

Network Emergency Response Progress Report No. 1 (as of December 17, 2019)



Project Number: EM[19-70]

1. Project Summary

Project Title:	HURRICANE DORIAN INITIAL RESPONSE
Country:	The Bahamas
Location, Coordinate:	Grand Bahama Island (26 339'35.90 N 7831'01.64 W elev 10 eye alt 74.53) & Abaco Island (26 21'23.60' N 7708'37.76' W elev 5 ft eye alt 149.17 mi)
Submission Date:	9/6/2019
Project Duration:	3.5 months
Project Start Date:	6 September 2019
Project End Date:	31 December 2019
Final Report due date:	30 January 2020
Amount Requested from Network:	US\$ 125,388.82 ¹
Amount from Other Source:	US\$ 0
Total US\$ Amount of Project:	US\$ 537,556.95

2. Changes to Project Environment

Provide a short summary of the changes the project has experienced from the initial assumptions in the proposal. These may include but are not limited to: changes to the emergency situation, changes to target group beneficiaries, changes to project location. Any changes to activities should be reported in the next section.

[There has been a major change in the project scope as per envisioned in the project proposal. The geographical target area, islands of Abaco and Grand Bahamas has not changed.

This was discussed and agreed with the Director Emergency Management and came in response to updated information received through coordination meeting attendance, discussions with Government of Bahamas, National Emergency Management Agency, and ongoing assessments by ADRA and other INGOs. An updated log frame has been developed and is used for this report.

Following humanitarian principles of non-duplication, harmonizing activities with other humanitarian actors, combined with responding to existing and emerging needs, we **did not implement** the following activities:

- No. 2 – Medical and Health Intervention
- No. 4 – Tarps Distribution
- No. 5 – Provision of Psychosocial Support and Emotional Learning Space

With regard to activity No. 3 - Cash Voucher distribution:

- To minimize the risk for duplication of efforts and most effective use of resources available I this space ADRA advocated for the establishment of a Cash Working Group to coordinate the response of any cash related activities.

¹ USD 125,305.95 as per proposal – calculation error.

- In the spirit of the above and fact that the International Federation of Red Cross (BRC, ARC) has a \$20 million budget to implement a cash response and will work directly with the Ministry of Social Service, ADRA did not pursue a stand-alone cash scheme.
- The CWG came into existence the second week of November and ADRA regularly participates. At this stage, a final decision has not been made whether a pooled fund will be established and ADRA contributes monetarily.

Therefore, ADRA’s response has focused entirely on activity No. 1 – the distribution of food, water, and NFIs.

Within this ADRA has strategically positioned itself to operate in the space of education in emergencies, focusing on supporting school-age children and families, teachers and school personnel.

Significant activities include:

- Procurement and distribution of grade-appropriate 5,142 backpacks and school supplies
- 3,000 desks and chairs
- Breakfast items for schools in Grand Bahama
- Provision of Water to 8 schools in Grand Bahamas through a partnership with Water Mission
- Comprehensive assessment and cost estimate for the repair of schools in Abaco (public and private), and Grand Bahama (private)

The Atlantic Caribbean Union Mission (ACUM) headquartered in Nassau has used the momentum to register ADRA Bahamas as a Not for Profit Organization, formation of a separate ADRA Bahamas board, and appointment of an ADRA Country Director.

The paperwork for the ADRA Bahamas country office was submitted to the Bahamas authorities end of October 2019, and the ADRA Union Board took a vote to establish ADRA Bahamas as a separate entity. Pr Moncur I his role as ACUM ADRA Director has been requested to lead the process to establish the office. It is understood that Pr Moncur will be nominated as the ADRA Bahamas CD in the next couple of weeks.

Enclosed with this report is a detailed timeline of activities and below revised log frame to reflect the above-mentioned changes.

A separate updated Log Frame is being sent with this document |

3. Project Achievements – (Refer to your Proposal Logframe Matrix)

Implemented project activities are described below in the context of project objectives and measurable indicators described in the Network Proposal. A detailed explanation is must be provided where there were any implementation constraints and where the project objectives have not been fully met.

Overall Objective:	To provide life-saving humanitarian assistance to displaced and emergency affected people and eliminate gaps in education for school age children, adolescents and young people affected by Hurricane Dorian.
Planned Outcome 1.	Emergency affected school-age girls and boys benefit from the breakfast in school program, WaSH, and learning supplies that will enable continued learning.

