

Final Report: DREF Review and Lessons Learnt

Tanzania: Flash Floods (MDRTZ015)



Courtesy of TRCS

Date of Review: 3-4 June 2014

Review team

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Executive summary:

On the night of 21 January 2014, heavy rainfall caused flash floods in Morogoro region located 270 kms west of Dar-es-salaam Tanzania displacing more than 10,000 persons.

An allocation of CHF 180,676 was made from the DREF kitty to assist 2,000 people with shelter, – construction of 400 emergency shelters to accommodate 400 most vulnerable families; Water and sanitation – to procure and install 3 water tanks (each 10,000 litres capacity), to construct 100 latrine drop holes and to undertake hygiene promotion activities in order to minimize the risk of water and sanitation related diseases. Health (psychosocial support service) – to provide psychosocial support service to the affected population; relief distribution – to distribute non-food relief items to 400 families in two camps.

An end of operation review was carried out by IFRC in June 2014 to examine if the DREF operation achieved its planned goals and outcomes, to assess outputs against the plan of action, and to capture and disseminate lessons learnt to improve future planning and response. Overall, the operation was successful in reaching the targeted families with assistance. The lessons learnt exercise and SWOT analysis activity were valuable exercises for the Tanzania Red Cross to identify priorities and key areas to focus on in the future, as well as for IFRC to identify gaps for additional or revised support in the coming year.

Key findings:

a. Effectiveness and efficiency in management:

The operation completed the planned activities in the stipulated timeframe. Provision of emergency services (shelter, non-food items (NFIs), water and sanitation (WASH Watsan) and psychosocial support (PSS)) was done within the stipulated timeframe of three months. There was however a slight delay between the date of DREF approval and actual depositing of the first DREF instalment in the TRCS account. This nevertheless had no significant bearing on the implementation of activities. The operation was extended by one month to cater for DREF Review exercise and a lessons learnt workshop.

b. Logistics

Following the DREF review, the procurement process was within the accepted procedures i.e. IFRC and sphere standards. It is evident that the procurement of Tarpaulins was below the accepted standards and this actually demonstrates the lack of value for money since the NS had to purchase materials again to enable the beneficiaries use their temporary shelters.

c. Capacity of the National Society

the DM department is currently understaffed but there are plans to increase the number of staff and this need has been incorporated in the TRCS 2014-2016 strategic plan. There is also need for the establishment of a PMER unit

Key recommendations

The recommendations were discussed during the lessons learnt workshop and could be summarised as follows:

- Restoration of family links should have been an element in this operation as there were cases of separated family members.
- The latrines constructed were not appropriate for people having walking/coordination disabilities. In future, this should be put into consideration.
- In future responses, NFI package should include dignity kits for women and night lamps.
- Beneficiary communication should be strengthened. Beneficiaries should be informed about the mandates of the TRCS and also of other actors on the ground, they should also be informed of their entitlements. This goes a long way into managing their (beneficiary) expectations. A beneficiary feedback mechanism should be elaborate clearly stipulating how beneficiary complaints will be handled and addressed.
- Need to involve communications department at all stages of the disaster response right from planning, assessments, implementation and monitoring .Their full involvement will help in raising the profile of the emergency and could be potentially attract more donors and partners to support the operation.
- Put in place a beneficiary feedback mechanism

Background:

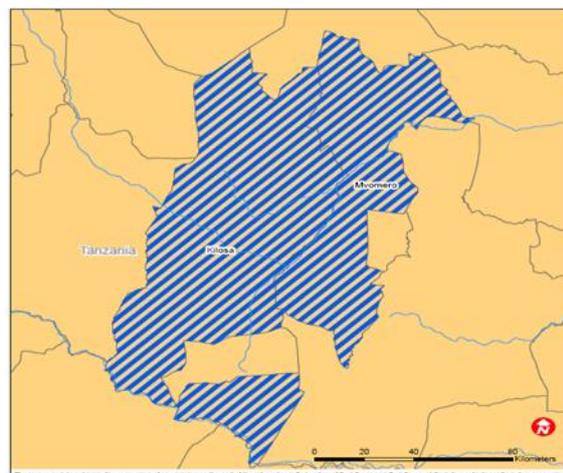
Between 21 and 23 January 2014, heavy rains pounded Morogoro region (located approximately 270 kilometres west of Dar -es- Salaam) causing flash floods. Kilosa District was the worst hit in this region, with 1,865 households displaced. Besides population displacement, the floods caused extensive damages to infrastructure (roads and bridges), public buildings (schools, churches and mosques), destruction of crops and drowning of livestock.

