which includes communities, institutions, humanitarian workers, volunteers, and staff. The guidelines were socialized through meetings with those responsible for coordinating health and provincial community development in order to clear doubts and answer questions personally.

Each Provincial Board reported the activities conducted with the affected population during and after social mobilizations in their management reports.

### **3. Acquisition and distribution of the MHPSS kit and telephone chips, to provide mental health and psychosocial support telecare to the affected population:**

Twelve didactic and recreational MHPSS kits and 20 mobile phone chips for telecare were purchased (according to established institutional processes) and distributed to targeted Provincial Boards as follows:

- 2 kits and 2 chips to the Provincial Board in Pichincha.
- 1 kit and 2 chips to each Provincial Board of Imbabura, Sucumbios, Guayas, Cotopaxi, Chimborazo, Bolívar, Tungurahua, Pastaza, Azuay.
- 1 kit to Headquarters.

### **4. Establish the referral pathway for severe cases:**

This referral pathway contemplates a referral sheet that explains the reason for referral and includes information on the responder and the person being treated, as well as flowcharts for care and self-care of responders. This helps to ensure continuity of care through the network of point persons in each territory.

## **Challenges**

The following challenges have been identified:

- Long work hours over several days conducting response efforts leads to exhaustion among personnel, whether they are engaging in providing support on the ground or in strategic direction.
- Have safe spaces in order to have areas suitable for providing adequate mental health and psychosocial support care.
- Providing care to and protecting the mental and psychosocial health of humanitarian personnel.
- Having institutionalized and socialized protocols to activate mental health care for humanitarian personnel.
- Organizing and implementing the necessary rotation of humanitarian personnel and providing for days off to prevent burnout.
- Mainstreaming psychosocial care for humanitarian personnel across all lines of action and reporting compliance with these procedures to prevent health problems.
- Establishing communication and coordination between Headquarters and Provincial Boards.
- Having MHPSS point persons and response teams in territories.

## **Lessons learned**

The following lessons learned were captured:

- Have standardized forms for recording mental and psychosocial health needs and care.
- Have a referral pathway to refer severe cases that exceed the humanitarian personnel's capacity to assist.
- Create or strengthen the network of local or territorial contacts, to articulate and coordinate referral of people who require it.
- Have a protocol for activation and deactivation of humanitarian personnel.
- Design standardized procedures to respond to mental health and psychosocial support needs in situations that require it.
- Promote spaces in which to raise awareness around the importance of mental and psychosocial health.
- Strengthen the personnel training process by updating the MHPSS training curriculum, developing trainer-of-trainer courses, and virtual courses that enable coordinators and response teams to be better prepared.



## Protection, Gender, and Inclusion

**People reached: 16,939 (indirectly)**

Male: 98 (PGI workshops)

Female: 105 (PGI workshops)

### **Protection, Gender & Inclusion Outcome 1: Communities become more peaceful, safe and inclusive through meeting the needs and rights of the most vulnerable**

Indicators:	Target	Actual
# of volunteers trained in PGI Minimum Standards	200	203

### **Protection, Gender & Inclusion Output 1.1: Programmes and operations ensure safe and equitable provision of basic services, considering different needs based on gender and other diversity factors.**

Indicators:	Target	Actual
Virtual workshop on PGI minimum standards held	1	5

### **Protection, Gender & Inclusion Output 1.2: Programmes and operations prevent and respond to sexual- and gender-based violence and other forms of violence especially against children**

Indicators:	Target	Actual
Mapping of actors and referral pathways	1	1
# of people who receive information and are aware of referral pathways	10,000	16,736

### **Protection, Gender & Inclusion Output 1.3: NS educational and advocacy programmes raise awareness on humanitarian challenges, cultivate humanitarian values and develop relevant interpersonal skills**

Indicators:	Target	Actual
One communication campaign conducted to help protect activities	1	0

