

Review RCRC Movement Response to Tropical Cyclone Winston

FINAL REPORT

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Disclaimer

The opinions expressed are those of the authors, and do not necessarily reflect those of the International Federation of Red Cross and Red Crescent Societies. Responsibility for the opinions expressed in this report rests solely with the authors. Publication of this document does not imply endorsement by the IFRC of the opinions expressed.

ACRONYMS

APRO	Asia Pacific Regional Office
ARCS	Australian Red Cross Society
CBHFA	Community based health and first aid
CCST	Country Cluster Support Team
CHF	Swiss Franc
DMO	Disaster Management Officer
DCPRR	Disaster / Crisis Prevention, Response and Recovery
DREF	Disaster Relief Emergency Fund
DRR	Disaster Risk Reduction
EA	Emergency Appeal
EOC	Emergency Operations Centre
EPoA	Emergency Plan of Action
ERT	Emergency response team
FRCS	Fiji Red Cross Society
ICRC	International Committee of Red Cross
IFRC	International Federation of Red Cross and Red Crescent
IM	Information management
MoH	Ministry of Health
NDMO	National Disaster Management Office
NFI	Non-food items
NHQ	National Head-quarters
NZRCS	New Zealand Red Cross Society
OCHA	(United Nations) Office for the Coordination of Humanitarian Affairs
ONS	Operating National Society
PHT	Pacific Humanitarian Team
PMER	Planning, Monitoring, Evaluation and Reporting
PNS	Partner National Society
RCRC	Red Cross and Red Crescent
RDRT	Regional Disaster Response Team
PSS	Psychosocial support
RTE	Real time evaluation
SOPs	Standard Operating Procedures
TC	Tropical cyclone
UN	United Nations
WASH	Water, sanitation and hygiene

TABLE OF CONTENTS

Executive Summary	5
1 Introduction	9
1.1 Response Review	9
1.2 Audience	9
2 Background and Context	10
2.1 Pre-disaster preparedness	10
2.2 The disaster impact	10
2.3 The RCRC Movement response	10
3 Review criteria, scope and methodology	13
3.1 Review criteria	13
3.2 Scope	13
3.3 Methodology	13
3.4 Challenges and limitations	14
4 Evaluation findings	15
5 Conclusions	20
6 Recommendations	22
7 Bibliography	29
 Annexes	
Annex 1: Maps: Path of TC Winston	31
Annex 2: Review Team work plan	33
Annex 3: List of key informants	34
Annex 4: Key informants interview guides and focus group interview guides	37
Annex 5: Terms of Reference for TC Winston Response Review	41
Annex 6: Evaluation team members	57

EXECUTIVE SUMMARY

Category 5 Tropical Cyclone (TC) Winston, estimated to be one of the most severe to hit South Pacific, hit Fiji on 20 February 2016 causing wide-spread damage to the country. Over 350,000 people, about 40% of the country's population, were affected as the cyclone caused damages to houses, public facilities, agriculture and fishery, on top of loss of 44 lives and many injuries.

The IFRC (APRO, CCST) and Pacific NSs were prepared for the cyclone season by various meetings / workshop and simulations. DREF was mobilized immediately after the disaster and Emergency Appeal was launched. The appeal covered NFIs, RFL, WASH, health and PSS, shelter, livelihood and DRR. There was also a strong element of FRCS branch development through the appeal.

The objective of this review, as specified in the Terms of Reference (ToR), was to assess the RCRC Movement response to TC Winston. In particular, the response of IFRC, ICRC and FRCS was the focus of this review.

The review also looked at how the RCRC Movement learned from previous operations, in particular, the TC Pam operation. The criteria used to for the review are:

- The **relevance and appropriateness** of delivery of humanitarian assistance to beneficiaries based on needs and context.
- The **coverage** in terms of which population groups are included in or excluded from the intervention, especially the extent to which the response has considered and addressed protection, gender and inclusion concerns; the needs and capacities of vulnerable groups and in particular women, girls and boys and people living with a disability.
- The **efficiency and effectiveness** of FRCS and IFRC, as well as response bilaterally provided by the ARCS and NZRCS, in terms of the tools and support.
- **Coordination** and support by FRCS and IFRC (CCST Suva, APRO Kuala Lumpur) with Movement partners, bilaterally and multilaterally, and external actors aimed at optimizing the response.
- **Connectedness** to ensure short term emergency activities, take into consideration the longer-term recovery and capacity development priorities of the FRCS and IFRC.

The review included a comprehensive document review, 44 key informant interviews and focus group discussions with 3 communities.

Findings

The review identified a number of strengths of the TC Winston operation, and learning from TC Pam operation was observed. There are also a number of issues at both operational and institutional level which have affected the overall effectiveness and efficiency of the operation.

- There were different views on how well the IFRC APRO Standard Operating Procedures (SOPs) were adhered to. Different expectations on the roles and responsibility of CCST and DCPRR of APRO, and communication lines between APRO, CCST and FRCS have created confusions and somehow

affected the efficiency of the operation particularly in the first two months of the operation.

- Coordination within the Movement was effective. The Movement-wide approach was supported. The IFRC, ICRC, PNSs and FRCS had close communication through meetings, planning workshop and teleconference. Movement partners were able to contribute to the planning process and built good understanding for future collaboration. FRCS maintained a close and instrumental relation with the Government. Coordination with other actors could be enhanced, in particular, sharing of FRCS assessment result with other actors.
- The immediate actions of the FRCS in rapid assessment and distribution of pre-stocked NFIs at branches were remarkable, considering the fact that many of the branches and volunteers suffered from the impact of TC Winston as well.
- There was some delay in distribution of NFIs / shelter tool kits. This was a situation aggregated by a number of factors. Bottleneck in logistics, use of appropriate assessment tools, well-defined emergency response mechanism at branch level, capacity in information management and overall capacity of branches are some of the areas which need enhancement.
- The emergency assistance delivered by the RCRC Movement was considered as relevant and appropriate by the community. However, coverage was disproportional to the impact of disaster, partly due to the scale of disaster and partly due to limited actions by other humanitarian actors. The FRCS is taking actions to rectify the situation as much as possible following the second sweep of assessment.
- The strong community network of FRCS through its branches and volunteers has proved to be a success factor to the emergency phase of the operation, and was highly appreciated by the Government and other actors. While the FRCS has good experience in engaging the communities in DRR and health programmes in normal times, community engagement in disaster operation was not strong and persistent at all branches.
- There were a number of elements new to the FRCS in the EPoA, such as PSS, shelter and livelihood, and they presented different challenges to the FRCS. The PSS element was well received and integrated into the program, and has made good progress up to the time of the review. The FRCS still found it challenging to implement some activities related to shelter and livelihood. Being accountable to all stakeholders by taking into consideration both the needs of the community and capacity of the ONS (in this case, the FRCS) remains a question to be further discussed within the IFRC.
- Human resource has been a challenge. Absence of Head of CCST at the time of disaster, delay in filling in some key positions such as Operations Manager, Finance Development Delegate and PMER Delegate were challenging to ensure effective and efficient operation. The IFRC (CCST) staff put extra effort to support the FRCS. The embedment of 2 staff to support the Director General and Operations Coordination of the FRCS was highly appreciated as able to facilitate the lead role of the FRCS in the operation. HR plan was not clear to Operations Manager upon his formal appointment to support his management.

- A mixed surge capacity (RDRT, regional surge and IFRC surge support, peer-to-peer) was deployed which was good to meet needs of NS and support CCST, while utilizing appropriate resources within and outside the Pacific.
- With the support of the IFRC and Movement partners, the FRCS is able to connect the EPoA to their Strategic Plan 2015 – 2019. The connection was well understood by the NHQ staff and the branches, which is highly beneficial to the organizational development of the FRCS. The EPoA is also connected to the IFRC (CCST) Operation Plan 2016.
- TC Winston operation opened up opportunities for FRCS's organizational development at various levels. The reputation, network and relation built would facilitate FRCS's resource mobilization and collaboration. The presence of the FRCS and branches could be strengthened by enhanced visibility. Newly registered volunteers could be integrated into the existing system to strengthen community network. The post-disaster phase is also a good time for FRCS to strengthen its DRR programmes, tapping on the heightened disaster awareness at the communities.

Recommendations

1) Strengthen the existing emergency response tools by:

IFRC (APRO, CCST)

- Review IFRC (APRO) SOP with input from IFRC (CCSTs) and take the opportunity to further clarify roles and responsibilities.
- Organize briefing to Pacific NS leadership on IFRC tools, e.g. appeal, DREF and EPoA processes and requirements, facilitated by Pacific NS leaders and supported by IFRC.
- Support FRCS to develop contingency plan and branch preparedness plans and take relevant actions for better response preparedness.
- Develop and promulgate clear and practical guidance on joint/movement-wide appeals, including concerns about links to budget, coverage, bilateral and in-kind donations.
- Standardize timeline of release and scope of dissemination of RTE reports. Distil review learning among NSs and Movement partners in the region and facilitate learning through Pacific NS leadership platform.

FRCS

- Strengthen emergency response mechanism, including assessment, at both the NHQ and branch level. Conduct briefing on assessment and information management at branch level. Provide induction to branch leadership on roles and responsibilities especially during emergencies and disasters.
- Review logistics arrangement, including pre-disaster agreements and location of pre-stock NFIs to ensure efficient mobilization of relief items.
- Strengthen community engagement in emergency response. Set clear criteria and procedures in beneficiary selection to give priority to the most vulnerable groups.

2) Build stronger National Society with the TC Winston EPoA by:

IFRC (CCST)

- Support FRCS to strengthen finance management system at NHQ and branch level.
- Support FRCS to leverage on collaboration with other actors, such as the Shelter Cluster.
- Provide technical inputs into the recovery plan to align to IFRC Minimum Standard Commitments to Gender and Diversity.

