



**St. Vincent & the Grenadines  
Red Cross Society**



**International Federation  
of Red Cross and Red Crescent Societies**



**CADRIM**

RESULTS

OF THE

**LESSONS LEARNED WORKSHOP  
DREF OPERATION**

*"Flood operation of the SVG Red Cross"*

*St. Vincent & the Grenadines Red Cross  
April 2017*



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### **Facilitator comments**

- This report is the product of the Lessons Learned workshop with the St. Vincent & the Grenadines Red Cross Society, as part of the November 2017 Disaster Relief Emergency Fund (DREF) operations. The workshop was facilitated by the Red Cross Caribbean Disaster Risk Management Reference Centre (CADRIM).
- The methodology for the workshop is based on the IFRC Framework for Evaluation. Additionally, tools such as a lessons learned matrix and reporting templates that were developed by the Reference Centre for Institutional Disaster Preparedness (CREPD) were used to capture and collate the feedback from the National Society and workshop participants.
- The overall objectives of this and similar lessons learned workshops is to review the operational mechanisms and disaster response capacity of the National Society and should be facilitated by someone external to the operations. Additionally, the aim is to find and offer ideas that may be useful to continue the strengthening of the National Society based on specific feedback and recommendations presented.
- The participation of key decision-makers and technical focal points is essential because of their varied contribution to the governance, management and/or their thematic areas of expertise which guide how a National Society is organised and the nature of their response capacity.
- Whilst the DREF included earmarked funding to facilitate diverse representation at the lessons learned workshop, inputs to the discussions were limited as key representatives from the National Society (Volunteer management, communication, DM, Logistics/Relief distribution) were, regrettably, absent.

### **Acknowledgements**

The Red Cross Caribbean Disaster Risk Management Reference Centre is grateful to the St. Vincent & the Grenadines Red Cross for the opportunity to facilitate this workshop in collaboration is PADRU and to CREPD for providing the requisite matrices and templates to facilitate the process

**I- General.**

- a) **Organizers:** The St. Vincent & the Grenadines Red Cross in the execution of funds as part of the November 2017 flood response, with the support of the International Federation of Red Cross and Red Crescent Societies and the Red Cross Caribbean Disaster Risk Management Reference Centre.
- b) **Location:** Kingstown, St. Vincent.
- c) **Participants:** 20 persons attended the workshop representing the targeted communities under the DREF, as well as some CDRT members.
- d) **Facilitators:**

Name	Function	Affiliation
• Rendal Allen	Facilitator	CADRIM
• Dr. Idelia Ferdinand	Facilitator	St. Vincent and the Grenadines Red Cross

**II- Description.**

**The proposal**

A lesson learned workshop was held at the end of the operation with members of the St. Vincent and the Grenadines Red Cross in order to identify practical recommendations and proposals for improvement in future emergency operations in the country.

- **Objective.**

To identify the strengths and opportunities for the National Society based on their flood response.

- **Result.**

1- Lessons learned based on the following criteria: relevance, efficiency, effectiveness, impact and coverage.

2- Recommendations based on the analysis of the criteria:

- a) Information and Communication Management in Emergencies and Disasters
- b) Response Mechanism
- c) Planning for Response
- d) Volunteer Management System
- e) Administration and Logistics

### **Description of the disaster<sup>1</sup>**

On Tuesday, 29 November 2016, St. Vincent and the Grenadines was impacted by heavy rains, which resulted in flooding and landslides in several communities. Sandy Bay, in the north-eastern area of St. Vincent was the most severely affected community; however, the villages of Magum, Orange Hill, Overland, London, Point, Owia and Fancy in the north-east and Spring Village, Coulls Hill, Troumaca, Rose Bank, Sharpes, Fitz Hughes and Chateaubelair in the north-west of St. Vincent were also impacted. Some people suffered negative impact to their livelihoods with notable losses to their crops and livestock, and continuing to experience severe psychosocial effects, access to water and sanitation issues, and financial challenges as a direct consequence of the flooding.

The government reported that the physical infrastructure (roads and bridges) was extensively damaged. Mudflows and debris blocked many roadways. This, coupled with the infrastructural damage, made many communities inaccessible by road. The clean-up efforts coordinated by the Ministry of Works are extensive and ongoing, and volunteers within the communities are also involved in self-help clean-up activities to restore normalcy in the shortest possible timeframe.

Flooding and landslides caused significant damage to major pipelines supplying the villages throughout the north-eastern quarter of St. Vincent; water for the area is supplied by tenders from the Central Water and Sewage Authority.