### **Narrative description of achievements**

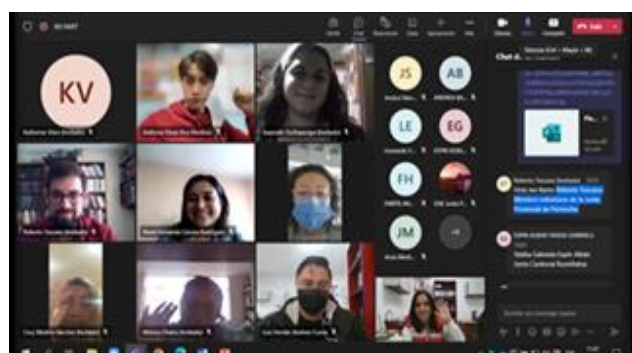
#### **1. Conduct a virtual workshop with responders on minimum standards for PGI in emergencies.**

Two face-to-face as well as virtual actions were conducted at the end of the project aimed at strengthening knowledge regarding the minimum standards for PGI in emergencies within the National Society, with the following results:

- Talk with P&V team: 26 July
- Workshop with RFL team: 3 August
- Workshop with AMH team: 18 August
- Workshop in Bolívar province: 21 August
- Workshop with MHPSS team: 3 September
- Workshop with Operational Security team: 20 September
- Workshop with staff and volunteers: 20 October

***Total # of humanitarian personnel reached:***

Men	Women	Total
98	105	203



***Talk with P&V team. Source: ERC***



***Workshop with PHC team. Source: ERC***



***General workshop on PGI minimum standards. Source: ERC***

## **2. Mapping of actors and referral pathways for victims of gender-based violence, children, and adolescents.**

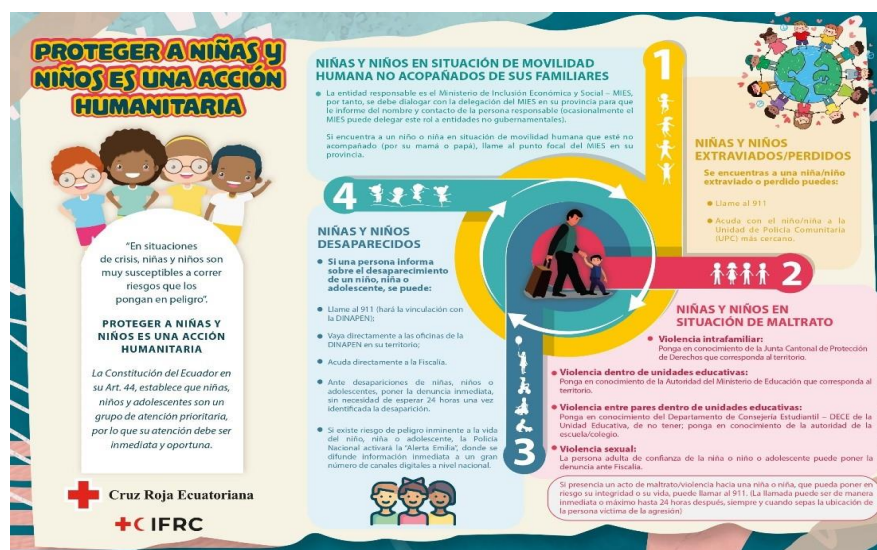
Using a PGI approach, Provincial Boards mapped access to services and rights, considering its usefulness not only in social mobilizations but also in other contexts, whether in times of emergency or peace. Information was obtained from ten Provincial Boards to complete the mapping.

## **3. Development and dissemination of communication pieces, to inform and guide people on referral pathways via radio stations.**

The outputs prepared, distributed, or socialized during the project implementation period include:

- Infographics on care paths for GBV.
- Infographics on response paths for children and adolescents at risk.
- Guide with mapping of action for GBV.

- Workbook on GBV – 4 hours.
- Workbook on GBV – 8 hours.
- Security bands for use with children at risk.



Infographic on response paths for children and adolescents at risk. Source: ERC.