FRCS

- Review and integrate training for both FRCS volunteers and communities. E.g. integrated training on disaster management, health and PSS, review training content of ERT.
- Support branch development, including reviewing constitution of branches and finance management system, improve physical set-up
- Absorb newly recruit volunteers in TC Winston operation into regular volunteer pool. Standardize volunteer registration, induction and volunteer support at NHQ and branch level. Review volunteer insurance arrangement.
- Strengthen DRR programmes, tapping on heightened community awareness of disaster.

3) Continue to strengthen surge capacity by:

IFRC (APRO, CCST)

- Build stronger RDRT capacity in the region for future deployment to support capacity building of Pacific NSs. Continue to build and maximize regional surge and peer-to-peer capacity.
- Streamline decisions on mobilization of human resources to support the IFRC (CCST) in the operation.
- Conduct team debriefings after an emergency operation to ensure collective learning and well-being of staff to build human capital.
- Provide formal induction / orientation for incoming staff, even within the context of emergencies.

The review team also recommend that findings of this review to be included in the meta-evaluation of past IFRC RTEs as per recommendation of TC Pam RTE.

1 Introduction

1.1 Response Review

This operation review commissioned by the Asia Pacific Regional Director of the IFRC will evaluate the response actions of the Fiji Red Cross Society (FRCS) to Tropical Cyclone Winston (TC Winston), and how the RCRC Movement partners have supported the FRCS. Attention is given to the extent to which the response has considered and addressed the needs of vulnerable groups. It will examine how Movement partners have learned from previous real-time evaluations (RTE), especially that of the TC Pam.

Findings are meant to improve on going operational services and accountability to beneficiaries, donors and other stakeholders, as well as to inform Movement partners going forward during the recovery stage. It is expected that findings will also contribute to the improvement of response actions of the Movement. The response review will therefore identify what is working well and what requires improvement, taking into consideration the context and capacities of Movement components. As a formative evaluation to inform the ongoing operation, the response review will follow a framework similar to RTE.

1.2 Audience

Findings of this response review will be shared with the FRCS, the IFRC and other Movement partners involved in the response, notably the, Australian Red Cross, New Zealand Red Cross and the International Committee of the Red Cross (ICRC).

2 Background and Context

Tropical Cyclone Winston (TC Winston) left the Kingdom of Tonga and moved westward towards the Republic of Fiji developing into a Category 5 tropical cyclone making landfall in Fiji on 20 February 2016. This was just one year on from when another Category 5 cyclone, Tropical Cyclone Pam, devastated Vanuatu on 14 March 2015.

2.1 The Disaster Impact

TC Winston has caused loss of lives and significant damage across its path. More than 350,000 people (about 40 per cent of the nation's population) across the country have been affected. At least 44 people have been confirmed dead¹. All the geographical divisions of Fiji have been affected with varying effects. 39,557 people were evacuated and took shelter in 963 evacuations centres. At its peak, over 50,000 people were sheltered in over 1,000 evacuation centres. Due to the extent of the disaster, a State of Emergency was extended into a second month, until 19 April in the areas most severely affected.

Water, power, health and educational services and infrastructure were significantly damaged. The government reports 229 schools and other public buildings such as health centres were damaged or destroyed. Livelihoods, particularly those of farmers and fisher people have been significantly impacted.

Initial assessments revealed that food, shelter, health, water and sanitation, and restoring family links were the priority needs. Weeks into the emergency response, the humanitarian needs are transiting to emergency shelter, essential non-food items, psychosocial support, water and vector borne disease prevention and hygiene promotion. By the end of April 2016, the shelter cluster figures indicated that about 11,500 houses have been totally destroyed and 19,700 damaged.

2.2 Pre-disaster preparedness

In October 2015 the IFRC facilitated a "Readiness Workshop" in Suva, Fiji. Disaster Management Officers from 7 National Societies in the Pacific attended this workshop. The workshop enabled the partners in the IFRC Disaster Management (DM) system in the Pacific to have a better understanding of their readiness and existing gaps to respond to extreme weather events in the coming cyclone/ El Niño season. The workshop also helped the Pacific National Societies region to have a roster of human resources available. It was intended that the information gathered at the workshop will facilitate the development of a readiness plan which will provide the foundation for a contingency plan for cyclones in the Pacific.

To prepare for the cyclone season, the IFRC (CCST) held a regional simulation exercise with the scenario of Category 5 Cyclone hitting Fiji. The office also held a business continuity plan exercise to ensure its support to the National Societies in the region.

2.3 Emergency Response

¹ Sex or age disaggregated data not available.

2.3.1 Fiji Government response

The Fiji Government led the emergency response with the National Disaster Management Office (NDMO) coordinating efforts after activating its National and Divisional Emergency Operations Centre (EOC). The FRCS coordinated closely with the NDMO and was a participant in the high level National Disaster Council.

The cluster system has been adopted by the Fiji Government as a mechanism for coordinating response to natural disasters and health in emergencies. All clusters were led by a government ministry and co-led by a humanitarian agency.

During the 2-month emergency phase, the authorities have primarily focused on the provision of food supplement targeting the most affected communities and restoration of critical infrastructures including the resumption of schools.

2.3.2 The Fiji Red Cross Society Response

The Fiji Red Cross Society (FRCS) responded to TC Winston by mobilizing its volunteers in rapid assessment and distribution of non-food relief items (NFIs). Over 300 staff and volunteers in the disaster response and the volunteer team leaders were Emergency Response Team (ERT) trained. Assessment data has been used to inform decisions on distribution of relief items.

As of 15 April, the FRCS has been to over 700 communities and carried out a total of 14,197 household immediate needs assessment. Relief distribution was conducted with 11,127 households².

Division	Assessed Communities	Assessed Households	Total Population	Number of households reached with relief distributions
CENTRAL	193	2,250	7,465	2,250
NORTHERN	99	2,318	11,348	1,843
EASTERN	103	2,011	6,929	1,323
WESTERN	312	7,618	29,164	5,711
TOTAL	707	14,197	54,906	11,127

A national appeal was launched by the FRCS and raised the highest amount of fund ever received by the National Society.

The FRCS worked with the IFRC as well as the Australian, New Zealand, French and Pacific Red Cross Societies, as well as the ICRC.

2.3.3 The International Federation of Red Cross/Red Crescent Societies Response

The IFRC Asia Pacific Regional Office (APRO) in Kuala Lumpur and the Country Cluster Support Team (CSST) in Suva, Fiji, supported the operation of the FRCS by activating the disaster response mechanism. IFRC immediately mobilized surge

² Emergency Plan of Action Revision, Fiji: Tropical Cyclone Winston, 28 April 2016

capacities from APRO and from neighbouring countries in Vanuatu, Australia and New Zealand.

In the initial days of the response, 3 Pacific National Societies staff from Cook Islands, Solomon Islands and the Kingdom of Tonga gave support to the FRCS rapid assessments. The Logistics Coordinator of the Solomon Islands Red Cross Society was deployed as RDRT logistics for a further 3 weeks, attached to the FRCS Logistics Department. The IFRC Regional Logistics Coordinator also stayed in Fiji to support the operation for 4 weeks, together with Logistics Officer of Australian Red Cross who also provided support for 2 weeks. These personnel were actually stranded in Suva by the TC Winston, following their attendance at a UN World Food Program Regional Logistics Cluster Workshop that week that was attended by most Pacific Heads of NDMOs or their representatives and Red Cross Secretaries General of the region, together with either their DM Officers or Logistics Coordinators.

The IFRC mobilized CHF317,459 from the Disaster Relief Emergency Fund (DREF) to support FRCS with response to the needs of 5,000 people on 23^d February 2016.

An Emergency Appeal³ was launched on 29th February 2016 with a budget of CHF7 million to support the FRCS in responding to the immediate needs of communities. The target was to support the needs of 38,500 affected people. A revised Emergency Appeal⁴ was issued on 26th April 2016 and the appeal budget was revised to CHF7,093,143 to support the needs of 50,000 affected people.

The IFRC supported the Shelter Cluster with a designated Cluster Coordinator and an Information Management officer. The Shelter Cluster Coordinator provided support for a coordinated approach to assessment, standards and tools.

The Australia Red Cross and New Zealand Red Cross also launched national appeals to support the operation. Part of the funding went through the IFRC to support the implementation of the EPoA. There are also on-going discussion with FRCS on bi-lateral support.

2.3.4 The International Committee of the Red Cross

The ICRC provided support to the FRCS with the Restoring Family Links (RFL) services to communities, both in the short term through its Suva staff and in the weeks following Winston by deploying RFL delegates to Fiji. It also set up a dedicated website from the main FamilyLinks.ICRC.org page to support the tracing of family members. RFL was included as an integral part of the IFRC appeal according to the new Movement approach.

The ICRC also provided ad hoc support to the CCST office in the first few days of the response to support to fill gaps and addresses urgent tasks.

³ IFRC Emergency Appeal MDRF J001 – 29 February 2016

⁴ IFRC Emergency Appeal MDRF J001 (Revised) – 26 April 2016

3 Review objectives, criteria, scope and methodology

The review was commissioned by the Director of the Asia Pacific Regional Office (APRO), IFRC and conducted in May 2016. The review team conducted data collection in Fiji from 8 – 16 May 2016. Besides the following review criteria, the review also looked at the extent to which Movement partners have learned from previous real-time evaluations (RTE) especially that of the TC Pam operation.