Following these devastating floods, the International Federation of the Red Cross and Red Crescent Movement launched a DREF operation for CHF 180,676 to support the Tanzania Red Cross in delivering assistance to the disaster affected households. The beneficiaries received assistance in:

- emergency shelter-construction of 400 emergency shelters to accommodate 400 most vulnerable households;
- water and sanitation-install 3 No. 10,000litre capacity water tanks for water storage,
- constructed 100 latrine drop holes ,
- undertook hygiene promotion activities;
- psychosocial support services to the affected populations;
- relief distribution-to distribute non-food relief items to 400 families.



Map of Tanzania



Location of response area

REVIEW PROCESS:

Purpose and objectives of the review:

1. The purpose of the review is to examine if the DREF operation has achieved its planned goals and outcomes, and to assess outputs against the plan of action.

2. Assess key achievements, challenges, and provide an opportunity to capture the lessons learned from the involved Tanzania Red Cross Society (TRCS) staff and volunteers.
3. Provide recommendations for future DREF operations as well as potentially feed into the longer-term DRR activities and contribute information to the final report.
4. Review the national society logistics and procurements tools and procedures and way forward for the logistics team.
5. IFRC presentation of the Logistics and Procurement tools during emergency operations and quality and standards of procured relief items.

The review also provided an opportunity to provide recommendations for future disaster response operations as well as potentially feed into the longer –term DRR activities and contribute input to the final report.

Review methodology

This review used a triangulation of the following methodologies:

1. **Desk review and review of secondary data.**
Before conducting the lessons learnt workshop, reports were gathered and reviewed. The following is a list of documents reviewed: [MDRTZ015-DREF Operation](#) launched on 1 February 2014 and [Operation Update No.1](#) published on 30 April 2014.
2. **Key informant interviews:** the following were interviewed:
 - TRCS DM Manager,
 - TRCS Disaster Preparedness Officer,
 - TRCS Health Director,
 - TRCS Communications Officer,
 - TRCS Logistics Officer,
 - TRCS Finance team
3. **Focus group discussions/ group interviews** were conducted with volunteers from Dar es salaam.
4. **Lessons learnt workshop:** A total of 35 participants attended this one-day workshop. Participation was drawn from those involved in the operation at different levels and brought together TRCS volunteers, branch staff, HQ technical staff and management, American Red Cross, Spanish Red Cross, IFRC representatives, Government of Tanzania officials and TRCS board representatives. This workshop provided an opportunity to share experiences from different perspectives (HQ,branch and volunteers), a SWOT analysis exercise was conducted which helped in identifying the strengths, challenges in the operation, what was done to address the challenges and the way forward for future disaster responses.

A SWOT Analysis of the DREF Operation was conducted. Participants were divided into four groups, each group focusing on an element of the operation. The following are the elements that were focussed on:

- Health and WatSan

- Shelter and relief
- Coordination/partnerships
- Logistics/other support services-including finance

Health and Watsan

Strengths	Weaknesses
<ul style="list-style-type: none"> - Volunteers deployed at the early stages of the disaster - A thorough and conclusive assessment conducted within 48 hours of the disaster - Health needs came out clearly in the assessment - Essential health response activities provided within 72hours of the emergency - provisions of NFI (buckets, jerry cans, water treatment tablets ,hygiene promotion messages) - Within 2 weeks water storage facilities(tanks) had been installed - Latrine construction done within one month - Hand washing facilities provided within one month - PSS services were provided for the first time ever 	<ul style="list-style-type: none"> - Lack of continuous follow up of health interventions as there is no TRCS branch - Camp committees for hygiene promotion were not formed in Magole - The NS had no control on the quantity and quality of water supplied - Some of the beneficiaries had difficulties accessing latrines due to long distances especially at night - There was no beneficiary feedback mechanism in place - Latrine construction did not put into consideration people living with disabilities
Opportunities	Threats
<ul style="list-style-type: none"> - There's an opportunity to plan our services better during an emergency and have a continuum of care during and after the emergency response - An opportunity for coordination with the government and other partners - Accountability towards beneficiaries 	<ul style="list-style-type: none"> - Illiteracy-some beneficiaries could not read the IEC materials - Politicization of the relief operation. Government officials could take advantage of the operation to endear themselves to the local population

