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# Emergency Plan of Action Operation Final Report Papua New Guinea: Earthquake

 International Federation  
of Red Cross and Red Crescent Societies

<b>DREF operation</b>	<b>Operation n° MDRPG008</b>
<b>Date of Issue: 5 November 2018</b>	<b>Glide number: <a href="#">EQ-2018-000020-PNG</a></b>
<b>Date of disaster: 26 February 2018</b>	
<b>Operation start date: 27 February 2018</b>	<b>Operation end date: 27 July 2018</b>
<b>Host National Society(ies): Papua New Guinea Red Cross</b>	<b>Operation budget: CHF 209,398</b>
<b>Number of people affected: 270,000</b>	<b>Number of people assisted: 3,000</b>
<b>N° of National Societies involved in the operation:</b> The National Society is working with the International Federation of Red Cross and Red Crescent Societies (IFRC) and International Committee of the Red Cross (ICRC).	
<b>N° of other partner organizations involved in the operation:</b> Provincial disaster committees (PDCs), National Disaster Centre (NDC), PNG Disaster Management Team, UN agencies, INGO's, Exxon Mobile, Oil Search, and church associations.	

**Summary:** The International Federation of Red Cross and Red Crescent Societies' Disaster Relief Emergency Fund (DREF) was granted on 28 February 2018 for CHF 209,398 to the PNGRCS. The DREF reached 3,000 people in three Highlands provinces, who were affected by *Highland Earthquake* in PNG.

A 7.5 magnitude earthquake with a 35-kilometre depth, struck at about 4 am (Papua New Guinea- PNG time) on 26 February 2018, followed several aftershocks in three highland provinces of PNG. Approximately over 100 people dead, with most of confirmed deaths caused by landslides triggered by the earthquake.

Earthquake affected over 270,000 people, who experienced the intensity above 6.0 and required humanitarian assistance. The displaced people caused by earthquake were sheltered temporarily on a schools, churches and care centers.



Disaster Management Officer and team leader: (Photo by PNGRCS)

Due to absence of PNGRCS Branches in all those three provinces, the Western Highland Branch, under the guidance of the DREF project manager and Regional Operation Coordinator, was tasked with planning the response. The volunteers were on stand-by immediately from the 1<sup>st</sup> week of March, preparing for response. Planning commenced in earnest, once the DREF was approved on 28 February, however the majority of communication and road accessibility was damaged, and accessibility has returned to manageable condition only after being cut off for several weeks. The Regional Operation Coordinator from APRO surge support stopped over on 5<sup>th</sup> March in Western Highland followed by Southern Highland and Hela, this provided an opportunity to discuss the operation and for him to meet the volunteers. On 25 March, the IFRC Head of the Country Office, brought the RDRT to Western Highland, to introduce him and hold discussions regarding the DREF requirements. A response team of 20 volunteers from Western Highland branch along with RDRT from IFRC deployed to earthquake affected areas to commence operation planning, coordination, distribution and awareness activities.

With the DREF allocation, PNGRCS met the needs of affected people and implemented a strategy that included relief distribution, WASH, hygiene information & dissemination and displaced people's community awareness. The scope and budget for this operation enabled the targeted population of 3,000 people reached directly who were severely affected by the earthquake. Although due to main and link road accessibility to the affected areas this DREF was extended for two additional months, the implementation of activities for the operation was successfully concluded by 27 July 2018 including lesson learnt workshop. Those activities reached 3,000 people. The consolidated financial figures have yet to be finalized, the final financial report will be issued together with DREF Final Report once the financial consolidation is finalized.

## A. SITUATION ANALYSIS

### Description of the disaster

A 7.5 magnitude earthquake with a 35-kilometre depth, struck at about 4 am (Papua New Guinea- PNG time) on 26 February 2018, followed 30 minutes later by an aftershock of 5.5 magnitude, according to the United States Geological Survey (USGS). The epicentre was in the southern highlands in a mountainous area (Mount Bosavi) which is location with a mostly rural population; no major urban centres or infrastructure were located near the epicentre. According to UNDAC reports, and based on the PNG 2011 census, a population of 37,689 persons live in the areas where the earthquake was most felt. Approximately 270,000 people experienced the intensity above 6.0 and required humanitarian assistance.

The two most affected provinces were Hela and Southern Highlands. The death toll remains unclear as of today, but it is believed that more than 100 people died, with most of confirmed deaths caused by landslides.