3.1 Review Criteria

The focus of the review falls within the following criteria:

- The **relevance and appropriateness** of delivery of humanitarian assistance to beneficiaries based on needs and context.
- The **coverage** in terms of which population groups are included in or excluded from the intervention. Special attention will be given by the review team to the extent to which the response has considered and addressed protection, gender and inclusion concerns; the needs and capacities of vulnerable groups and in particular women, girls and boys and people living with a disability.
- The **efficiency and effectiveness** of FRCS and IFRC, as well as response bilaterally provided by the ARCS and NZRCS, in terms of the tools and support.
- **Coordination** and support by FRCS and IFRC (CCST Suva, APRO Kuala Lumpur) with Movement partners, bilaterally and multilaterally, and external actors aimed at optimizing the response.
- **Connectedness** to ensure short term emergency activities consider longer term recover and capacity development priorities of the FRCS and IFRC.

3.2 Scope

The review focused on the FRCS response operation described in the MDRFJ001 DREF EPoA, Emergency Appeal EPoA and its revision. The FRCS and Movement partners are the main focus of the reviews. The response actions of the FRCS, its mobilization of resources according to contingency plan and coordination with the Government were reviewed. The coordination, interaction and support of Movement partners to the FRCS were also considered.

The review focused on the overall emergency response, in particular the operation in the island of Viti Levu. The review covered the period when the FRCS took initial response until the time the review team collect the data (May 2016). The review also reflected on the impact of pre-cyclone contingency planning and coordination on the operation.

3.3 Methodology

The following methods were adopted in the review process:

- Desk review of TC Winston and response operation
- Key informant interviews with primary stakeholders, either by individual interviews or focus group interviews, by phone and/or over Skype.
- Observation at field and offices.

3.4 Challenges and limitations

The review was limited by the following factors:

- 1) The team has limited time for review preparation and data collection, in particular, the team was only able to visit two districts of Viti Levu and was not able to conduct field visit to the smaller islands.
- 2) Due to availability of key informants, some of the interviews had to be done through Skype or email, which might affect the quality of data collection.

4 Evaluation findings

The following are the main findings that came to light from the combined desk and field interviews and discussions, organized broadly by the evaluation questions, criteria and stated purpose of the review as specified in the terms of reference.

4.1 Relevance and appropriateness

+ Overall, the FRCS response as supported by the IFRC EPoA was considered relevant and appropriate to the needs of affected communities in general. Tarpaulins and shelter tool kits were reported by the community to be the most useful NFIs immediately after the disaster. Questions remained about the proportionality of the response and the appropriateness of some interventions outside FRCS's normal responsibilities.

+ Relevance was greatly aided by FRCS's preeminent role in assessment. In the early phases, reportedly only FRCS was able to reach communities to assess damage and needs, using its good branch and volunteer network. The assessment missions themselves were evidently appreciated by the communities visited by the review team as a reassuring lifeline.

- Capacity at the branches could not facilitate timely input of assessment data into the system, which is one of the factors of delayed response.

- Since an old assessment form was used in the first round of assessment, the data collected was not comprehensive and disaggregated by sex / age. This has constrained information sharing and targeting vulnerable groups in response, limiting the impact of the good work of rapid assessment conducted by the FRCS volunteers.

- Other issues of relevance concerned shelter and livelihoods. Although these needs were evident priorities in the communities visited, they are also outside of FRCS's usual expertise. The FRCS agreed to take them on contingent on funding.

- Efforts were made to consider protection concerns, such as Gender Based Violence and Child Protection, however systems for capturing these will need to be developed no matter which sectors are the focus of Recovery.

- Since no sex / age disaggregated assessment data was available in the first round of assessment, it was not possible to review if needs of all groups of the communities were met.

4.2 Coverage

+ FRCS expanded coverage of NFIs beyond the EPoA targets to more than 13,000 households. Due to the scale of the damage and limited actions of other NGO actors, FRCS learned recently that some communities may have been unintentionally missed until now. FRCS is conducting a second sweep to assess and tend to their needs.

+ FRCS practitioners are aware of ensuring that the needs of vulnerable groups is taken into account, particularly with regards to gender analysis and norms, the needs of elderly, pregnant women, people with disability. It will be important to ensure that practical strategies and targeted interventions for some of these groups are in place to ensure that no one is left behind in the recovery phase of TC Winston whether in shelter, livelihoods or other sectors. The implementation of the IFRC Minimum

Standard Commitments to Gender and Diversity in Emergency Programming, as well as protection assessment information and overall cross cutting targets can be used to assist this.

- The NFIs received by some villages were proportionately small compared to immediate needs in the aftermath of the disaster. In one community in Nalawa district, 150 out of 160 households were destroyed or damaged. The branch was only able to provide 15 tarpaulins through the village headman.
- FRCS found it challenging in rolling out the EPoA due to uncertainty in coverage in the first two months of emergency appeal. Managing bi-lateral donation from other PNSs was also challenging in terms of matching funds of different sources to the one-plan.
- The beneficiary selection process was challenging in the context of limited resources and insufficient time. There was a suggestion that interior villages were being missed in rapid assessment favour of more accessible and populous roadside communities. Special attention to vulnerable groups in emergency response phase was not clearly observed. Insufficiency of NFIs in the initial stage, availability of volunteers and disaggregated data are the contributing factors

4.3 Effectiveness and efficiency

- + Overall, FRCS has so far been effective in implementing the response plan with support from Movement partners, particularly IFRC (CCST).
- + No obvious contradictions of value for money were observed, in light of the obvious challenges in accessibility. An air charter was considered a necessary and reasonable expedient to bring in urgent supplies.
- + FRCS response was largely timely, and managed, considering that many of the branches and volunteers suffered from disaster damage. Support among FRCS branches contributed a lot to the success of the emergency response, with less-affected branches lending supplies and personnel.
- + IFRC DREF was published without delay.
- + Health and care: The program design on health sector builds on achievements of the recent FRCS response to a dengue outbreak, and on good relations with Ministry of Health (MoH). It further strengthened FRCS's relation with MoH who wish the FRCS could be even more involved in health message promotion in non-emergency time.
- + The FRCS took on a new programme area of psycho-social support (PSS), a development welcomed by branches and volunteers, as well as by the MoH. PSS was also an important protection to volunteers who have close relations with the community.
- There was delay in distribution of shelter tool kits due to logistics and planning issues.
- Shelter program presents challenges to FRCS, especially in beneficiary selection and technical capacity within FRCS / branch and community. The IFRC (CCST) has

facilitated collaboration with Habitat for Humanity who provided technical support to training of trainers organized by the FRCS.

- Although community members were very positive and outspoken about the effectiveness of FRCS relief distributions, material evidence was thin on the ground, where NDMO-supplied tents were more in evidence than RCRC tarpaulins or jerry cans.
- Logistics bottlenecks were experienced due to requirement to indicate government (NDMO) as the consignee. Donation-in-kind by PNS were taken over by and stored at NDMO warehouse, though the consignee was FRCS, which took some time to retrieve. Although no significant issue was identified, there is a loss of control and a risk that essential items could be lost or spoiled. Delays were reported in getting things from NDMO warehouse.
- Delays were reported in distribution of NFIs from the National Headquarters to branches, following assessments.
- The current expenditure rate of TC Winston operation pledges may be too low to keep pace with the specific timeframe of some of the pledges.
- Village heads assisted in beneficiary selection in the emergency response phase. Some of the village heads and villagers were also FRCS volunteers who supported the assessment and relief distribution. However, there was no clear evidence of involving the community systematically as a group in needs assessment, beneficiary selection and feedback to the operation.

4.4 Coordination

- *IFRC response tools*: FRCS understanding of IFRC emergency response tools prior to the disaster was insufficient to inform their decisions. The FRCS had challenge to manage the process effectively, though the IFRC (CCST) provided important support to decision making especially during the first 3 weeks after the disaster. There were elements, such as livelihood, PSS and shelter, that were new to FRCS and which were included in the EPOA, with different level of “acceptance” by FRCS due to their existing capacities and strategic positioning.

+ *Movement and external coordination*: Coordination among Movement partners in the field is effective with support to Movement-wide approach. The ARCS and NZRCS had full participation in the Cyclone Readiness Workshop, involved in planning and discussion of the emergency appeal, and also in subsequent discussion in implementing the EPoA.

+ Relationship and coordination between FRCS and Fiji government (NDMO, MoH) is good.

+ Movement partners support a Movement-wide approach to EPoA, including items outside the budget, (e.g. ICRC supported RFL activities in the MDRFJ001 appeal). ARCS and NZRCS also supported with fully funded delegates and NFIs, and bilateral donation to the FRCS.

+ IFRC(CCST) provided 2 known, experienced staff embedded into FRCS in the first 2 weeks of emergency with 1 staff directly reported to the Director General and the other to the Operations Manager. With this support, coordination of various pressing matters was taken care of to enable the DG to stay focused and not to be pulled from different directions of priorities. The support was highly appreciated as critical to facilitate decision making of FRCS and strengthened coordination. The FRCS was also supported in the review of all types of HR prospective requirements of the operation. Thus, all recruitments for TC Winston operation basically had 2 purposes: one was to support the effective and efficient conduct of the operation, the second one was to ensure transfer of skills to their counterparts in FRCS. This arrangement was also highly appreciated by the FRCS for supporting the long term organizational development of the NS.

- Communication and coordination among FRCS and other response actors could be further improved (valuable FRCS assessment data not timely shared with other humanitarian actors and clusters).

- Communication lines in times of emergency among IFRC (APRO, CCST), the IFRC surge team and FRCS are not streamlined and one of the sources of frustration.

- Coordination during recovery period will be more challenging, with more actors who were limited in activity in the response phase, to align assistance level in key areas such as shelter repair, to coordinate in coverage and also to achieve synergy.

+ *Operations management*: Long standing proactive approach adopted to prepare for the cyclone season (e.g. Cyclone Readiness Workshop, CCST simulation, business continuity simulation). Surge Operations Coordinator was in place since Jan 2016.