#### 4. Communication campaign to protect the humanitarian mission.

Ecuadorian Red Cross conducted a communication campaign emphasizing the humanitarian role that the National Society plays, especially in social events. These messages have been widely disseminated on the institution's official social networks and mainly stress the humanitarian actions, respect for humanitarian workers, how they should not be targeted and that they are not part of the State.

In addition, a mass message was designed intended to reach 200,000 people. It was broadcasted, aiming to make the community aware that Ecuadorian Red Cross is not part of the State and that the Emblem is present in 192 countries. The messages were broadcast on 20, 21 and 22 September in Imbabura, Guayas, Pichincha, Cotopaxi, Bolivar, Tungurahua, Chimborazo, Sucumbíos, Pastaza and Azuay.

*\*NOTE: The fourth activity on the development of the communication campaign is mentioned twice in this report since it is planned for and described in the National Society strengthening component.*

#### Challenges

- While virtual spaces were promoted and accessed during the height of the pandemic and quarantine period because of the impossibility of face-to-face meetings, it is clear that people currently prefer face-to-face spaces over virtual ones. This is reflected in the significant decrease in attendance to ERC virtual events seen nationwide in the second semester of the year, which affected the initial planning of the workshops on minimum standards for PGI in emergencies and achieving the goal of a virtual workshop. Five workshops, both virtual and face-to-face, were held to fulfil the proposed indicator.
- The biggest challenge has been providing access to care, guidance, and information for victims of gender-based violence. All care providers need to rely on guidelines and facilities existing in the target territories. While standard guidelines exist at the national level, the effectiveness of assistance depends on the entities in each city or province; therefore, materials with a general perspective were produced that could be disseminated nationwide, as well as local mapping in prioritized provinces for targeted use.

#### Lessons learned



- Given people's growing preference for more face-to-face events and as few virtual events as possible, the lesson learned is that process targets need to be supported with resources that allow face-to-face events and to generate asynchronous virtual spaces (tools) that can strengthen knowledge regarding minimum standards for PGI in emergencies.
- There is insufficient data, plans and measures specific to each canton. The differences in the levels of services and infrastructure provided by governmental and non-governmental institutions make it difficult to have standardised messages for the referral.
- 



## Migration

**People reached: 55 directly and 189,826 indirectly.**

Male: 24 directly

Female: 31 directly

### **Migration Outcome 1: Communities support the needs of migrants and their families and those assisting migrants at all stages of migration (origin, transit and destination)**

Indicators:	Target	Actual
# of people provided with RFL services	45	55
# of people reached indirectly with RFL-related preventive communication messages	200,000	189,826
# of people reached indirectly with messages regarding the humanitarian role	200,000	200,000

### **Migration Output 1.1: Family links are restored for people separated from, or without news of, their loved ones as a result of the disaster**

Indicators:	Target	Actual
# of Provincial Boards equipped with emergency RFL backpacks	10	10

### **Narrative description of achievements**

#### **1. Needs survey**

A needs survey was conducted at Provincial Boards, which was done according to feasibility in each location. This procedure is performed by volunteers trained in each Provincial Board's line of action, aiming to identify potential fixed and mobile service points where the following services might be offered:

- Search requests
- Connectivity services
- Registration of vulnerable individuals
- Registration of unaccompanied children and adolescents

#### **2. Services to the affected population**

A total of 55 service instances were provided during social mobilizations, including requests to search for missing persons, registration of vulnerable individuals and connectivity services.

Provincial Board teams were gradually activated as needed where the following factors were detected:

- Not knowing the whereabouts of relatives for several days.
- People in vulnerable situations whose emotional and physical health had been affected.
- Loss of contact with loved ones due to little access to connectivity, lack of access to telephone calls, no mobile telephone signal at the site.

Type of service	Men	Women
Search request	2	2
Registration of vulnerable individual	0	1
Connectivity services	22	28
<b>Total</b>	<b>24</b>	<b>31</b>

### 3. Equipping of emergency RFL backpacks

Emergency backpacks were purchased to strengthen Provincial Boards' (10) technical and operational capacities in RFL during dangerous events. The backpacks are standardized according to the "Procedure for the operationalization of the Restoring Family Links (RFL) service for disaster response", which includes the backpacks' contents and how to use them.