The Central Water and Sewage Authority (CWSA) reported that the Jennings System was down, which affected water supply in the following areas: Byera, Mannings Village, Colonaire, Park Hill, South Rivers, Mt. Grenan, Diamonds Village, New Grounds, Lowmans WD, Hadley's Village, North Union, South Union, Cedars, Biabou, Jeffrey, Spring, Peruvian Vale, Argyle, Mt. Pleasant, Rawacou, Stubbs, Calder, Carapan and Diamond; other areas affected by water issues were the areas supplied by the Perseverance water distribution system: Mt. Young, Georgetown, Dickson, O'Briens Valley, Spring, Mt. Bentick, Langley Park, Chapmans Village, Rabacca, Orange Hill, Field 18 and Tourama and Sandy Bay, and water supply was also affected in the North Leeward area from Coulls Hill to Richmond.

As of 29 November 2016, it was estimated that 15 houses were completely damaged, 20 houses were severely damaged and more than 50 houses were partially damaged.

Apart from the physical damage, many houses were inundated by flood water which damaged household items. Three collective centers were opened in Sandy Bay, and there are 55 people in emergency centres and 66 persons in secondary shelters (relatives and friends); throughout the country, there were 79 people

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<sup>1</sup> Reference - DREF Emergency Plan of Action\_SVG Red Cross

in emergency centres and 100 in secondary shelters. The families are cleaning their homes, but they lack the necessary equipment to remove settled water and silt; additionally, the areas around the affected houses are muddy and further rains are worsening the situation. Some people have lost their small subsistence crops and animals, and are facing severe food shortage and financial needs.

Shelter, water and sanitation are important priorities for the communities in the foreseeable future; nevertheless, the issue of psychosocial support looms large as a priority for the short, medium and long-term.

### Summary of the operation

Description of the Operation:

<b>Emergency call</b>	<b>Operation no.</b> MDRVCO03; <b>Glide no.</b> <a href="#">FL-2016-000130-VCT</a>
<b>Date of disaster:</b> 29 November 2016	<b>Date of issue:</b> 5 December 2016
<b>Start date of operation:</b> 29 November 2016	<b>Expected duration:</b> 29 November 2016 to 1 March 2017
<b>Head of Operations:</b> Santiago Luengo, Email: <a href="mailto:santiago.luengo@ifrc.org">santiago.luengo@ifrc.org</a>	<b>National Society:</b> St. Vincent & the Grenadines Red Cross.
<b>Operation Budget:</b> 155,905 Swiss francs (CHF)	
<b>Number of people affected:</b> 25, 000 persons affected	<b>Number of persons to be assisted (revised):</b> 400 families (2000 people)
<b>Host National Society presence:</b> 150 volunteers and staff, all of the National Society's branches are part of the operation	
<b>Red Cross Red Crescent Movement partners actively involved in the operation:</b> French Red Cross/ Regional Intervention Platform for the Americas and the Caribbean (PIRAC for its acronym in French) and the International Federation of Red Cross and Red Crescent Societies (IFRC).	
<b>Other partner organizations actively involved in the operation:</b> NEMO (National Emergency Management Office), Ministry of Health, Wellness and the Environment (MoHE), Central Water Sewage Authority (CWSA)	

### **III- Results.**

#### **1. Lessons Learned.**

##### **a) Relevance**

The response actions from the National Society were considered to be relevant as it met the immediate needs of the affected population. There was good coordination and collaboration between the NS and national stakeholders, especially between National Emergency Management Organisation (NEMO) and the Central Water and Sewage Authority (CWSA). The National Society was able to deploy its water purification unit to some of the most affected areas where the water system was affected.

Analysis of the workshop discussions, highlighted the following:

- Community members were generally satisfied with the supplies but some households requested larger quantities
- Good performance in providing water and food to persons in need
- Volunteers who were part of the distribution did not know the content of the packages, and so had to make adjustments to some of the packages because they were not relevant to some persons
- Prior training in WATSAN was an advantage in helping the National Society respond in collaboration with CWSA
- Addressing livelihood needs was important in getting persons back on their feet
- Some persons coming to the NS with expectations that could not be met

##### **1. Lessons Learned.**

It is important to understand the needs and the culture of the people who would be the beneficiaries of the National Society's response intervention. The use of local resources and items that can be acquired locally not only stimulates the local economy but often meet the immediate needs and use of the people because of their familiarity with the items. Additionally, it is important for volunteers in the field to be familiar with the contents of the packages before distribution. The need to tailor packages based on the needs of the beneficiaries, e.g. sanitary items for babies and the elderly, male/female households or single gender households.