+ The ownership of the EPoA was further enhanced with its inclusion in the agenda of the FRCS branch presidents' meeting that was conducted recently. This is a good way of sharing responsibilities and accountabilities between the NHQ and branches. The meeting highlighted the significant support needed by the branches to strengthen the organization and deliver this commitment, especially in financial management.

- Some branches' bank accounts continue to have their previous branch leaders as signatories thus making it very challenging to provide direct financial support prior to the operation or implement recovery programmes.

- Potential incoherence across appeal management, project management, operations management and operations coordination roles and responsibilities.

- Incoming IFRC staff insufficiently briefed and so unclear on their roles and responsibilities, and some IFRC processes and procedures.

- Few opportunities for IFRC and FRCS staff and volunteers to share their experiences and learning and de-stress. Such opportunity is vital to capture learning, and maintain team morale.

+ *HR*: Mixing different kinds of surge capacity (RDRT, regional surge and IFRC surge support, peer-to-peer) was a good practice to meet needs of NS and support CCST.

+ Peer support, especially coming from the Pacific NSs, was appreciated being relevant and rich in context.

- HR support to IFRC (CCST) was sometimes provided in piecemeal, discontinuous way, necessitating multiple handovers and undermining individual accountabilities. HR plan was not clear to the Operations Manager upon his formal appointment to facilitate his management.
- Delays in filling critical positions, e.g. Head of CCST, Operations Manager, Finance Development Delegate, and PMER. HR planning could have been clarified with formal appointment of the Operations Manager to support efficient management of human resources and surge capacity.
- Not all volunteers mobilized were insured. There is lack of consistency in volunteer registration and induction at branches.

4.5 Connectedness

- + EPoA is highly connected to FRCS Strategic Plan 2015-2019 and IFRC CCST Suva Operation Plan 2016. The connectedness is well understood among Movement partners, FRCS staff and branches.
- + Newfound prominence of FRCS is an opportunity to capitalize on - in many different ways. In particular, the opportunity for branch development is critical over the next 1 to 2 years.
- + Approach in engaging “spontaneous volunteers” employed by FRCS is a good practice.
- Branch enjoys in some cases exemplary relations with communities (where leaders are members, numerous volunteers, etc.), however, branches, projects or any other presence of Red Cross very inconspicuous. NFIs were not clearly marked and identified as Red Cross donated items in review visit sites.

4.6 Learning from TC Pam operation

- + IFRC (APRO, CCST) made significant efforts to apply learning from the TC Pam operation. During the TC Winston operation, there was also a lot of learning by individual delegates.
- + FRCS was able to apply learning from the TC Pam operation, in particular, the Director General who was part of the TC Pam RTE team.
- Opportunity not taken for the team to debrief and reflect as a team learning process.
- Release of TC Pam RTE report was late and scope of dissemination was not clear, which limited learning from previous operation, especially for the “newcomers”.

5 Conclusions

The RCRC Movement played an important role in responding to the TC Winston, especially the FRCS for mobilizing its branch network and volunteers to conduct assessment and relief distribution. The Red Cross was appreciated as the first responder and NFIs were the first assistance received by many communities.

There was strong motivation and effort by all partners of the Movement to learn from the TC Pam operation. The FRCS has learned from the TC Pam operation importance of delegation and setting clear roles and responsibilities internally. The IFRC (CCST) has paid a lot of effort to support the FRCS and build their capacity. The IFRC (APRO) is also fully aware of the challenge of the TC Winston operation while the Pacific NSs are still recovering from the TC Pam operation.

At the operational level, there were significant achievement in the response phase in assessment, distribution of NFIs and provision of PSS. This achievement is remarkable given the scale of the disaster and the fact that many of the FRCS branches and volunteers suffered from the disasters as well.

The FRCS has strong and good relation with the NDMO and Ministry of Health which was instrumental in ensuring its effective operation. The relation was also strengthened as a result of TC Winston operation, as FRCS's strong community network was highly appreciated.

The IFRC has taken important steps at various levels to prepare for the cyclone season before the TC Winston which proved to be useful to the TC Winston operation. The Cyclone Readiness Workshop to prepare the DMOs, the simulation exercise at CCST and business continuity simulation for CCST office were activities frequently mentioned by various people.

There are different views on how well the IFRC APRO SOP was adhered to during the TC Winston operation. The main difference is on the communication line between the APRO and CCST offices and the FRCS. There were good intentions behind different thoughts and actions to facilitate speedy decision making. How to balance this with ensuring sufficient ownership of the National Society remains a challenge. As the SOP is under the process of review, it is important to have input from IFRC offices and is also a good opportunity to align understanding.

There were also discussions on how should the 8 sectors of the IFRC emergency response be applied. Needs of community is a common ground, but views differ on how accountability to various stakeholders could be ensured by taking into consideration of the capacity of the operating National Society. The FRCS has expressed difficulty to deliver the EPoA given its present capacity at the branch level and worry of over-burdening its volunteers. Nonetheless, the FRCS made progress in connecting the EPoA to its strategic plan, with the support from the IFRC.

Coordination among Movement partners, namely the FRCS, IFRC, ICRC, ARCS and NZRCS were effective for the operation. Relief stock was mobilized timely though improvement on logistics management at the FRCS could be enhanced. Surge capacity was mobilized with different level of success. PSS delegate from NZRCS was in place on the 7th day, while deployment of Finance Development Delegate and PMER Delegate took long time. Partners supported the Movement-wide approach in appeal and were involved in the discussion of various stages.

Despite the efforts paid by the IFRC (APRO, CCST) to introduce international appeal tools to the NSs, there was still insufficient knowledge and capacity among the NSs to manage these tools in times of emergency. More dissemination is needed and perhaps could be done more effectively with participation of NSs in the dissemination process. The international tools could also be reviewed for its accessibility in the current review of international response tool exercise of the IFRC.

The good spirit of learning and continuous enhancement within the FRCS built through the TC Pam and TC Winston operations. There is good prospect for the FRCS to develop its organization and branch capacity through implementing the EPoA.

6 Recommendations

The review team makes the following recommendations:

1) Strengthen the existing emergency response tools by:

IFRC (APRO, CCST)

- Review IFRC (APRO) SOP with input from IFRC (CCSTs) and take the opportunity to further clarify roles and responsibilities.
- Organize briefing to Pacific NS leadership on IFRC tools, e.g. appeal, DREF and EPoA processes and requirements, facilitated by Pacific NS leaders and supported by IFRC.
- Support FRCS to develop contingency plan and branch preparedness plans and take relevant actions for better response preparedness.
- Develop and promulgate clear and practical guidance on joint/movement-wide appeals, including concerns about links to budget, coverage, bilateral and in-kind donations.
- Standardize timeline of release and scope of dissemination of RTE reports. Distil review learning among NSs and Movement partners in the region and facilitate learning through Pacific NS leadership platform.

FRCS

- Strengthen emergency response mechanism, including assessment, at both the NHQ and branch level. Conduct briefing on assessment and information management at branch level. Provide induction to branch leadership on roles and responsibilities especially during emergencies and disasters.
- Review logistics arrangement, including pre-disaster agreements and location of pre-stock NFIs to ensure efficient mobilization of relief items.
- Strengthen community engagement in emergency response. Set clear criteria and procedures in beneficiary selection to give priority to the most vulnerable groups.

2) Build stronger National Society with the TC Winston EPoA by:

IFRC (CCST)

- Support FRCS to strengthen finance management system at NHQ and branch level.
- Support FRCS to leverage on collaboration with other actors, such as the Shelter Cluster.
- Provide technical inputs into the recovery plan to align to IFRC Minimum Standard Commitments to Gender and Diversity.

FRCS

- Review and integrate training for both FRCS volunteers and communities. E.g. integrated training on disaster management, health and PSS, review training content of ERT.
- Support branches development, including reviewing constitution of branches and finance management system, improve physical set-up.

- Absorb newly recruit volunteers in TC Winston operation into regular volunteer pool. Standardize volunteer registration, induction and volunteer support at NHQ and branch level. Review volunteer insurance arrangement.
- Strengthen DRR programmes, tapping on heightened community awareness of disaster.

3) Continue to strengthen surge capacity by:

IFRC (APRO, CCST)

- Build stronger RDRT capacity in the region for future deployment to support capacity building of Pacific NSs. Continue to build and maximize regional surge and peer-to-peer capacity.
- Streamline decisions on mobilization of human resources to support the IFRC (CCST) in the operation.
- Conduct debriefing in offices after an emergency operation to ensure collective learning and well-being of staff to build human capital.
- Provide formal induction / orientation for incoming staff, even within the context of emergencies.

Details of proposed recommendations are indicated below, organized per evaluation criteria and finding.