The RFL emergency backpacks contain dissemination material. The material was designed in the area's native language considering the significant presence of Quichua speakers in target provinces, which enhances inclusion and accessibility.

**Content of emergency RFL backpacks**

Amount	Detail
1	Backpack
1	Megaphone
10	*Posters with RFL information in the Quichua language
10	Posters with RFL information in Spanish
1	RFL banners in the Quichua language
3	*100-page RFL format blocks (Formats: 1 SB, 1 MCR, 1 NI-Data)
1	Powerbank
1	Power strip
2	Waterproof mobile phone covers
1	Set of simple headband headphones
1	10-metre extension cord
5	*Ballpoint pens
1	Mobile phones
*Materials complemented by ICRC	



**RFL emergency backpack. Receipt of materials by the Imbabura Provincial Board. Source: ERC Communications Department.**



### 4. Dissemination of mass messages

Given the loss of contact between family members seen in this context, ERC deemed it appropriate to activate a preventive measure service to protect people. A message package was designed to prevent relatives and loved ones from becoming separated, which includes the following infographics:

- Preventive recommendation.



- ERC national RFL hotline.
- National email for RFL/related matters.

They were distributed through mass WhatsApp messaging in the ten prioritized provinces. The infographics contain the recommendation, as well as the National Society's RFL service number to complement the range of active RFL services potentially. The Communications Department designed this message to target 200,000 people of low-medium low socioeconomic status in the provinces of Imbabura, Guayas, Pichincha, Cotopaxi, Bolívar, Tungurahua, Chimborazo, Sucumbíos, Pastaza, and Azuay to socialize the institution's humanitarian role. A total of 200,000 messages were sent. Of these, 189,826 messages were sent successfully.

**Mass Messaging Distribution**

Provinces	Sent messages	Successfully sent	Not valid	Failed
Imbabura	24,903	23,963	705	235
Guayas	24,959	23,456	1,345	158
Pichincha	24,908	23,698	845	365
Cotopaxi	24,511	23,697	578	236
Bolívar	14,736	13,695	805	236
Tungurahua	15,886	14,683	838	365
Chimborazo	24,348	23,694	285	369
Sucumbios	14,707	13,549	1,005	153
Pastaza	14,706	13,694	875	137
Azuay	16,336	15,697	528	111
<b>Total</b>	<b>200,000</b>	<b>189,826</b>	<b>7,809</b>	<b>2,365</b>
<b>Percentage</b>	<b>100%</b>	<b>94.91%</b>	<b>3.90%</b>	<b>1.18%</b>



**Design of prevention message infographics**  
**Source ERC Communication Department**

*\*NOTE: It should be noted that the messages regarding ERC's humanitarian role can be found in the communication campaign included in National Society Strengthening and is therefore different from the RFL activity and its messages.*

Both the RFL and communication message indicators are duplicated in this section. The clarification must be made since the following will be reported:

- # of people reached (indirectly) with RFL preventive communication messages
- # of people reached indirectly with messages regarding the humanitarian role

## Challenges

Given the change in context in the country, response and contingency plans must incorporate various mechanisms for activating the range of RFL services, several of which are essential such as:

- Education and training for volunteers and humanitarian personnel in accordance with the National Society training scheme.
- Equipping.
- Replenishment of equipment.

Consider producing preventive messages frequently to fulfil the first objective of the Global Strategy for RFL and ERC's line of action: prevention.

## Lessons learned

Consider producing accessible materials in the country's native language and in a foreign language (English), in order to promote and make available the National Society's active services.

## National Society Strengthening

**S1.1: National Society capacity building and organizational development objectives are facilitated to ensure that National Societies have the necessary legal, ethical and financial foundations, systems and structures, competences and capacities to plan and perform**

**Output S1.1.6:** National Societies have the necessary corporate infrastructure and systems in place

Indicators:	Target	Actual
# of gas masks for volunteers	50	91
One person hired to support the implementation of the operation	1	1

### Narrative description of achievements

#### 1. Monitoring visit by Headquarters

The finance team visited the Sucumbíos, Chimborazo, Tungurahua, Guayas and Azuay Provincial Boards in order to provide technical advice on technical and economic aspects of the project.