<p>and partners (this is an opportunity we could explore)</p> <ul style="list-style-type: none"> - Opportunity to mainstream PSS programming in TRCS programmes - Capacity building through trainings - Access to DREF funds 	
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Shelter and relief

The distribution was well coordinated with the support of beneficiaries. As a recommendation the following items should be included in future distributions: lamps and floor mats . Most of the households salvaged nothing from their flooded homes and therefore did not have anything to cover the floors of their shelters. The tent openings should be lined with mosquito gauze to keep away mosquitoes, flies and other insects from the tents.

Coordination and partnerships

Strengths	Weaknesses
<ul style="list-style-type: none"> - PNS office very strong at National level-have a DM policy, DM Act, guidelines (SOPs) - The Red Cross system linkage at Global level...this provides surge capacity in times of emergency response-RDRT, FACT - Availability of funds (Red cross response tools) - A good working relationship between the government and the TRCS and other agencies 	<ul style="list-style-type: none"> - Lack of an operational centre for central command - The districts mixing security and disaster issues. The mandate is not so clear - The SOPs (guidelines) are not followed. Disasters are managed as security issues. There is difficulty with coordination - The DM structure is not operational - Lack of timely sharing of information - Lack of communication to beneficiaries on mandates of the stakeholders
Opportunities	Threats

<ul style="list-style-type: none"> - Availability of actors at national level - An elaborate DM structure at all levels up to the community 	<ul style="list-style-type: none"> - Difficulties in reviewing an act - Political interference - Mistrust of government agencies - the government wants to do its own distribution - High expectations on the TRCS from the government and beneficiaries
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Recommendations for improvement

- Establishment of a national emergency operation centre
- Separation of security/defence issues from DM issues
- Sharing widely TRCS information on proceedings of an operation
- Mandate of the different partners should be clarified to the beneficiaries at all times (beneficiary communication to be improved)
- Invest more resources on communication
- Involve the communications department at all stages of an operation.

Logistics/other support services-including finance

Strengths	Weaknesses
<ul style="list-style-type: none"> - Professional and experienced staff <p>Branch network.</p>	<ul style="list-style-type: none"> - Lack of proper planning - Lack of TRCS branch in affected area??
Opportunities	Threats
<ul style="list-style-type: none"> - Local availability of supplies - Access to credit facilities - Accountability will increase opportunities for funding - Opportunities for increased partnerships 	<ul style="list-style-type: none"> - Inadequate quality control by the Tanzania Bureau of Standards - Substandard products in the market

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Key findings

Effectiveness and efficiency in management

The operation completed the planned activities in the stipulated timeframe. Provision of emergency services (shelter, non-food items (NFIs), water and sanitation (Watsan) and psychosocial support (PSS) was done within the stipulated timeframe of three months. There was however a slight delay between the date of DREF approval and actual depositing of the first DREF instalment in the TRCS account. This nevertheless had no significant bearing on the implementation of activities. The operation was extended by one month to cater for DREF Review exercise and a lessons learnt workshop.

SPHERE minimum standards for emergency response were applied in this operation and they were fully met. The emergency interventions addressed the primary needs of the target beneficiaries including provision of emergency shelter, provision of clean water, provision of latrines and hygiene promotion, psychosocial support, etc. This went a long way into alleviating their suffering after the floods. The only shortcoming noted was that the tarpaulins procured were of a substandard quality and could not stand strong winds and got damaged as a result. TRCS incurred the costs of repairing the tarpaulins.

TRCS was able to maintain its presence on the ground for the entire response period. This ensured close monitoring of the implementation process. The volunteers, apart from being fully involved in the implementation process also conducted regular household follow-up visits. There were visits from the HQ staff, ECHO, American Red Cross and follow up calls from the HQ to the staff and volunteers on the ground were also done. To ensure proper coordination with government partners who were also responding, held daily coordination meetings every evening.