6.1 Relevance & appropriateness

Findings	Recommendations	Action for
The FRCS has good branch and volunteer network which played a vital role in needs assessment. However, capacity at the branches could not facilitate timely input of assessment data into the system, which caused a delay in data analysis and resource mobilization.	Equipment and designated person in place to support timely input of assessment data at branch.	FRCS
There is a need to review and establish comprehensive assessment mechanism and process, disseminate the revised assessment form to ensure more comprehensive data could be collected and shared (including sex and age disaggregated data and individual beneficiary selection data rather than only household data).	Develop clear assessment mechanism, conduct briefing on assessment and information management at branch level. Review training content and structure provided for branch, e.g. content of ERT training.	IFRC (CCST), FRCS FRCS

6.2 Coverage

Findings	Recommendations	Action for
Proportion of emergency response is significantly low compared to immediate needs in the aftermath of the disaster.	Support FRCS to develop contingency plan and the branch preparedness plans to build up capacity for the future. Identify gaps with second sweep of assessment and take actions.	IFRC(CCST), FRCS
Beneficiary selection process was challenging in the context: limited resources, not sufficient time, limited attention to meeting needs of most vulnerable first (due to absence of data for vulnerability analysis).	Clear beneficiary selection criteria and procedure in place.	FRCS
FRCS practitioners are aware of ensuring that vulnerable groups' needs are met through gender and diversity analysis, and targeted action to meet the needs of elderly, pregnant women, people with disability in the recovery phase of TC Winston. Particular attention will need to be given to protection concerns and gender-based violence prevention and child protection education measures, including in shelter and with extended families.	Provide technical inputs into the recovery plan to align to IFRC Minimum Standard Commitments to Gender and Diversity. Capture the experience and share with the gender and diversity network and the wider IFRC and NS audience.	IFRC(CSST), FRCS
Special attention to vulnerable groups in emergency response phase was not clearly observed, and focus groups with distinct groups were not recorded. More discussion with men, women, youth, and non-leadership needed to inform Recovery.	Strengthen community engagement / beneficiary communication of FRCS. Strengthen emergency response mechanism at branch level.	IFRC (CCST), FRCS

6.3 Effectiveness and Efficiency

Findings	Recommendations	Action for
Expenditure of TC Winston operation may be too low to keep pace with timeframe of operation and pledges.	Adopt appropriate financial processes to ensure cash transfers continue and otherwise ensure that individual funds will be utilized in time or consider the possibility of extending the appeal timeframe.	FRCS, IFRC (APRO, CCST)

The program design on health sector rides on the capacity and achievement of the FRCS response to dengue outbreak, and the good relation the FRCS has built with the MoH. It further strengthened FRCS' relation with Ministry of Health who wish the FRCS could be even more involved in health message promotion in non-emergency time.	Continue to build on the capacity and achievements of the FRCS in the long term development.	IFRC (CCST), FRCS
Logistics bottlenecks due to requirement to indicate government (NDMO) as the consignee. Although no items have been lost so far, there is a loss of control and a risk that essential items could be lost or spoiled.	FRCS should negotiate with NDMO for pre-disaster agreement to have FRCS to be consignee and for FRCS to be responsible for clearing and distribution and fees. FRCS should ensure adequate base storage at HQ or on-site.	FRCS
Delay in distribution of NFIs from HQ to branches after assessments.	Training on assessment and information management. Review location of NFI stock across the country. Divisional stock centres could be set up to facilitate mobilization.	FRCS
Support between FRCS branches contributed a lot to the success of the emergency response.	Develop response mechanism and SOPs at the branch level. Conduct regular induction for branch leaders.	FRCS
The FRCS took on the new element of PSS in TC Winston operation, which was welcomed by branch and volunteers, and the MoH.	Integrate PSS into future training to make it a long term initiative of the FRCS. Consider integrated training (DM + Health + PSS) for volunteers. Promote importance of PSS in emergencies with Pacific NS leadership forum.	IFRC (CCST), FRCS
Shelter program presents challenge to FRCS, esp. in beneficiary selection, protection, and technical capacity within FRCS / branch and community.	Support FRCS to leverage on collaboration with other actors, such as the Shelter Cluster.	IFRC (CCST), FRCS

6.4 Coordination

Findings	Recommendations	Action for
Elements new to FRCS included in the EPoA by the IFRC, with different level of "acceptance" by FRCS due to capacity and strategic positioning. PSS was re-integrated. Livelihood, cash-	Streamline communication and messages delivered, to ensure ownership of the National Society. Balance needs of the community and capacity of the National	IFRC (APRO, CCST)

programming and shelter presents challenges.	Society to ensure accountability.	
Mixed surge capacity (RDRT, regional surge and IFRC surge support, peer-to-peer) is good to meet needs of NS and support CCST.	Build stronger RDRT capacity in the region for future deployment to support capacity building of Pacific NSs.	IFRC (APRO, CCST)
Peer-to-peer support mechanism is appreciated as the peers from the Pacific NSs have good knowledge and experience in the regional context.	Maximize regional surge and peer-to-peer capacity.	IFRC (APRO, CCST), NSs
Delays in filling critical positions, e.g. HoD, Ops Manager, Finance Development Delegate, PMER. HR support to IFRC CCST was provided in discontinuous way.	Improve system and process to make efficient decisions and HR arrangement.	IFRC (APRO, CCST)
Not all volunteers mobilized were insured. There is lack of consistency in volunteer registration and induction at branches.	Review volunteer insurance arrangement. Standardize volunteer registration, induction and volunteer support at branch levels.	FRCS
FRCS understanding on IFRC emergency response tools insufficient to inform efficient decisions.	Briefing to Pacific NS leadership on IFRC tools, e.g. appeal, DREF and EPoA processes and requirements, facilitated by Pacific NS leaders supported by IFRC. Provide input to the global review on response tools to explore possibility of simplifying some of the tools.	IFRC (APRO, CCST), Pacific NSs
Movement partners support a Movement-wide approach to Emergency Plan of Action, including items outside the budget, e.g. ICRC supported RFL activities in the MDRFJ001 appeal.	Develop and promulgate clear and practical guidance on joint/movement-wide appeals, including concerns about links to budget, coverage, bilateral and in-kind donations.	IFRC
IFRC CCST embedded 2 known, experienced staff into FRCS in the first 2 weeks of emergency to support DG and Ops Manager. The support was highly appreciated as critical to facilitate decision making of FRCS and strengthened coordination.	Good practices to analyse and share.	IFRC (APRO, CCST)

<p>The ownership of the EPoA is further enhanced with its inclusion in the agenda of the Branch Presidents' Meeting that was conducted recently. This is a good way of sharing responsibilities and accountabilities between the HQ and branches. The meeting highlighted the significant support needed by the branches to organize themselves and deliver this commitment, especially in financial management. Some branch bank accounts continue to have their previous branch leaders as signatories thus making it very challenging to provide direct financial support prior to the operation.</p>	<p>Capture this good practice and share with other NSs in AP and other regions. Provide finance development support to Fiji RC HQ to strengthen finance management capacity, cascade training and support to the branches.</p>	<p>IFRC (APRO, CCST)</p>
<p>Proactive approach adopted to prepare for the cyclone, e.g. Cyclone Readiness Workshop, CCST simulation, business continuity simulation.</p>	<p>Maximize the tools, e.g. correct participation in meetings and dissemination of meeting outcomes beyond participants, involvement of KL DCPRR and NS Leadership.</p>	<p>IFRC (APRO, CCST)</p>
<p>Some potential incoherence in appeal management, project management and operations management, and operations coordination roles and responsibilities. There were different understandings on approach how technical input from IFRC APRO should be provided to the IFRC CCST to support the FRCS in the appeal process.</p>	<p>Rationalize and provide inputs to IFRC (APRO) SOP review.</p>	<p>IFRC (APRO, CCST)</p>
<p>Surge for Operations s Coordinator in place since Jan 2016.</p>	<p>Optimize the role and capacity of surge support.</p>	<p>IFRC (CCST)</p>
<p>Incoming staff of IFRC unclear on some IFRC processes and procedures.</p>	<p>Formal induction / orientation for incoming staff, even within the context of emergencies.</p>	<p>IFRC (APRO, CCST)</p>
<p>Few opportunities for IFRC and FRCS staff and volunteers to share their experiences and earning and de-stress. Opportunity to capture earning, and maintain team morale.</p>	<p>Debriefing should be conducted after an emergency operation to ensure collective learning and well-being of staff to build human capital.</p>	<p>IFRC (ARRO, CCST)</p>

6.5 Connectedness

Findings	Recommendations	Action for
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The EPoA is highly connected to the FRCS Strategic Plan 2015-2019 and IFRC CCST Suva Operational Plan 2016. The connectedness is understood among Movement partners, FRCS staff and branches.	A good practice to analyse and share with other NSs.	IFRC (APRO, CCST)
Branches enjoys in some cases exemplary relations with communities (where leaders are members, numerous volunteers, etc.) however, branches, projects or any other presence of Red Cross very inconspicuous. NFIs not clearly identified in review visit sites.	Increase visibility as part of branch development, including branch signs, sign posts for project areas and branding of NFIs.	FRCS
Branch development is critical in coming 1 to 2 years	Continue to support branches under EPoA and Operational Plan, including reviewing constitution of branches, physical set-up, volunteer and member recruitment / mobilization / retention. Branch Presidents' and Executives induction on roles and responsibilities especially during emergencies and disasters.	FRCS
Newfound prominence of FRCS is an opportunity to capitalize on - in many different ways	Consider wide range of opportunities in immediate terms, including branch development and resource mobilization, etc. Strengthen DRR programmes, tapping on heightened community awareness of disaster.	FRCS
Approach in engaging "spontaneous volunteers" employed by FRCS is a good practice.	Fully document. Standardise and promulgate practice among branch. Share broadly e.g. Volunteer Solution Bank.	FRCS, IFRC (APRO, CCST)

6.6 Learning from tropical cyclone Pam

Findings	Recommendations	Action for
There was a lot of effort in IFRC (APRO, CCST) and FRCS to apply learning from TC Pam operation. During the TC Winston operation, there was also a lot of learning by individual delegates but there was not an opportunity for the team to debrief and reflect as a team learning process.	Standardize timeline of release and scope of dissemination of RTE reports. RTEs and reviews should be released in the shortest possible time to be fully utilized.	IFRC (APRO, CCST)

	<p>Include leadership / management of National Society in RTE / reviews as much as possible.</p> <p>Facilitate learning through Pacific NS leadership platform, such as SG meetings.</p>	
<p>Release of TC Pam RTE report was late and scope of dissemination was not clear, which limited learning from previous operation especially for the “newcomers”.</p>	<p>IFRC offices should distil review learning among NSs and Movement partners in the region.</p>	<p>IFRC (APRO, CCST), PNS, ICRC</p>

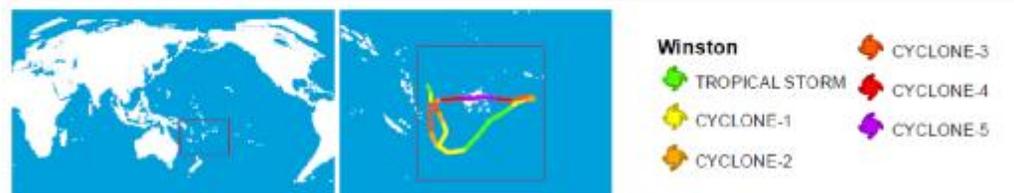
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Annex 1 Maps: Path of TC Winston

Figure 1: The path of Tropical Cyclone Winston



Source: IFRC. 2016. Fiji - Tropical Cyclone Winston (MDRFJ001) Emergency Appeal. 01 March 2016.