##### **b) Efficiency**

The community participants commended the St. Vincent and the Grenadines Red Cross for the timely and quick assessments. Part of the rationale for such an efficient response was the involvement and the engagement of members of the community during all of the phases of the response. Some considered this interaction with the Red Cross to be the best it has been for a very long time.

The analysis made during the workshop showed the following:

- The response and support coming from PADRU was quick and efficient
- Some of the community Red Cross groups have recently been revived with more committed persons, who were capable and ready to respond in a coordinated and harmonious way. During this workshop, it is recognized that many of these persons require further training in disaster risk management
- There was fluid communication between the neighbouring community groups, which allowed each to provide support to the other. However, there was no indication of what systems were in place to log internal and external complaints or suggestions from beneficiaries and volunteers.
- The community thought that the volunteers were polite and respectful
- In some instances, there seems to be a misunderstanding in terms of roles and responsibilities, both individually and from the organisational level

#### Lesson Learned

One of the strengths of the National Society's response is that of the active involvement of its Red Cross groups. This has resulted in less dependency on personnel from the National Society headquarters to be present at all times. However, due to the fact that many of these community volunteers are new to the Red Cross, there still remains the need for adequate supervision in the field. It is important and highly recommended that regular briefing and debriefing with all members representing the Red Cross during the response to define roles and any changes in responsibility to avoid any duplication and confusions around who is doing what, when and where.

#### **c) Effectiveness.**

The operation carried out by the St. Vincent and the Grenadines Red Cross was quick and provided useful information almost immediately. The National Society was able to receive real time information from its network of Red Cross groups and CDRTs within the communities which allowed quick decision making. The response and accessibility of personnel based at the National Society's Headquarters was delayed due to the unfavourable conditions of the road which posed several safety concerns as much of the infrastructure was compromised at the time. However, there are a number of aspects that must be strengthened, which in the long run will improve the actions of the National Society.

The analysis made during the workshop showed the following:

- There were more trained volunteers in the response which resulted in persons being more clear of their roles; although it is believed that more training is required in specialized areas (refresher CDRT training) and a proper induction process for new volunteers of the Red Cross
- Response from PADRU was quick and efficient throughout the DREF mechanism
- Inconsistencies in how relief was distributed throughout the island
- An area for improvement is to build the capacity of the National Society to meet the medium and long-term needs of the affected
- Poor assessments in some areas
- Have agreements with local suppliers for goods, which might not always be feasible based on quantity

### Lesson Learned

There are several factors that must be measured together in order to garner the overall effectiveness of the Project. St. Vincent & the Grenadines Red Cross has responded to several flood emergencies within the past 10 years and has been recognized by communities and national stakeholders as key agency, but a lot of its actions have been focussed on response. There needs to be more emphasis on the preparedness of communities and the National Society's capacity to respond through the proper mapping of the risks of the communities and the capacity of the National Society to respond effectively. Through close collaboration with the National Emergency Management Organisation (NEMO), there are opportunities to hold discussions around the repositioning of stock at satellite warehouses in some of the most vulnerable communities.

#### **d) Impact**

The St. Vincent & the Grenadines Red Cross was heavily involved in implementing and responding to the needs of the affected population. Although the impact of many of the activities under the DREF were not discussed during the lessons learned workshop, it was informally observed through dialog and through the National Societies Facebook page that numerous community interventions and capacity building initiatives were undertaken. Some of these community sensitization and awareness included: Community-based Health and First Aid (CBHFA), Sanitation and Hygiene promotion, Community-based Psychosocial support (as well as a PSS workshop with Volunteers and national stakeholders), water and sanitation (including distribution of aqua tabs, distribution of bottled water and the deployment of the water purification unit in collaboration with the Central Water and Sewage Authority).

The analysis made during the workshop showed the following:

- Limited political interference related to the distribution
- There is a continued need for psychosocial support to the affected population
- Lack of funding or limited flexibility in funding to support the needs based on the needs
- There was harmonious coordination between the Red Cross, the IFRC and the community which allowed for the smooth execution of deliverables
- Need for more awareness during 'peace time' and sensitize the public on how to prepare their households in the event they are affected by a disaster

- It is important for the authorities to have prepositioned items at the designated shelters, in the event persons had to leave their homes unexpectedly without supplies

#### Lesson Learned

The community was able to identify what their critical need were and what need addressing. the timeline restriction made it difficult to address certain issues in relation to the affected area. immediate resource might be available but they may not be accessible e.g. financing interventions. The training and capacity building initiatives that were done as part of the DREF contributed to the strengthening and development of human talents that are better prepared to address any future disasters that may affect the country.