PSS was a major component for this operation and it was well received by the beneficiaries. It helped them understand the emotional reactions they were undergoing and were thus able to cope with the losses. This is the first time TRCS has had a PSS intervention. Since the NS had no capacity in this sector, an RDRT specializing in PSS was deployed for a period of one month. Twenty volunteers were trained on PSS for a period of seven days and were able to offer psychosocial support services to the flood victims thereafter.

Volunteers were on site throughout the operation. They received relevant training and equipment for the activities carried out in the operation. They reported to the TRCS Disaster Preparedness officer who was also present throughout the operation. For the first time volunteers were insured thanks to this DREF operation. However, they were not provided with proper protective gear such as helmets, overalls and gloves and this exposed them to injuries. Further.

Capacity of the National Society

Capacity gaps identified:

The DM department is currently understaffed. There are plans however to increase the number of staff and this need has been incorporated in the TRCS 2014-2016 Strategic Development Plan (SDP). The NS does not have a PMER Unit. The importance of PMER in effective delivery of RC programming cannot be overemphasized. In this DREF operation for instance, there was no evidence of any monitoring tools or templates used to monitor the operation. For increased accountability both to donors and beneficiaries, monitoring and evaluation needs to be strengthened.

The NS does not have capacity in PSS programming. This was the first time TRCS intervened in PSS through the support of an RDRT deployed by the IFRC. It was felt there is need to build capacity of staff in this element to make the NS self-sufficient in future disaster responses.

Changes in capacity, capability, understanding and learning:

Various trainings were conducted as part of this DREF Operation. PSS was for the first time implemented by the TRCS. Evidently, there were gaps in this sector. An RDRT specializing in PSS was deployed for a period of one month within which he was able to train twenty volunteers and some members of staff on PSS procedures and practices. This training was invaluable to the NS as they were able to implement the PSS activities as planned. The skills and knowledge acquired by the NS will go beyond this operation and will no doubt prove useful in future responses. The trained volunteers were able to cascade this training downwards to their counterparts.

Shelter training was also conducted. Both volunteers and TRCS staff who received this training have improved their capacities in this area and will prove useful if called upon to respond in future operations of this nature.

The initial rapid assessment was also a learning platform for those who had never been involved in assessments of this nature before. The DREF operation also improved coordination capacity of the NS. They were able to coordinate with other partners involved in the operation such as the Government of Tanzania, UNICEF, Save the Children, Plan International, corporate partners Tigo and Vodacom Tanzania.

Logistics:

Following the DREF review, the procurement process was within the accepted procedures i.e. IFRC and sphere standards. It is evident that the procurement of Tarpaulins was below the accepted standards and this actually demonstrates the lack of value for money since the NS had to purchase patching materials again to enable the beneficiaries use their temporary shelters due to winds.

During the DREF review it was discussed and agreed that the quality standards must be maintained and it would be good to preposition stocks since this would be NFIs purchased under no pressure and quality assessment performed accordingly.

Accountability of all Purchases was discussed and the team agreed that Procurement, Programme and Finance must do financial reporting as and when they come to avoid delay in reporting of activities and expenditures.

Following the discussion with both logistics and Finance, there is need to review the current Logistics Manuals i.e. procurement , warehousing and Fleet. The need to preposition NFIs was also suggested to enable quality control and value for money in preparedness for any emergencies

Lessons learnt:

In this DREF operation, it became clear that TRCS's role in disaster responses in the country has won support of local stakeholders, increased credibility and acceptance by the general public and raised the visibility and profile of the NS countrywide. This was manifested through newly established partnerships with NGOs (Save the children, Plan International) and corporates (Tigo and Vodacom).

In future disaster responses, shelter strategy should take into account climatological conditions like wind pressure and direction, drainage, gradient of the area and so forth.