Outcome 1 Indicators:	<ul style="list-style-type: none"> - # of school-age children benefitting from backpacks and learning supplies – 5,142 - # of school-age children benefitting from new desks and chairs – 500 (desks) 500 (chairs) - # of schools provided with WaSH support – 14 			
Planned Output(s) 1.1	Distribution of backpacks and supplies for 5,142 school-age children			
Planned Output(s) 1.2	Distribution of desks and chairs for 3,000 school-age children			
Planned Output(s) 1.3	Provision of an adequate amount of safe water for 4,796 school aged children for drinking, personal hygiene and cooking			
Measurable Performance Indicators	Targeted	Reached	% in Progress	% Achieved
1.1.1 No. backpacks with school learning supplies distributed	5,142	4,162 (80%)	20% (1,020)	80%
1.2.1 No. of desks & chairs distributed	3,000	500 (17%) desks 495 (17%) chairs	83% (2,500)	17%
1.3.1 No. of litres of water distributed per day	32,551	32,551	ongoing	100%
Comments/observations on achievements and activities to date	<ul style="list-style-type: none"> • The backpack distribution was logistics heavy – and relied on about 120 hours of volunteer and ADRA staff time to tag the procured backpacks with the “Every Child. Everywhere. In School” ADRA campaign. The tags ad backpacks were separately procured and shipped to the Bahamas. It took more than 8 weeks from procurement in September until the actual distribution in mid-November. If backpack and school supplies distribution is an area of emergency response that ADRA would like to pursue in the future, it would be useful to consider back packs that are pre-filled with supplies and printed with requisite ADRA branding. 			
Deviations/comments/observations regarding achieved compared to planned outputs	<ul style="list-style-type: none"> • Figures only available for Grand Bahama, which has a total of 4,796 students (post-hurricane figures). ADRA activities will expand to Abaco (2,224 pre-hurricane, 616 post hurricane), the week of 24 November 2019. <p><i>Desk and Chairs</i></p> <ul style="list-style-type: none"> • Of the 3,000 desks and chairs - 500 have been ordered from the US, the remaining 2,500 have been ordered from China – while the request for items have been vetted by the MoE, the specifications have not been confirmed whether it meets the standards of the GoB. At this stage we do not know whether the remaining 2,500 are adjustable in height, the scope of work required to assemble them upon arrival. Current ETA is from 15 to 20 December 2019. <p><i>Water distribution</i></p> <ul style="list-style-type: none"> • ADRA and Water Mission partnered with the Ministry of Education to provide the safe water that is produced to schools in Freeport, Grand Bahamas.. Each school is provided with a distribution tank and tap-stand. Safe water is trucked to each location in partnership and coordination with the Grand Bahama 			

	<p>Port Authority Water Mission performs water quality testing on all water produced with the 20-foot containerized Reverse Osmosis (RO) system, and at each school where the water is distributed. In addition, water consumption is monitored to ensure the needs of each school are being met.</p> <ul style="list-style-type: none"> • The partnership began in September 2019 with the original idea for Water Mission to provide ADRA with up to 5 individual RO (Reverse Osmosis) units. As a result of the changing needs on the ground the original ideas developed into the construction of a 20-foot containerized RO system capable of producing 12,000 gallons per day. The 20-foot containerized RO system filters out salt from the water with RO technology then chlorinates it making it safe for drinking. This unit is currently in use and is owned by ADRA Bahamas.
<p>Major activities planned for the next reporting period</p>	<p><i>Backpacks</i></p> <ul style="list-style-type: none"> • ADRA shipped 1,020 backpacks to Abaco on 16 November 2019. • 1,020 backpacks will be distributed on Abaco the week of 17 November 2019. • Remaining approx. 1,700 backpacks will be distributed in December <p><i>Desk and chairs</i></p> <ul style="list-style-type: none"> • Remaining 2500 desks and chairs will be imported and distributed December 2019, January 2020. <p><i>Water</i></p> <ul style="list-style-type: none"> • The system at Maurice Moore Primary School production site is fully functioning and ready for the implementation of a full production schedule. Storage tanks and tap stands have been placed and prepared at eleven of the schools in Table 2, with the remaining three schools having the equipment placed by the end of the week. A regular production schedule and water delivery will begin once trucking is fully coordinated by the GBPA. In the interim, water has been delivered to the schools by a team effort between Mercy Corps and IsraAID. Robust water quality testing and distribution reporting are planned to continue as production and distribution ramp up. • Once actual water usage at the schools listed above has been better understood, Water Mission plans to consider delivering remaining capacity available from the system at Maurice Moore to private schools.