Figure 2 Path of Tropical Cyclone Winston through Fiji



Annex 2: Review team work plan

4 May 2016 (Wednesday)	Kick-off meeting (Teleconference)
6 May 2016 (Friday)	Submission of inception report
9 May 2016 (Monday)	Arrival of TW Winston review team to Suva, Fiji
10 May 2016 (Tuesday)	<ul style="list-style-type: none"> - Team meeting and preparation. - Visit to Fiji Red Cross Society - Briefing at IFRC CCST (Suva) - Key informant interview (IFRC CCST staff)
11 May 2016 (Wednesday)	<ul style="list-style-type: none"> - Key informant interview (IFRC staff, ICRC staff, shelter cluster coordinator)
12 May 2016 (Thursday)	<ul style="list-style-type: none"> - Key informant interview (FRCS HQ staff)
13 May 2016 (Friday)	<ul style="list-style-type: none"> - Field visits to Rakiraki and Nalawa districts - Key informant interview (Branch presidents and volunteers, community members)
14 May 2016 (Saturday)	Team return to Suva
16 May 2016 (Monday)	<ul style="list-style-type: none"> - Review team meeting - Debriefing / feedback of preliminary findings (IFRC CCST, ICRC and FRCS staff)
18 May 2016 (Tuesday)	Debriefing / feedback of preliminary findings at Kuala Lumpur, Malaysia (IFRC APRO)
22 May 2016 (Monday)	Submission of draft report
26 May 2016 (Thursday)	Feedback on draft report by IFRC and FRCS
1 June 2016 (Wednesday)	Submission of final report

Annex 3: List of key informants / interviewees

Name	Organization	Position	Interview Location
Mr Filipe Nainoca	Fiji Red Cross Society	Director General	Suva, Fiji
Dr Setareki Vatucawaga (Mr)	Fiji Red Cross Society	Manager of Programmes	Suva, Fiji
Ms Marica Kepa	Fiji Red Cross Society	Health and Care Coordinator	Suva, Fiji
Mr Eseroma Ledua	Fiji Red Cross Society	Operations Manager	Suva, Fiji
Mr Maciu Nokelevu	Fiji Red Cross Society	Disaster Coordinator	Suva, Fiji
Mr Sevuloni Ratu	Fiji Red Cross Society	PMER and Youth Coordinator	Suva, Fiji
Nete Alita Sagaitu Josaia	Fiji Red Cross Society	Information Management Team	Suva, Fiji
Ms Filice Vulavou	Fiji Red Cross Society	Secretary, Rakiraki Branch	Suva, Fiji
Mr Joe Singh	Fiji Red Cross Society	President, Nalawa Branch	Suva, Fiji
Community members			Nokonoko Village, Rakiraki, Fiji
Community members			Korotale Settlement, Rakiraki, Fiji
Community members			Bureinitu Village, Nalawa, Fiji
Paul Grierson	IFRC (CCST)	Operations manager, TC Winston	Suva, Fiji
Melanie Ogle	IFRC (CCST)	Disaster Management Operations Coordinator/ Surge Support	Suva, Fiji

Stephanie Zoll	IFRC (CCST)	Disaster Management Coordinator	Suva, Fiji
Daniell Cowley	IFRC (CCST)	Development coordinator	Suva, Fiji
Ahmad Sami	IFRC (CCST)	NSD/ OD Coordinator	Suva, Fiji
Annemaree Delaney	IFRC (CCST)	Regional Disaster Management/Health in Emergencies Delegate, Pacific	Suva, Fiji
Dinesh Raju	IFRC (CCST)	Head of Finance and Administration	Suva, Fiji
Xavier Castellanos	IFRC (APRO)	Director	KL, Malaysia
Martin Faller	IFRC (APRO)	Acting Deputy Director	Skype
Nelson Castano	IFRC (APRO)	Head of DCPRR, APRO	Email
Clarence Sim	IFRC (APRO)	Acting Head of PMER, APRO	Skype
Alka Kapoorsharma	IFRC (APRO)	Head of Logistics	Skype
Riku Assamaki	IFRC (APRO)	Regional Logistics Coordinator	Skype
Umadevi Selvarajah	IFRC (APRO)	Head of Finance	Skype
Sumant Kumar	IFRC (APRO)	Head of HR, APRO	Skype
Diana Ongiti	IFRC (APRO)	Relationship Manager - Emergencies	Skype
May Maloney	IFRC (APRO)	Gender and Diversity Advisor	Email
Nicolas Verdy	IFRO (APRO)	Operations Coordinator (Until March 2016)	Skype

Susan Slattery	Australian Red Cross Society	Organizational Development Delegate, Bilateral Programmes Manager	Skype
Steven Ray	Australian Red Cross Society	Manager, Disaster and Crisis Response	Skype
Jess Lees	Australian Red Cross Society	Senior Programme Lead, Disaster and Crisis Response	Skype
Andrew McKie	New Zealand Red Cross Society	International and National Emergency Management Officer	Email
Nima Dadbin	ICRC	Cooperation Delegate	Suva, Fiji
Natalie Deffenbaugh	ICRC	Regional Detention Delegate - Pacific	Suva, Fiji
Sophie Marsac	ICRC	Regional RFL Advisor	Email
Caroline Dewast	Shelter Cluster	Shelter cluster coordinator	Suva, Fiji
Vimal Deo	MoH, Fiji Government	National Health Emergency & Disaster Management Coordinator	Suva, Fiji
Dr Eric V Rafai	MoH, Fiji Government	Deputy Secretary, Public Health	Suva, Fiji
Sunia Ratulevu	National Disaster Management Office, Fiji Government	Principal Disaster Management Officer	Suva, Fiji
Peter Grzic	UN OCHA	Humanitarian Affairs Officer, Regional Officer for the Pacific	Email

Annex 3: Key informant interview guide and focus group interview guide

FRCS HQ / IFRC

- What is your role in the TC Winston response?
- In your opinion, how effective was the FRCS/IFRC response to TC Winston? What were the specific elements of the FRCS/IFRC response that made it effective? (*e.g. timeliness, plans, resources e.g. DM tools, HR, finances, structure*).
- What do you think were the most important contributing factors to TC Winston response successes? (*e.g. personnel, communications, operational plans, DP plans, reputation, partnerships, etc.*)
- What were the main challenges for FRCS / IFRC in delivering the response to TC Winston?
- In what ways could the FRCS / IFRC response be more effective?
- How appropriate was the FRCS / IFRC response to TC Winston? How did the FRCS / IFRC ensure that its responses were relevant and appropriate?
- To what extent have relevant plans, policies and procedures of the FRCS / IFRC contributed to the quality of response?
- Can you describe the way in which FRCS / IFRC made decisions on response activities, specifically, meeting the needs of people affected by the disaster? (*Possible references to assessments, coordination structures, transparency, information management/communications*)
- How were affected people and communities engaged in the TC Winston response? How do you think this impacted on the FRCS / IFRC response plans?
- How did the FRCS / IFRC response compare with other agencies?
- Can you identify any critical relationships, partnerships and/or understandings that were affected by the FRCS / IFRC response (can be both positive and negative)?
- Were there any new or unexpected outcomes because of the FRCS / IFRC response, specifically?
- With regard to addressing specific needs or issues associated with vulnerable groups, how do you think the FRCS / IFRC responded? Was it appropriate? (*e.g. gender, disability, children, elderly*)
- How well do you think volunteers were mobilized and supported in the TC Winston response? (*e.g. local knowledge, training, etc.*) What difference did the FRCS / IFRC response make to volunteers?
- How was the response plan adjusted along the way? How was adjustment informed by continuous assessment?
- How do you think the IFRC and Movement Partner support has affected the FRCS and its future development?
- At a time of many conflicting priorities decisions were made on the ground while running the operation. In hindsight what are two decisions you believe should have been made that would have improved the initial emergency response phase and made it more efficient? What will you retain?

- How do you think the Movement partners have learned from previous operation evaluations, in particular the real-time evaluation on TC Pam operation?
- How do you think the TC Winston response by FRCS / IFRC will affect future disaster management programming or initiatives? Why?
- Reflecting on the IFRC response to TC Winston, what do you think are the greatest challenges or limitations to any future IFRC response in the Pacific region?
- Do you feel that the current operations are meeting the needs of the targeted households? What would your priority interventions be for the next 24 months?
- Looking ahead, what aspects of the FRCS / IFRC TC Winston response should be built upon both at a program level and at structural level?
- Do you have any questions for me, or any additional information on the IFRC response that we may not have covered?