#### 2. Hiring of administrative/logistics technician

On 1 August 2022, Adriana Celorio was hired to fill the position of administrative and logistics technician until 30 September 2022, and Francisco Rendón was hired as warehouse assistant in June, July and October, who assisted different areas in shipping materials to Provincial Boards prioritized by the DREF.

#### 3. Administrative support to Headquarters

This activity covered expenses of the Cotopaxi, Guayas, Azuay, Imbabura and Chimborazo Provincial Boards from July to September, as well as the expenses generated by Headquarters.

#### 4. Vehicle maintenance

The operation supported vehicle maintenance in Sucumbíos, Cotopaxi, Azuay, Pichincha, Guayas, Imbabura and Chimborazo Provincial Boards, and Headquarters.

#### 5. Printer and institutional visibility (volunteer ID tags, banner, etc.)

To ensure the safety of operational personnel, an ID document printer was purchased to allow the Volunteer Department at Headquarters to assist Provincial Boards with the printing of institutional ID tags. Institutional identification is essential when working in social tension contexts.

#### **6. Personal protection and visibility equipment for staff and volunteers**

Visibility elements - uniforms: t-shirts, caps and vests - were distributed to the ten targeted Provincial Boards and to members of the P&V staff, as stated in Annex 2.4. A second shipment of institutional t-shirts was sent to targeted Provincial Boards and to the 24 Provincial P&V Coordinators, while vests were delivered to GAE staff at Headquarters.

As for the acquisition of PPE and biosafety elements (masks and alcohol), these were sent to prioritized Provincial Boards in September and October.

#### **7. Masks with replacement filters for volunteers**

A total of 91 gas masks were acquired - which meet technical specifications approved under European Standard EN 36:1998 - as well as 300 pairs of replacement filters for various types of chemical pollutants, particles, vapours and acid gases that meet European Standard EN 14387:2004 + A1: 2008. These were distributed to Provincial Boards as planned.

#### **8. Response equipment for Provincial Boards (HF Radios)**

Regarding the process to equip Provincial Board response teams (HF Radios), two HF radios, two HF radio antenna and two power sources were purchased and delivered to ERC and these were installed in October 2022.

#### **9. Office supplies**

Office supplies were purchased for Provincial Boards and Headquarters. While many of these were requested directly by Provincial Boards, it was also necessary to replenish the material used by Provincial Boards for the youth sector and that the volunteers used in activities with the community during response, especially with children.

#### **10. Lessons learned workshop (covered by other funds)**

This activity took place between 18 August and 7 September and was attended by 12 Provincial Boards, according to the following schedule:

Workshop	Provincial Board	Date	Modality
Workshop 1	Provincial Board in Imbabura	18/08/2022	Face-to-face
Workshop 2	Provincial Board in Azuay	07/09/2022	Virtual
Workshop 3	Provincial Board in Guayas	25/08/2022	Virtual
Workshop 4	Provincial Board in Pichincha	26/08/2022	Face-to-face
Workshop 5	Provincial Board in Cotopaxi, Tungurahua, Chimborazo and Bolívar	30/08/2022	Virtual
Workshop 6	Provincial Board in Napo, Pastaza, Sucumbíos and Morona Santiago	31/08/2022	Virtual

The lessons learned workshops were covered with ICRC funds.

#### **Challenges**

One of the biggest challenges was finding suppliers with sufficient stock to meet operation requirements. Unfortunately, the strike caused many suppliers to have limited stock or to run out of supplies entirely, which complicated the procurement processes.

The services provided by Provincial Boards after demonstrations were limited; therefore, subsequent services were reduced and reimbursements to Boards decreased.

## Lessons learned

It is important to be able to diversify purchases by territory, as well as carry out a market survey beforehand.