<p>Planned Outcome 2.</p>	<p>Access to nutritious and diversified food for school-aged emergency affected children is improved.</p>
<p>Outcome Indicators</p>	<p># school-age children benefitting from school breakfast – 996</p>
<p>Planned Output(s) 2.1.</p>	<p>School-aged emergency-affected children receive school meals.</p>

Measurable Performance Indicators	Targeted	Reached	% in Progress	% Achieved
2.1.1 No. and % schools with school breakfast program	5	5 (29%)	Ongoing	100%
2.1.2 No. and % total days with school breakfast	90	60 (66%)	30 (33%)	43%
2.1.3 No. school breakfasts served	4,775	1983	41%	59%
Comments/observations on achievements and activities to date	<ul style="list-style-type: none"> • There are 17 schools in Grand Bahamas. 5 (29%) were identified as needing school feeding in the assessment. • The main feedback from most school principals was that the school feeding was necessary as many students were not able to have more than 2 meals per day due to water outages. • Some of the students were displaced and the support from the school assisted in the stated learning outcomes. 			
Deviations/comments/observations regarding achieved compared to planned outputs	<ul style="list-style-type: none"> • The original school feeding timeline was for four weeks of distribution. 2 of 5 schools requested that the food distribution continue until the December exams. This increased the number of planned distribution days from 120 to 140. • One of the schools that requested an extension had a high number of internally displaced students (100-150). 3 of 5 schools had relatively few internally displaced students and confirmed that school feeding was no longer necessary as: <ul style="list-style-type: none"> • water service had been restored to many of the students' homes, making it possible for parents to prepare breakfast for students; • it was no longer feasible to get volunteers to help with preparing and service breakfast; and • there was a risk of school feeding interrupting the livelihoods of women selling food in the schools. 			
Major activities planned for the next reporting period	<ul style="list-style-type: none"> • ADRA procured enough supplies until December exams for the 2 schools that requested. • The schools that requested continuation are accountable for storing supplies and distributing the breakfasts. • Monitoring system includes sign-up sheets of students receiving the food and reports. 			

Planned Outcome 3	Life-saving humanitarian multi-sectoral package provided to displaced and emergency-affected peoples
Outcome Indicators	# of emergency affected people receiving hygiene kits – 4,900 # of emergency affected people receiving safe water – 14,400
Planned Output(s) 3.1.	Non-food support provided to emergency affected people

Measurable Performance Indicators	Targeted	Reached	% in Progress	% Achieved
3.1.1 No. bottles of water distributed	14,400	14,400	0%	100%
3.1.2 No. bags of soy rice distributed	10,800	10,800	0%	100%
3.1.3 No. hygiene kits distributed	4,900	4,900	0%	100%
3.1.4 No. toilet paper rolls distributed	4,752	4,752	0%	100%
3.1.5 No. mattresses distributed	206	177	0%	86%
3.1.6 No. 5-gallon water jugs distributed	272	272	0%	100%
3.1.7 No. vouchers to refill 5-gallon water jugs distributed	240	240	0%	100%
Comments/observations on achievements and activities to date	<ul style="list-style-type: none"> The management of multiple emergency response activities across three locations—remains a challenge for both planning and implementation. Abaco distributed the NFIs by delivering them to the NEMA distribution center, and WFP would further distribute ADRA’s supplies to specified delivery points. 			
Deviations/comments/observations regarding achieved compared to planned outputs	<ul style="list-style-type: none"> Some hygiene kits were expired and had to be put aside. Weather was a challenge and delivery dates had to be changed. 			
Major activities planned for the next reporting period	<ul style="list-style-type: none"> This phase of the emergency response is over. 			

4) Project Management – challenges encountered and management measures (specific to administration issues, i.e. finances, staffing, logistics, etc.)