Government representatives

- In your opinion, how effective was the FRCS/IFRC response to TC Winston? What were the specific elements of the FRCS/IFRC response that made it effective? (*e.g. timeliness, plans, resources e.g. DM tools, HR, finances, structure*).
- What do you think were the most important contributing factors to TC Winston response successes? (*e.g. personnel, communications, operational plans, DP plans, reputation, partnerships, etc.*)
- What were the main challenges for FRCS / IFRC in delivering the response to TC Winston?
- In what ways could the FRCS / IFRC response be more effective?
- How appropriate was the FRCS / IFRC response to TC Winston? How did the FRCS / IFRC ensure that its responses were relevant and appropriate?
- Do you feel that the current operations are meeting the needs of the targeted households? What would your priority interventions be for the next 24 months?
- What are the impact of the FRCS / IFRC response to TC Winston on your present and future relationship with them?
- Looking ahead, what aspects of the FRCS / IFRC TC Winston response should be built upon both at a program level and at structural level?
- Do you have any questions or any additional information on the IFRC response that we may not have covered?

Movement Partners

- What is the role of your NS / organization in supporting the TC Winston response? What was your objectives and target?
- How well are your objectives and target being achieved?
- In your opinion, how effective was the FRCS/IFRC response to TC Winston? What were the specific elements of the FRCS/IFRC response that made it

effective? (e.g. *timeliness, plans, resources e.g. DM tools, HR, finances, structure*).

- What do you think were the most important contributing factors to TC Winston response successes? (e.g. *personnel, communications, operational plans, DP plans, reputation, partnerships, etc.*)
- What were the main challenges for FRCS / IFRC / Movement partners in delivering the response to TC Winston?
- How well has Movement coordination and cooperation functioned in-country? What challenges have arisen and how could these be addressed to improve future coordination/cooperation?
- In what ways could the TC Winston response be more effective?
- How appropriate was the Movement's response to TC Winston? What have different components of the Movement did to ensure its appropriateness?
- How do you think the Movement partners have learned from previous operation evaluations, in particular the real-time evaluation on TC Pam operation?
- At a time of many conflicting priorities decisions were made on the ground while running the operation. In hindsight what are two decisions you believe should have been made that would have improved the initial emergency response phase and made it more efficient?
- Do you feel that the current operations are meeting the needs of the targeted households? What would your priority interventions be for the next 24 months?
- Looking ahead, what aspects of the IFRC TC Winston response should be built upon both at a program level and at structural level?
- Do you have any questions for me, or any additional information on the IFRC response that we may not have covered?

Field staff and volunteers

- What is your role in TC Winston response?
- What kind of training have you received in relation to disaster response? (e.g. *emergency assessment, Emergency Response Team*)
- When did you start responding to TC Winston? (e.g. *preparation time beforehand*)
- In your opinion, how effective was the Red Cross response to TC Winston? What were the specific elements that made it effective? (e.g. *timeliness, plans, resources e.g. DM tools, HR, finances, structure*).
- How appropriate was the Red Cross response to TC Winston? Did it meet the most pressing community needs? Was it realistic?
- Was the selection criteria of vulnerable groups clear to you? In your view did the team correctly identify the locations/target groups and sectors to focus on?
- How did you work with the community in the response process?

- Do you think your branch have the sufficient capacity to management the response? What was the most important shortfall?
- What were the main challenges in delivering the response?
- What do you think was the most important contributing factors to response successes? (*e.g. personnel, communications, operational plans, DP plans, reputation, partnerships, etc.*)
- Were you involved in the TC Pam response? How did you do things differently from last time?
- In what ways could the Red Cross response be more effective?
- How do you think the TC Winston response has changed your relation with the government, community and volunteers? Will the response affect future disaster management programming or initiatives? Why?
- In hindsight what are two decisions you believe should have been made that would have improved the initial emergency response phase and made it more efficient?
- Do you believe the Fiji Red Cross has built capacity as a result of the operation? How?
- What specific areas would you identify that the Fiji Red Cross most needed to build capacity in. Did it have its capacity built up in this area? If not why not?
- Do you feel that the current operations are meeting the needs of the targeted households? What would your priority interventions be for the next 24 months?

Focus group discussions with beneficiaries and communities

- What services did you or your community receive from the Red Cross?
- What things (goods) did you or your community receive from the Red Cross?
- If you think about what you and your family needed most after the Cyclone, do you feel that you have received the right type of assistance, either from Red Cross or from other agencies?
- Do you think Red Cross assistance went to those in your community who needed it the most?
- How did you find out what you and your family were qualified to receive from the Red Cross, and how to get it?
- Are you aware of anyone in your community who are in need but did not receive the right assistance?
- If your friend had a complaint about the Red Cross, what would you tell them to do?
- Did the Red Cross help come at the right time (when you needed it)?
- Is there anything that you needed after the cyclone that you haven't yet received, and/or still need?
- Were the Red Cross staff and volunteers well organized? Did they treat you with kindness and respect?

- How will the assistance you received help you manage your life in the coming few months?
- Are there any changes, good or bad, you see in your community today because of the Red Cross assistance?
- When you think about the help you received from all organizations (not just the Red Cross) after the cyclone, did you receive too much of anything? Too little/not enough of anything?
- Is there anything else that you think we should know, or any other feedback that you would like to give to us?

Annex 5: Terms of Reference for TC Winston Response Review 2016

Terms of Reference for TC Winston Response Review 2016

1. Summary

- 1.1. Purpose:** The purpose of the review is to evaluate the response actions of the Fiji Red Cross Society (FRCS), with reference to the Tropical Cyclone (TC) Winston operation, and to evaluate how the Movement partners (with particular focus on the main actors - the IFRC, Australian Red Cross (AuRC), New Zealand Red Cross (NZRC) and the International Committee of the Red Cross (ICRC) have supported the FRCS and how they have learned from the relevant real-time evaluations (RTE), especially the RTE TC Pam.
- 1.2. Commissioner:** This evaluation has been commissioned by the Asia Pacific Regional Director of the IFRC
- 1.3. Audience:** Findings of this review will be used by the FRCS, the IFRC and other Movement partners involved in the response (notably the IFRC, AuRC, NZRC and ICRC).
- 1.4. Duration of evaluation:** 14 days
- 1.5. Timeframe:** 5- 22 May 2016.
- 1.6. Location of evaluation:** In Suva and relevant field locations within the two main islands (and districts within): Viti Levu (namely, Nadi/Lautoka, Ba, Tavua, Rakiraki, Nalawa, Korovou/Naitasiri/Suva); on Vanua Levu (targeting Savusavu, Bua); as well as six outer islands Taveuni, Ovalau (specifically, Levuka/Motoriki), Batiki, Nairai, Vanuabalavu (including, Tuvuca/Avea/Cikobia)).
- 1.7. Review Team:** A 4-person review team has been identified and will consist of a Movement partner from the Asia Pacific region, a Movement partner from the Pacific, a Federation PMER expert and a Federation NSD cum community engagement expert.

2. Background

Tropical Cyclone Winston has caused loss of lives and significant damage across its path. Fiji is further challenged with the humanitarian implications of climate change and variability, coupled with the remoteness of affected communities in outer islands, poor communication systems and limited logistical options for humanitarian action.

Based on the information currently available, and the evolving nature of the situation, this operation seeks to provide immediate assistance to cyclone affected people on two main islands (and districts within): Viti Levu (namely, Nadi/Lautoka, Ba, Tavua, Rakiraki, Nalawa, Korovou/Naitasiri/Suva); on Vanua Levu (targeting Savusavu, Bua); as well as six outer islands Taveuni, Ovalau (specifically, Levuka/Motoriki), Batiki, Nairai, Vanuabalavu (including, Tuvuca/Avea/Cikobia) in close coordination with the government and other organizations.

The immediate needs in the areas affected by TC Winston are emergency shelter, emergency relief items, psychosocial support for adults and children, provision safe drinking water, water and vector borne diseases prevention and hygiene promotion. There are also some restoring family links (RFL) needs in Fiji in the aftermath of the cyclone. The operation anticipates that communities will need assistance in restoring homes and livelihoods, rehabilitation of community facilities such as health care centres and schools, address the changing vulnerability patterns (partly induced by climate change) through climate-smart disaster risk reduction. All the geographical divisions of the country have been affected to differing extents.

The South Pacific is one of the most vulnerable geographical areas to climate change and impacts are projected to become more intense in the future, including more intense storms, droughts, and increasingly unpredictable weather patterns. Given the changing disaster risks in Fiji, there is also a need to reduce the risks and vulnerability to future impacts, through informed climate risk and building back safer approaches. There is also a need to continue to invest in disaster preparedness at both the community and institutional level.

3. Evaluation Purpose & Scope

The IFRC is committed to quality assurance, standards and a culture of lesson learning in its disaster response and, as such, is committed to carrying out this response review which aims to improve service delivery and accountability to the affected communities, donors and other stakeholders and to build lessons for the improvement of the FRCS and IFRC disaster response system. This TC Winston response operation falls within these criteria.

- the relevance and appropriateness of delivery of humanitarian assistance to the affected communities based on needs and context.
- the coverage in terms of which population groups are included in or excluded from the intervention. Special attention will be given by the evaluators to the extent the response has considered and addressed protection, gender and inclusion concerns: the needs and capacities of vulnerable groups and in particular women, girls and boys and people living with a disability.
- the efficiency and effectiveness of FRCS and IFRC, as well as bilaterally provided by the AuRC and NZRC, responses, in terms of the tools and support.
- connectedness to ensure short term emergency activities consider longer term recovery and capacity development priorities of the FRCS and IFRC
- coordination and support by FRCS and IFRC (CCST Suva, APRO Kuala Lumpur) with Movement partners, bilaterally and multilaterally, and external actors aimed at optimizing the response.