The capacity of local branches in terms of human resources, DP stocks , etc. is central to timely and effective responses. NS Emergency Response Fund is necessary to start the response in a timely manner. TRCS should work towards disaster preparedness for timely support to affected communities

Recommendations

- Restoration of family links should have been an element in this operation as there were cases of separated family members
- The latrines constructed were not appropriate for people having walking/coordination disabilities. In future, this should be put into consideration.
- In future responses, NFI package should include dignity kits for women, night lamps
- Beneficiary communication should be strengthened. Beneficiaries should be informed about the mandates of the TRCS and also of other actors on the ground, they should also be informed of their entitlements. This goes a long way into managing their (beneficiary) expectations. A beneficiary feedback mechanism should be elaborate clearly stipulating how beneficiary complaints will be handled and addressed.
- Need to involve communications department at all stages of the disaster response right from planning, assessments, implementation and monitoring .Their full involvement will help in raising the profile of the emergency and could be potentially attract more donors and partners to support the operation.
- Put in place a beneficiary feedback mechanism

Conclusions

The findings from this DREF review process were largely positive. The whole operation was conducted as planned right from the initial rapid assessment, beneficiary selection (taking into consideration the most vulnerable), actual delivery of services and monitoring of activities. Through this DREF operation TRCS was able to provide the much needed emergency assistance to 400 households devastated by floods in Kilosa.

As there are more partners (Save the Children, Plan International) expressing their interest in working with the TRCS, it would be imperative for the NS to develop its contingency plans and MoU with these partners. This would help in improving the coordination mechanisms already in place. Though TRCS has a cordial working relationship with the Government, it was not clear if they have a Memorandum of Understanding (MoU). Coordination would improve a great deal if the NS signed MoUs with various line ministries that are key in disaster response.

The two days allocated for the review was not enough. It would have been necessary to conduct field visits and collect the perspectives of the beneficiaries as well. Beneficiary communication was a major gap in this operation. There was no elaborate beneficiary feedback mechanism – a clear channel for handling beneficiary complaints was not evident.

Annexes

Annex 1: Terms of Reference: Tanzania floods MDRTZ015

14th May 2014

Terms of Reference:

Tanzania: Flash Floods

DREF Review & Lessons Learnt

Date: TBC in May

Participants : TRCS Staff and IFRC, PNS,

Facilitators:

1. Lead Facilitator:
2. Review Members

Heavy rains caused flash floods in Morogoro region, located approximately 270 kilometres West of Dar Es Salaam, between 22nd and 23rd January, 2014. The rains which fell upstream in the regions of Tanga, Dodoma and Manyara overwhelmed the river banks downstream, especially Mkundi river, resulting in disastrous flash floods in three districts of Morogoro region, namely, Kilosa, Mvomero and Gairo.

Following the flash flooding a DREF operation was approved to support the National Society respond to the emergency. The government provided land for the Internally Displaced where camp centres were and two camps were established namely Magole and Mateteni villages.

One the challenges identified was the occasional high speed winds/storms that have been blowing off the emergency shelters, tearing apart the tarpaulin roofs and leaving the occupant families vulnerable to harsh weather conditions. Part of the issues was attributed on the quality of the locally made tarpaulins. TRCS embarked to repair to re-instate the badly damaged emergency shelters to a habitable condition which had an impact on costs.

The three months response operation focused on four emergency sectors namely; shelter, water and sanitation, health and distribution of non-food relief items (NFIs).

The main activities being implemented under each sector are highlighted below:

- Shelter – construction of 400 emergency shelters to accommodate 400 most vulnerable families.
- Water and sanitation – to procure and install 3 water tanks (each 10,000 litres capacity), 2 tanks at Mateteni camp and 1 tank at Magole camp, for storage of water; to construct 100 latrine drop holes in both camps; and to undertake hygiene promotion activities in order to minimize the risk of water and sanitation related diseases.
- Health (psychosocial support service) – to provide psychosocial support service to the affected population.
- Relief distribution – to distribute non-food relief items to 400 families in both camps:

Purpose and scope of the review:

6. The purpose of the review is to examine if the DREF operation has achieved its planned goals and outcomes, and to assess outputs against the plan of action.

7. Assess key achievements, challenges, and provide an opportunity to capture the lessons learned from the involved Tanzania Red Cross Society (TRCS) staff and volunteers.
8. Provide recommendations for future DREF operations as well as potentially feed into the longer-term DRR activities and contribute information to the final report.
9. Review the national society logistics and procurements tools and procedures and way forward for the logistics team.
10. IFRC presentation of the Logistics and Procurement tools during emergency operations and quality and standards of procured relief items.