- Explain challenges encountered and management measures applied to solve the problems.
- What changes and adjustments are necessary with regard to the following reporting period?
- Include any feedback and/ or complaints from beneficiaries and how it was handled/ reported up the chain, and what measures were taken to address it.

Challenges encountered	Management measures
<ul style="list-style-type: none"> • <i>Needs assessment</i> <p>Original proposal has been based on perceived needs and information available at the time.</p>	Adjusted activities to the realities on the ground. This resulted in updated Log Frame and focus on emergency education.
<ul style="list-style-type: none"> • <i>Transitioning of the GoB</i> <p>Coordinating with multiple stakeholders proved difficult in the beginning stages of the response.</p>	Proactively reached out to appropriate GoB counterparts and established partnerships with district Ministry of Education officials. ADRA took on the leadership role as co-chairs of the education working group, the de-facto

	education cluster, having clear responsibilities for coordination.
<ul style="list-style-type: none"> • <i>Capacity of ADRA country office</i> <p>ADRA Bahamas had limited capacity in dealing with a disaster of this magnitude. There was a lack of in-depth needs assessments due to access and communication in weeks following the disaster</p>	Deployment of the ERT provided needed support for the office. The ERT members worked closely with ACUM officers and ACUM ADRA director to mentor and coach them through the establishment of ADRA Bahamas.
<ul style="list-style-type: none"> • <i>The ERT member profile and composition</i> <p>ERT staff members with technical (WaSH, Logistics, Engineering) and relevant skills were not readily available within acceptable time frames</p>	<p>On the job-training and mentorship, extended daily management calls, safe space for members to learn and make mistakes, and introduced quality assurance mechanisms for deliverables.</p> <p>Worked with existing team members and ensured programmatic decisions did match the technical skills and experience of team members.</p>
<ul style="list-style-type: none"> • <i>Response alignment to phase of the emergency</i> <p>Portion of desks and chairs were not readily available. Of the 500 Desk & Chairs have been delivered, the remaining 2,500 are still en route from China (Current ETA is 20-28 December 2019).</p> <p>The soy rice donated from <i>Rise Against Hunger</i> has only arrived in country after ADRA Bahamas has stopped the hot meals in Grand Bahama</p> <p>Late discovery that 8 donated hygiene kit pallets from partner organization Water Mission (WM) was expired upon arrival.</p>	<p>Distributed 500 (desks) and (495) chairs upon arrival. In ongoing communication with school district superintendents to align arrival dates with rapid distribution of the remaining items.</p> <p>Half of the contribution has been donated to the distribution centers in Abaco, and the other half currently in storage in Grand Bahama will be distributed to Adventist Community Services. The finance manager is communicating with Rise Against Hunger about closing out the grant.</p> <p>Team members were informed to be prudent of expiry dates and agreed to not distribute these kits. WM was contacted and informed about the expired kits and agreed to procured them.</p>

<ul style="list-style-type: none"> • <i>Management, MEAL & Accountability</i> <p>MoU with Water Mission is still not signed even though services have been provided.</p> <p>Procurement of relief good (USD 570K) could not be completely absorbed by the first phase the response.</p> <p>Existing accounting and cataloging system to accommodate large volume of procurement</p>	<p>Ensured Water Mission local staff that the MoU will be signed and that they will be reimbursed for their efforts.</p> <p>Director Emergency Management at ADRA I was kept informed and we were assured that these overcommitments can be absorbed in a second network funded emergency project focusing on Resilience.</p> <p>Existing system currently operational. On 8 November 2019 the ERT developed a financial report plus forecast and shared this with ADRA International.</p>
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Lessons Learned

Please list best practices and lessons learned so far.

- Please see recommendations.

5) Risk Analysis

Report on any updates/necessary changes to the risks matrix table and list the ways you have/are currently managing them.

Risk/Critical Assumption	Potential Impact	Risk Factor (Intolerable/Tolerable/Acceptable)	Risk Management/Mitigation Measures
Desks and chairs that will arrive in Mid-December can only be used for certain grade levels	Over supply to certain grade levels and no/under supply to other grade levels	Tolerable	Clear proactive communication with MoE and school principals prior and during distribution
Underestimate the time needed to assemble the 2500 desk & chairs.	Delay of distribution of desk & chairs to after the Christmas break, early January 2020.	Tolerable	Prepare space and volunteers to assemble desks & chairs in Nassau and Freeport.