#### e) Coverage

The most severely affected communities were located in the north western and Eastern sections of the island. Sandy Bay in the north-eastern area of Saint Vincent was the most severely affected community. However, the villages of Magum, Orange Hill, Overland, London, Point, Owia and Fancy in the north-east and Spring Village, Coulls Hill, Troumaca, Rose Bank, Sharpes, Fitz Hughes and Chateaubelair in the north-west of Saint Vincent were also impacted.

The analysis made during the workshop showed the following:

- Most persons who were affected and needed assistance got help
- The assessment facilitated the prioritization of needs and the need of the community
- The assessment was readily available and used in the intervention; there remains need for stronger analysis of the data to inform decision making
- Assessment tools can be more widely used and training is needed to help use the tools more effectively and ensure that the processes are more effective (e.g. ODK and Mega V)

#### Lessons Learned

The coordinating mechanism in the community was instrumental in identifying the needs of priority groups and addressing those needs. In earlier cases some groups were neglected and persons who were not in shelters, their needs were not addressed. For those persons who were unable to go for assistance, the Red Cross was able to use their volunteers to meet those needs. The response system of the National Society must be strengthened to ensure that there is sufficient capacity at the national and community levels. This will allow for a more harmonised response from the Red Cross.

## 2. Recommendations

Based on the analysis of the criteria:

**a) Information and communication management in emergencies and disasters**

- Have trained volunteers to carry out DANA, with an emphasis on the analysis of data to support decision making (e.g. use of ODK and Mega V)
- Hold regular meetings with the community groups and sensitize them on DRM topics and improved communication from the field to HQ
- Manage prior disaster management information that exist on communities to help guide how work is conducted in the event of a disaster
- Strengthen the information management system from local to national level, linked to the Federation response system

**b) Response Mechanism**

- Improve the communication and activation of the response teams (NITs, RITs, CDRTs) within the National Society, also ensuring that the members of the team are exposed to the most current and updated trainings
- Strengthen the coordination and cooperation with other national stakeholders in combining resources and avoid duplication and competition in the field
- Strengthen the response mechanism of the National Society from planning, operational procedures, ensuring the flow of information to have several courses of action to respond to the emergency in a timely manner with coordinated strategic and operational decisions

**c) Planning for Response**

- Update the National Society disaster plan, contingency plan, SOPs, etc. in a participatory process that involves key members of the NS and other national stakeholders that have a responsibility for disaster preparedness and response
- Support the continuous development of skillsets of staff and volunteers, especially in the priority areas of work for the NS
- Have regular, sector specific, simulation and drills to test the skills of the responders
- Strengthen the resource mobilization strategy for the NS that includes agreements with local institutions and organizations, as well as the private sector

**d) Volunteer Management System**

- Develop a functional management system that host the updated information of staff, members and volunteers of the NS, including their areas of specialization and trainings
- Develop a communication system that will disseminate widely updated and continuous communication about information and activities of interest happening in the Red Cross at the national, regional and international level

- Establish a volunteer recruitment and retention plan for the NS
- Provide regular training opportunities for members of the NS
- Identify a skilled/competent focal point for volunteers

**e) Administration and logistics (Logistics support)**

- The internal control system of the National Society should include "risk assessment" to provide reasonable security for the achievement of the mission of the NS
- Motivate staff and volunteer working in the field by providing them with the resources required to perform their work effectively
- Humanitarian logistics is an important means of conducting operations during a disaster, so it is necessary to improve the capacities of volunteers and permanent staff in logistical management, this may include NIT training, or technical support from the Logistics Unit of the Federation
- Special administrative and logistical procedures should be in place during times of emergency

## Annexes

### Annex N° 1 Agenda

TIME	DESCRIPTION	RESPONSIBLE
08:30	Registration/Welcome/Opening	SVGRCS
09:00	Workshop Overview	Rendal
09:30	Plenary (Strengths & Weaknesses)	Idelia
10:15	<b>BREAK</b>	
10:45	Evaluation of Response (Criteria)	Rendal & Idelia
12:15	<b>LUNCH</b>	
13:15	Lessons Learned & Recommendations	Rendal & Idelia
14:00	<b>Closing</b>	

### Annex N° 2 List of Participants

Date: 08 April 2017.

Activity: Lessons learned workshop flood operation.