Emergency response planning for social events or crises requires a different analysis than natural disasters, with variable response levels during and after the emergencies. The number of services provided after emergencies such as demonstrations should be reduced, which will cause Provincial Board operations to focus on what happens during and not after the event.

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

**Output S3.1.1:** IFRC and NS are visible, trusted and effective advocates on humanitarian issues.

Indicators:	Target	Actual
One communication campaign conducted	1	1

## Narrative description of achievements

The main objective of ERC's communication campaign was to reach the general public and key actors, such as indigenous leaders, the media, the government, social and academic organizations, to raise awareness regarding the humanitarian role that the Red Cross plays during protests or social mobilizations, based on the Fundamental Principles of Independence, Impartiality and Neutrality.

### 1. Implementation and development of a communication strategy prioritizing messages regarding ERC's humanitarian role in social situations (dissemination through social networks and mass messages)

Communication messages were designed and socialized on official ERC social networks, emphasizing that ERC, as a humanitarian actor, requests that the population respect the medical mission and that of humanitarian workers, and stresses that it should not be targeted and that it is not part of the State.

A mass message was designed intended to reach 200,000 people of low-medium low socioeconomic status in the provinces of Imbabura, Guayas, Pichincha, Cotopaxi, Bolivar, Tungurahua, Chimborazo, Sucumbíos, Pastaza, and Azuay, aiming to make the community aware that Ecuadorian Red Cross is not part of the State and that the Emblem is present in 192 countries. The messages were broadcast on 20, 21 and 22 September.



A 40-second video was shown for one month on ERC's official social networks (YouTube, Facebook, and Instagram), reaching 1,020,000 people in order to socialize the Red Cross Emblem, identify volunteers, vehicles, and ambulances, and promote respect for the medical mission.



In addition, a campaign featuring five illustrated messages tailored to the situation was posted on Facebook and Instagram for one month, reaching 700,000 people and receiving 1,050,000 impressions. The messages emphasized respect for the emblem, for the medical mission and for the work that humanitarian workers perform.



## 2. Dissemination of key messages on preventing the loss of family links.



The dissemination of key message on preventing the loss of contact with family and the service that ERC provides in this regard was coordinated with RFL technicians, while the technical part of RFL disseminated the messages focused on the beneficiary population.

### 3. Audio-visual communication materials.

A 40-second video was produced and posted on ERC's official Facebook, Instagram, and YouTube accounts to help position ERC's role as a humanitarian organization and promote respect for the Emblem and the medical mission. The video shows the work of the Ecuadorian Red Cross, the Emblem and identifies volunteers, vehicles, and ambulances. To reach more people, the message was translated into the Quichua language as well as into sign language. This ensures that key actors, indigenous leaders, the media, social organizations, and the government understand the strictly humanitarian nature of ERC's work.

Video link: <https://bit.ly/3fiXmGv>

ERC acquired the Final Cut Pro programme to be able to produce communication products for the general population, especially in situations of violence. The programme includes tools and various unique elements that allow high-quality video editing. ERC will produce videos focusing on its humanitarian role, protecting the Emblem and respect for ambulances and medical personnel. The programme was installed on one of the computers in the Communications Department.

*\*NOTE: It should be noted that messages aiming to prevent losing contact with family and messages on the humanitarian role are included as indicators in the Migration section. Therefore, it must be considered that these are two different activities with different purposes and responsible parties.*

### Challenges

After the social mobilizations, in communicational terms, new elements and scenarios have been considered that help ERC work on messages that are more based on the current reality and behaviour of the various actors. The most important challenge is for Humanitarian Diplomacy to be more effective and efficient in the sense that it should be ongoing, communicationally, and politically speaking.

### Lessons learned

It is important to carry out communication campaigns constantly, not only when conflicts or social mobilizations occur. The campaigns must focus on emphasizing the humanitarian role, the emblem and the identification of volunteers and vehicles. It is essential to use different communication tools to reach ERC's target audience, such as mass messaging, social networks, and traditional media.

## D. Financial Report

See Annex.