Simple Risk Matrix

Likelihood	Consequences		
	Minor	Moderate	Major
Likely			
Possible			
Unlikely			

Risk Treatment Key

Intolerable Risk Level. Immediate action required
Tolerable Risk Level. Risks must be reduced so far as is practicable.
Broadly Acceptable Risk Level. Monitor and further reduce where practicable.

6) Security

Level 3: Reconsider Travel: On 29 August 2019, the US Department of State ordered non-emergency personnel and family members of U.S. government employees to depart Freeport, Grand Bahama in The Bahamas in advance of Hurricane Dorian. The US DoS revised the security level to Level 2: Exercise Increased Caution, due to crime. Level 2 means be aware of heightened risks to safety and security. The Department of State provides additional advice for travelers in these areas in the Travel Advisory.

7) Coordination with other Humanitarian Organizations, Funding Opportunities and Potential Partnerships

NEMA led the coordination of the emergency response, with support from CDEMA and OCHA, from its Nassau-based National Emergency Operations Centre (NEOC). Through the NEOC, NEMA worked in close coordination with NGOs, donors and UN agencies. NEMA also activated its Emergency Support Functions (ESF) humanitarian coordination structure, composed of 15 ESFs with their own line ministries or departments to align response functions between relevant stakeholders. International humanitarian partners promptly designated focal points for each ESF to further align response and coordination efforts.

NEMA established two local EOCs, one in Marsh Harbour (Abaco) and one in Freeport (Grand Bahama) with the support of OCHA and the United States Agency for International Development (USAID) to coordinate relief operations among the more than 110 organizations responding to Dorian. CDEMA provided additional support by deploying CARICOM Operational Support Teams (COSTs) to each EOC. ADRA participated in the weekly Education and WASH ESF's in Abaco, Grand Bahama and Nassau – and took a leadership role in the Education ESF in Abaco and Grand Bahama.

- *List any discoveries you have made regarding funding opportunities connected to the project and what efforts you plan to put in place to increase your chance in having such.*

ADRA Bahamas has successfully approached UNICEF to receive funding for repair of schools and provision of IT supplies for virtual classrooms. A final proposal (50k – 250K USD) will be submitted on Nov 24th and a decision for funding is expected before the end of November.

- *List any potential partnerships with other organizations that may benefit the quality and the potential of the current project or possible subsequent projects.*

IsraAID and ADRA have expressed a mutual desire to collaborate in regards to a Resilience (DRR) project. Discussion are ongoing and any concrete next steps would be dependent on each organization to successfully source suitable funding.

ADRA has sourced RO units and the set-up thereof from Water Mission. While the language in the build up to this idea, its execution, and the supportive MoU, are all using the language of partnership – the actual agreement is better to be understood as Water Mission being a service provider to ADRA.

8) Public Relations

- *Please include 2-4 high resolution (size 5184 pixels x 3456 pixels) action photos of the implementation / distribution at the end of this report. Photos should show the ADRA logo and be somewhat self-explanatory as to what ADRA has been doing. Pictures should be sent separately to ADRA International and the Regional Office as email attachments.*
- *Include humanitarian interest stories and success stories. Human interest stories document the experiences of individuals affected by the project and help to personalize its success and challenges. Success stories are descriptions of the “when, where, what, why, and how” a project succeeded in its objectives. (See guidelines on ENET.)*

This has been prepared in a separate document.

9) Recommendations

The following recommendations are to be considered by the ADRA network in the spirit of continued improvement and learning.

- 1) Conduct a formal Post Implementation Review of the purpose, function and effectiveness of the ERT, including the
 - a) system to select and deploy ERT members. Including the feasibility of having are a core ERT network team (ERC, Finance/Logistics, Assessment/Planning) on standby to be deployed
 - b) improve curriculum of ERT training based on lessons learned

- c) value added of a network to improve SOP (standard operating procedures) and relevant forms and procedures for safety & security, finance, logistics, programs of ERT
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- 2) Develop and document a Delegation of Authority Matrix (K = Know, I = Inform, S = Support, D = Do, A = Approve) for the ERT, Director Emergency Management, Country Office, ADRA Regional Office.

10) Progress Report Prepared By

Frank Reimann, Emergency Response Coordinator

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