The response review will consider what is working well, and what requires improvement, taking into consideration the context and capacities of the FRCS and other involved Movement components. This review will cover the period from when the cyclone became a threat to Fiji and FRCS' initial response, until the time the review team collect the data, taking into account the earlier existing contingency planning and coordination for the ongoing operation, and verify the impact on those.

4. Evaluation Objectives and Criteria

The specific objectives and possible key questions to be addressed in this response review are listed below. These questions provide an initial guidance and are expected to be further elaborated by the review team. The review is also required to propose possible operational options and directions for the ongoing operation based on the findings.

1. To what extent has the response achieved the expected results and been relevant and appropriate to the needs of the target groups?

- i. Did the needs assessments take into account the vulnerabilities and capacities of groups in the communities?

- ii. To what extent has the design of the operation taken into account the capacities of the FRCS, both at HQ and branch level? Has there been any analysis of needs and coverage from other actors?
- iii. Did the response adapt to changes in need, capacities and context?
- iv. What successes can be identified in the response?
- v. What are the gaps can be identified in the response and are there ways these gaps could have been addressed or could be addressed in future?
- vi. What specific actions and interventions has the response fostered to promote protection, gender and inclusion: to prevent gender based violence in disasters and to promote the inclusion and leadership of people of all genders and ages and people with disabilities to stabilise affected communities?
- vii. To which extend has the operation taken the resilience of communities into account and contributed to strengthening of existing coping mechanism and increased resilience?
- viii. Are there mechanisms in place to receive and handle feedback and complaints?
- ix. Are beneficiaries aware of their rights and entitlements, have access to information, and participate in decisions that affect them?
- x. How does the response identify and act on potential or actual unintended negative effects in a timely and systematic manner including :-
 - People's safety, security, dignity and rights
 - Sexual exploitation and abuse by staff
 - Culture, gender and social and political relations hips,
 - Livelihoods
 - The local economy, and,
 - The environment

1. To what extent has the response achieved its intended immediate results in an effective and efficient manner?

- i. Have immediate results been achieved according to the intervention design, and if not, what have been the obstacles / steps taken to address this and to evolve the response to the changing situation?
- ii. Did the affected communities receive assistance in a coordinated manner(within the different sectors of intervention, with other partners and other humanitarian actors)? . Was adequate time and effort invested in this integration across the sectors. How could this be further strengthened?
- iii. How effective were the contributions of regional assets (RDRT, surge, peer to peer, stocks, etc.) and how efficient was the cooperation and coordination with other National Societies (NS) from the Pacific region and the wider Asia region?
- iv. To what extent were the Principles and Rules for RCRC Humanitarian Assistance adhered to and were these Principles and Rules effective as a coordination tool to improve the delivery of humanitarian assistance?
- v. How well has Movement coordination and cooperation functioned in country, as well as at a zonal and global level?

2. To what extent, is the intervention taking, into consideration long term needs?

- i. How is the response building, in an inclusive way, on the capacity of the FRCS and local partners of the FRCS, incl. the Government?
- ii. How is the intervention building on and preserving the structures and systems (internal movement) in place prior to the disaster?
- iii. What recovery actions, have or are being considered, and how could planning for these be strengthened in the engagement with the movement partners and their expertise?
- iv. How is the response resulting in enhanced institutional capacity of FRCS?

5. Evaluation Methodology

The methodology will adhere to the IFRC Framework for Evaluations⁵, with particular attention to the processes upholding the standards of how evaluations should be planned, managed, conducted, and utilized. The review will include the following primary method:

- Desktop review of operation background documents, relevant organizational background and history, including prior IFRC RTE evaluation reports, and any relevant sources of secondary data from the Government, regional bodies and other organizations, as well as data collected and provided by the various clusters, which have been mobilized for the TC Winston operation, and existing surveys from IFRC participants in the operation.
- Field visits/observations to selected sites and to the offices of the FRCS in Suva and the involved Branches, as well as IFRC offices.
- Key informant interviews (institutional and beneficiaries as appropriate).
-

The review team will be briefed in Suva by the FRCS, IFRC CCST, and representatives of bilateral partners and the ICRC regional office.

6. Deliverables

6.1 Inception report

The inception report will demonstrate a clear understanding and realistic plan of work for the evaluation, checking that the evaluation plan is in agreement with the TOR. It will be a scoping exercise for the evaluator and will include: the proposed methodology, data collection and reporting plans with draft data collection tools such as interview guides, the allocation of roles and responsibilities, a timeframe with firm dates for delivery of outputs and the travel and logistical requirements. The scoping exercise will allow gathering of initial information and draw first impressions of the key issues to be covered.

6.2 Debriefings

The team will report its preliminary findings to the FRCS and the IFRC CCST Suva Office.

6.3 Draft report

A draft report identifying key findings, conclusions, recommendations and lessons for the current and future operation, will be submitted within two weeks of the team's return from the field.

6.4 Final report

The final report will contain an executive summary (no more than 1,000 words) and a main body of the report (no more than 10,000 words) covering:

- the background of the intervention evaluated;
- a description of the evaluation methods and limitations;
- findings; conclusions, lessons learned; and clear recommendations

⁵ <http://www.ifrc.org/Global/Publications/monitoring/IFRC-Framework-for-Evaluation.pdf>

Recommendations should be specific and feasible. The report should also contain appropriate appendices, including a copy of the ToR, cited resources, a list of those interviewed and any other relevant materials. The final report will be submitted one week after receipt of the consolidated feedback

All products arising from this evaluation will be owned by the IFRC. The evaluators will not be allowed, without prior authorization in writing, to present any of the analytical results as his / her own work or to make use of the evaluation results for private publication purposes

7. Proposed Timeline (or Schedule)

The review period will be for a maximum of 10 calendar days, excluding travel dates to and from Fiji. A draft outline is provided below, with the schedule to be confirmed during the inception period.

Deliverables	Evaluation Team's Activities	Due Dates
Inception Report	<i>Develop inception report</i>	5th May
	<i>Review background documents and data collection</i>	5th May
Field Mission	<i>Field visits to operational areas</i>	9th May-13th May
Preliminary findings	<i>Debriefing/ feedback if preliminary findings to management at all levels</i>	16th May
Draft Report	<i>Submission of draft report with Annexes</i>	17th May
	<i>Feedback on draft report by IFRC</i>	18th May
Final Report	Submission of Final Report	22nd May
Total Working Days for Evaluation Team		14 Days

8. IFRC Evaluation Management Team

An evaluation management team will manage and oversee the evaluation and, ensure that it upholds the IFRC Management Policy for Evaluation. The evaluation management team will consist of 2 people not directly involved with the operation (one from Suva CCST office and one from APRO).

9. Evaluation Quality & Ethical Standards

The review team should take all reasonable steps to ensure that the evaluation is designed and conducted to respect and protect the rights and welfare of people and the communities of which they are members, and to ensure that the evaluation is technically accurate, reliable, and legitimate, conducted in a transparent and impartial manner, and contributes to organizational learning and accountability. Therefore, the review team should adhere to the evaluation standards and specific, applicable practices outlined in the [IFRC Framework for Evaluation](#):

The IFRC Evaluation Standards are:

- Utility: Evaluations must be useful and used.
 - Feasibility: Evaluations must be realistic, diplomatic, and managed in a sensible, cost effective manner.
 - Ethics & Legality: Evaluations must be conducted in an ethical and legal manner, with particular regard for the welfare of those involved in and affected by the evaluation.
 - Impartiality & Independence; Evaluations should be impartial, providing a comprehensive and unbiased assessment that takes into account the views of all stakeholders.
 - Transparency: Evaluation activities should reflect an attitude of openness and transparency.
- (1) Accuracy: Evaluations should be technically accurate, providing sufficient information about the data collection, analysis, and interpretation methods so that its worth or merit can be determined.
 - (2) Participation: Stakeholders should be consulted and meaningfully involved in the evaluation process when feasible and appropriate.
 - (3) Collaboration: Collaboration between key operating partners in the evaluation process improves the legitimacy and utility of the evaluation.

It is also expected that the evaluation will respect the seven Fundamental Principles of the Red Cross and Red Crescent: 1) humanity, 2) impartiality, 3) neutrality, 4) independence, 5) voluntary service, 6) unity, and 7) universality. Further information can be obtained about these principles at: www.ifrc.org/what/values/principles/index.asp

Annex 6: Review team member

Review management team

A team of IFRC staff will manage and oversee the evaluation. This management team, together with the evaluators, will ensure that it upholds the IFRC Management Policy for Evaluation.

The evaluation management team consists of two IFRC staff not directly involved in the operation:

- Ms Sanna Salmela-Eckstein is the IFRC Operations Coordinator & Climate Change Focal Point.
- Mr Francisco Fong is the PMER delegate for the Tropical Cyclone Pam operation.
-

Review team

The review team consists of four members including two representatives from National Societies and two representatives from IFRC. None of the team members was directly involved in the operation.

Ms Eleanor Lam (Team Leader) is the Senior Manager (Quality and Accountability) of the Hong Kong Red Cross, Branch of Red Cross Society of China. She has been involved in disaster management and field coordination for over 10 years.

Ms Joanne Zoleveke is the Secretary General for the Solomon Islands Red Cross Society. She led emergency response of Solomon Islands Red Cross Society, in particular, the response to TC Pam in 2015. She brings in rich knowledge of the Pacific sub-region to the review team.

Mr. Alex Torres is the IFRC Volunteering and Organizational Development Delegate for Asia Pacific Regional Office in Kuala Lumpur. He has good knowledge of organizational development and volunteering of National Societies in the region, and ensures the review takes into consideration of these aspects.

Mr. Robert Ondrusek is the head of PMER for the IFRC East Africa Regional Office in Nairobi. With rich experience in PMER and experience from another region, he made important contribution on the review process and data analysis.