Methodology

1. Desk review and review of secondary data.
2. Key informant interviews (e.g.: National Society (NS) DM Manager, NS Finance Unit, NS logistics unit, IFRC, PNS & other actors/organizations etc).
3. Focus Group Discussions.
4. Lessons learned workshop including all levels involved in the operation (volunteers, branch staff, headquarter technical staff and management, possible PNS)

Relevant Guideline:

1. *Effectiveness and efficiency of management:*
 - Was the operation outcomes (expected results) reached in an efficient and effective way?
 - How effective were the NS/IFRC systems and processes in supporting the operation (e.g. management decision making and approval, preparation of DREF document, process of the approval and disbursement process, logistics system, financial system, etc.).
 - How were decisions about the content of the DREF operation taken and by whom?
 - How useful were the RDRT deployments for the NS .
 - What NS/IFRC mechanisms and tools were used to promote good practice (e.g. SPHERE, Better Programme initiative, emergency assessment tools, Vulnerability and Capacity Assessment etc.)?
 - How effective were the operation's processes for planning, priority setting, and monitoring, reporting and quality management? What tools were used to systematically monitor the operation? (excel sheets? Log frame matrixes, tables, finance programmes etc.?)
 - How well was the operation planned in regards to finance? Costs and expenditures as planned and expected? Where there new or other needs that the NS would have wanted to use resources for? (even if the operation is not completely finalized, the NS might have an idea of this.)
 - Was there adequate integration across the different programmes? (e.g. Emergency health, relief, WATSAN, etc)
 - How well did the country (if applicable)/regional/zone/Geneva Secretariat support the operation – from preparation of DREF documentation and approval, throughout the DREF operation until the end of the operation?
 - How were the volunteers managed? Where they insured? Where the volunteers provided with relevant training and equipment for their activities performed during the operation?

- Was there effective coordination with Movement partners / other actors? And how appropriate and effective were the inputs of partner organizations in the implementation of the operation?
- How useful was the deployment of the RDRTs? How were they utilized? Was the deployment on time and was the timeframe long enough? Did they help meet the needs of the National Society?

2. *Capacity of the National Society:*

- Where there any gaps in capacity of the National Society to implement the operation that needs to be addressed? Are there any plans in the National Society to address the gaps? Have these plans been incorporated in the National Society's long term/yearly planning?
- What changes in capacity, capability, understanding and learning have occurred within the National Society as a result of the ongoing operation? Are these appropriate?
- What important lessons have been learned which can improve future disasters response? What would the National Society do differently in future DREF operations?

3 *Logistics*

- Achieve standardization by developing relief aid specifications for standard NFI items in consideration to IFRC and Sphere standards
- Consider incorporation of value for money (VfM) metrics into procurement approach
- Procurement processes: consider if/how acquisition, reporting and accountability mechanisms need strengthening and what is needed in terms of strengthening capacity.
- Review the NS procurement process
- Review and determine the warehousing capacity and NS prepositioning of stocks for future responses
- Review the NS fleet and transport procedures and process with regards to emergency response
- Review the process and procedures for accepting donations during emergencies (unsolicited goods)
- Recommend what functions of logistics require strengthening with the aim to better respond to emergencies
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Proposed agenda Draft agenda for the Lesson Learnt Workshop:

- Opening ceremony.
- Introduction of workshop participants.
- Presentation of workshop objective: explanation of the methodology and workshop outcome to participants.
- Overview of the DREF operation.
- Review of the DREF operation: objectives and activities planned with the DREF and problems/concerns identified per activity. For this exercise, participants will separate into groups (e.g.: per branches/Depts). Each group will review their activities and experiences and identify problems and concerns.
- Presentations of previous exercise and general discussion. The main identified concerns/problems will be discussed per group. Each group will present recommendations for these concerns.

- SWOT analysis (Strengths, Weaknesses, Opportunities, Threats/Challenges)
- Evaluations of the DREF review methodology (general discussion to improve the methodology to evaluate DREF operations).
- Closing ceremony.