Reference documents  
Click here for:

- [Emergency Plan of Action \(EPoA\) and previous Operation Updates](#)

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## How we work.

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

# DREF Operation

## FINAL FINANCIAL REPORT

### MDREC020 - Ecuador - Civil Unrest

Operating Timeframe: 02 Jul 2022 to 30 Nov 2022

Selected Parameters			
Reporting Timeframe	2022/7-2023/1	Operation	MDREC020
Budget Timeframe	2022/7-11	Budget	APPROVED

Prepared on 28/Feb/2023

All figures are in Swiss Francs (CHF)

## I. Summary

Opening Balance	0
<b>Funds &amp; Other Income</b>	<b>173,415</b>
DREF Allocations	173,415
<b>Expenditure</b>	<b>-124,245</b>
Closing Balance	49,170

## II. Expenditure by planned operations / enabling approaches

Description	Budget	Expenditure	Variance
PO01 - Shelter and Basic Household Items			0
PO02 - Livelihoods			0
PO03 - Multi-purpose Cash			0
PO04 - Health	80,514	53,499	27,015
PO05 - Water, Sanitation & Hygiene			0
PO06 - Protection, Gender and Inclusion	15,742	18,567	-2,825
PO07 - Education			0
PO08 - Migration			0
PO09 - Risk Reduction, Climate Adaptation and Recovery	13,845	6,144	7,701
PO10 - Community Engagement and Accountability			0
PO11 - Environmental Sustainability			0
<b>Planned Operations Total</b>	<b>110,101</b>	<b>78,210</b>	<b>31,891</b>
EA01 - Coordination and Partnerships	3,408		3,408
EA02 - Secretariat Services	10,650		10,650
EA03 - National Society Strengthening	49,256	46,035	3,221
<b>Enabling Approaches Total</b>	<b>63,314</b>	<b>46,035</b>	<b>17,279</b>
<b>Grand Total</b>	<b>173,415</b>	<b>124,245</b>	<b>49,170</b>



# DREF Operation

## FINAL FINANCIAL REPORT

### MDREC020 - Ecuador - Civil Unrest

Operating Timeframe: 02 Jul 2022 to 30 Nov 2022

Selected Parameters			
Reporting Timeframe	2022/7-2023/1	Operation	MDREC020
Budget Timeframe	2022/7-11	Budget	APPROVED

Prepared on 28/Feb/2023

All figures are in Swiss Francs (CHF)

### III. Expenditure by budget category & group

Description	Budget	Expenditure	Variance
<b>Relief items, Construction, Supplies</b>	<b>84,331</b>	<b>58,540</b>	<b>25,791</b>
Medical & First Aid	63,750	38,008	25,742
Teaching Materials	20,581	20,532	49
<b>Land, vehicles &amp; equipment</b>	<b>2,500</b>	<b>2,251</b>	<b>249</b>
Computers & Telecom	2,500	2,251	249
<b>Logistics, Transport &amp; Storage</b>	<b>2,000</b>	<b>5,106</b>	<b>-3,106</b>
Transport & Vehicles Costs	2,000	5,106	-3,106
<b>Personnel</b>	<b>55,300</b>	<b>35,284</b>	<b>20,016</b>
International Staff	10,000		10,000
National Society Staff	8,800	8,639	161
Volunteers	36,500	26,644	9,856
<b>Workshops &amp; Training</b>	<b>100</b>	<b>56</b>	<b>44</b>
Workshops & Training	100	56	44
<b>General Expenditure</b>	<b>18,600</b>	<b>15,425</b>	<b>3,175</b>
Travel	1,900		1,900
Information & Public Relations	400		400
Office Costs	5,300	4,586	714
Communications	10,600	9,616	984
Financial Charges	400	1,223	-823
<b>Indirect Costs</b>	<b>10,584</b>	<b>7,583</b>	<b>3,001</b>
Programme & Services Support Recover	10,584	7,583	3,001
<b>Grand Total</b>	<b>173,415</b>	<b>124,245</b>	<b>49,170</b>