N°	Name	Position/Organisation/Community
1	Raymond Yorke	SVG Red Cross
2	Petover Findlay	Barrouallie
3	Bernard Morgan	President, SVG Red Cross
4	Camalitha Kirby	Barrouallie Red Cross Group
5	Denise Francois	Sandy Bay
6	Kishor Hamlett	Volunteer, SVG Red Cross
7	Shelly-Ann Roberts	Barrouallie Red Cross Group
8	Dora James	Vice-president, SVG Red Cross
9	Sharon Prince	Chateaubelair Red Cross Group
10	Tianna Michael	Chateaubelair Red Cross Group
11	Renrick Quashie	Buccament Bay Red Cross Group
12	Shyonta Quashie	Buccament Bay Red Cross Group
13	Enos Francis	Sandy Bay
14	Selwyn Lavia	Sandy Bay
15	Suzanne Peters	Sandy Bay
16	Shannel Baptiste	Sandy Bay
17	Veronica John	Georgetown Red Cross Group
18	Erma Thomas	Sandy Bay
19	LaToya Creese	Volunteer, SVG Red Cross
20	Garnet Jeffers	Volunteer, SVG Red Cross

Annex N° 3 Workshop: Matrix

**International Federation of Red Cross and Red Crescent Societies  
 Policy, Strategy and Knowledge Unit  
 Reference Centre for Institutional Disaster Preparedness  
 Red Cross Caribbean Disaster Risk Management Reference Centre  
 Lessons learned workshop: SVG Red Cross**

**Sector:**

<b>Strengths</b>	<b>Weaknesses</b>
<p>Strengths are used to determine what your institution does best. If you know your strengths you can emphasize them when the time comes to implement your program or intervention.</p>	<p>Factors that provoke an unfavourable position, can be resources that are lacking, skills that are not possessed or are limited, activities that do not develop positively, which constitute barriers to achieve good institutional progress.</p>

<b>Criteria and questions generating discussion</b>		<b>Conclusions</b>
<b>Criterion</b>	<b>Evaluation questions</b>	
Relevance	Communities and people affected by humanitarian crises receive adequate support in relation to their needs.	
	Communities and people affected by humanitarian crises receive coordinated and complementary support.	
	The intervention is tailored to the priorities of the target group (i.e. the local population and the beneficiaries)	
Efficiency	Communities and people affected by humanitarian crises have access to safe and agile mechanisms for handling complaints	
	Communities and people affected by humanitarian crises receive the help they need from adequately managed staff and volunteers	
	Communities and people affected by humanitarian crises can expect their organizations to effectively, efficiently and ethically manage resources	
Effectiveness	Communities and people affected by humanitarian crises are aware of their rights, have access to information and participate in all decisions that concern them	
	The silver goal in the intervention has been achieved even if the objectives and strategies were modified.	
Impact	Communities and people affected by humanitarian crises are not disadvantaged and more prepared, more resilient and less risk-averse as a result of humanitarian action.	
	Communities and people affected by humanitarian crises can expect to receive better assistance as organizations learn from experience and reflection	
Coverage	Communities and people affected by humanitarian crises have access to the help they need at the right time	

	Communities and people receive proportional help to those in need.	
	All groups present in the community are included and prioritized (vulnerable groups, gender, diversity)	
	An assessment has been made with a breakdown of demographic data (disaggregated data) by geographical location and by socio-economic groups such as: gender, age, race, religion, skills, socioeconomic status, and marginalized (i.e. internally displaced) populations;	

Lessons Learned	Recommendations	Responsible Area	Implementation period		
			Within the call		Post-Appeal
"Knowledge acquired through experiences, successful or not, in the process of realizing a project in order to improve future executions. <b>Criteria for writing a lesson:</b> - They have been executed with proven success. - Can be replicated and applied in other contexts yielding similar results. - Have fulfilled or exceeded the objectives outlines, and have delivered the expected products. - They are sustainable over time.	Systematically developed to help the institution make decisions about the most appropriate actions, and to select the options based on their diagnosis.				

#### Annex N° 4 Workshop: Photos



#### Supporting Documents:

- Requested documents were not provided prior to the commencement of the workshop.

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Síguenos en

**Facebook:** Red Cross Caribbean Disaster Risk Management Reference Centre

**Twitter:** CADRIM1

**Website:** <http://www.cadrim.org/>

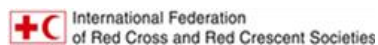
**International Federation of Red Cross and Red Crescent Societies.**

**Policy, Strategy and Knowledge Unit.**

**Americas Regional Office**

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The International Federation of Red Cross and Red Crescent Societies promote the humanitarian activities of National Societies in favour of the vulnerable. Through the coordination of international disaster relief and the promotion of development assistance, it is proposed to prevent and alleviate human suffering.

The International Federation, National Societies and the International Committee of the Red Cross together constitute the International Red Cross and Red Crescent Movement.