Outputs:

- Review report including executive summary maximum 10 pages , key conclusions and recommendations. The draft report will be submitted 14 days after the conclusion of the review, and final report submitted no later than four weeks after the review (with seven days allowed for feedback).
- A feedback discussion with NS, IFRC regional office (and possibly interested PNS) outlining the key preliminary findings and recommendations.

Budget:

The budget amounted in the DREF at IFRC and NS respectively:

3000 CHF(Evaluation)

1410 CHF (Lesson learnt)

Annex 2:agenda for the lessons learnt workshop

**TANZANIA RED CROSS SOCIETY
LESSONS LEARNT WORKSHOP
MOROGORO FLASH FLOODS - TANZANIA
THE WHITE SANDS HOTEL – 4TH JUNE, 2014
DRAFT – PROGRAMME**

TIME	ACTIVITY	Responsibility
09:00 – 09:10	Official Opening remarks/Welcome	TRCS
09:10 – 09:30	Introduction of Participants/Workshop expectations	TRCS
09: 30 – 10:00	Workshop Overview/Objectives	IFRC
10:00 – 10:30	Brief Presentation on Disaster Management Institutional Capacity -TRCS	TRCS
10:30 – 11:00	Tea/Coffee Break	ALL
11:00 – 11:30	Key issues in Emergency Operations – Coordination/Partnerships/ Logistics etc.	IFRC
11:30 – 12:00	Brief Presentation on SPHERE Standards as applied in Emergency Operation	ARC
12:00 – 13:00	Presentation of the Kilosa Floods (DREF) Operation 2014 - Background Information - Assessment - Emergency Plan of Action - Achievements/Challenges	TRCS
13:00 – 14:00	Lunch	ALL
14:00 – 14:30	Presentation of Lessons Learnt – Kilosa Floods	IFRC/TRCS
14:30 – 15:30	Group Discussions/SWOT Analysis- Kilosa Floods DREF operation 1. Shelter & Relief 2. Health & Watsan 3. Coordination/Partnerships 4. Logistics /other support services- finance	TRCS/IFRC/ARC
15:30 – 16:30	Group Presentation of Key Recommendations and Way Forward Plenary Discussions	ALL
16:30 – 16: 45	Tea/Coffee Break	ALL
16:45 – 17:00	AOB – Official Closure	TRCS/IFRC

Annex 3: PARTICIPANTS ATTENDANCE FOR LESSON LEARNT WORKSHOP ON 4th JUNE, 2014

S/ N O	NAME	ADDRESS	ORGANISATION	POSITION	EMAIL ADDRESS
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17	JAFARI RASHIDI AMIRI		TRCS	VOLUNTEER	
18	SELEMANI NGOMA		TRCS	VOLUNTEER	
19	SLYVESTER GAITAN	BOX 81, MOROGORO	TRCS	VOLUNTEER	
20	BISEKO MKAMA		TRCS	VOLUNTEER	
21	STELA MAREALLE	BOX 1133, DSM	TRCS	DO	
22	LEONARD W. MASONU	BOX 1133, DSM	TRCS	DSM CHAIRMAN	
23	BRIDGET RAMADHAN	BOX 1133, DSM	TRCS	LOG OFFICER	
24	JOHN K. KIMWERI	BOX 1133, DSM	TRCS	LOG MANAGER	
25	BUSHIRI NGAMBA		TRCS	VOLUNTEER	
26	ABDALLAH MOHAMED	BOX 39, KILOSA	TRCS	VOLUNTEER	
27	SUTE SAMSON	BOX 420, DSM	TRCS	VOLUNTEER	
28	LUCRECIA RUBANDWA	BOX 31305, DSM	TRCS	VOLUNTEER	
29	VIVAOLIVA SHOO	BOX 1133, DSM	TRCS	DM OFFICER	
30	DEVOTHA BIHUME	BOX 1133, DSM	TRCS	ADMIN ASSIST	
31	AIDAN DAVID	DSM	TRCS	DM	
32	SIGSBERT SHIMBE	BOX 1133, DSM	TRCS HQS	PAM	
33	JULIUS KEJO	BOX 1133, DSM	TRCS	DBD	
34	BERTHA MLAY	BOX 1133, DSM	TRCS	HEALTH	
35	ABDALLA AHMED	DSM	TRCS	VOLUNTEER	