The majority of communication and road accessibility has returned to pre-earthquake status after being cut off for several weeks. Some of the affected areas took weeks to be assessed as they could only be reached by air or walking in normal times. The most remote locations could only be accessed by walking trails and in non-emergency periods lack radio or mobile networks.

As violent clashes in some of these communities ongoing phenomenon and quite frequent, the restriction of movement has delayed, or prevented, aid from reaching certain locations. During this operation, several security incidents have occurred, which included the armed robbery of Papua New Guinea Red Cross Society (PNGRCS) volunteers and a regional disaster response team (RDRT) member. On 14 June, in Mendi, the capital of Southern Highlands, was thrown into chaos following the angry mob attacked an Air Niugini Dash 8 aircraft, Court House and Governor Resident was torched and projectiles were exchanged between locals and security personnel. For this reason, humanitarian organizations temporarily have suspended operations in Hela and later Southern Highland provinces. Some of the final targeted people to be assisted could not be reached directly by our teams and those final distributions had to be delivered through community leaders as it was too risky for the PNGRCS volunteers reach them directly.

### Summary of current response

#### Overview of Host National Society

The Papua New Guinea Red Cross Society does not have branches in the affected areas. The nearest branch is in Mount Hagen, Western Highlands. The volunteers from these branches have been very active in conducting initial rapid assessments and relief in the earthquake-affected areas. They have also coordinated and facilitated a coordination hub with other local stakeholder in Mount Hagen to support the affected provinces nearby. A PNGRCS disaster management team from the headquarters also provided surge support. The PNGRCS started to implement the activities of this DREF with the beginning of the assessments, mobilizing volunteers, organizing procurement and establishing a plan of action based on earlier findings from the rapid assessments.

Around 20 volunteers from Mount Hagen, including two trained National Disaster Response Team (NDRT) members have been active in the response of this DREF in the field. While approximately 30 others have assisted with logistics, packing transport etc.

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

IFRC has a country office in Papua New Guinea consisting of a head of country office and finance delegate (ended mission on 29<sup>th</sup> June 2018). Additional technical resources required to support this plan came primarily from the Asia Pacific regional office based in Kuala Lumpur, as well as the other Movement members, particularly those that have long standing cooperation with PNGRCS, such as Australian Red Cross, and the International Committee of the Red Cross (ICRC).

An operations coordinator from IFRC Asia Pacific regional office was deployed for one month to provide initial surge support. A RDRT member then took over from him. RDRT provided technical support to the PNGRCS in the implementation of this operation for a six-week period. Other IFRC colleagues provided remote support to the country team.

The International Committee of the Red Cross (ICRC) has a mission in Papua New Guinea that is based in Port Moresby with a well-established field office in Mount Hagen, Western Highlands, which covers some of the most affected areas by the earthquake. Initial rapid assessments and response actions by PNGRCS and ICRC teams were conducted shortly after the disaster. The IFRC operations coordinator managed to join one of the teams for three days in Nipa-Kutubu district and shared the ICRC compound for security and logistics purposes. The RDRT member subsequently deployed also stayed at the compound for the duration of his mission and was provided with general logistics and security support by ICRC.

In terms of response, ICRC used its available resources to respond to urgent earthquake-driven needs in its established areas of operations in the Highlands. They focussed on rehabilitation of health structures, through repairs to water and other essential services. They have also conducted non-food items (NFI) distributions for displaced and host communities and are working on water issues at some care centres. ICRC response was carried out jointly with the PNGRCS. Following the shelter training, ICRC incorporated this dimension into their operations making use of the newly trained volunteers from Mount Hagen.

Australian Red Cross provided bilateral support to PNGRCS that has entailed 1000 tarpaulins and 500 mosquito nets as preparedness stock measures as well as sponsoring the costs for the deployment of the RDRT generalist.

Partners are working on longer term planning towards supporting PNGRC with one aligned Movement support plan for greater efficiency and drawing on the collective strength of the Movement. IFRC Papua New Guinea country office has provided guidance and support to PNGRC throughout the duration of the operation.

### **Overview of non-RCRC actors in country**

A joint PNG Disaster Management Team had been activated since the beginning of the disaster. The Provincial Disaster Committees (PDC) had more frequent coordination. Highlands Humanitarian Hub (HHH) coordination meetings have been run in Mount Hagen between RC, PDC and INGOs, generally at the National Society's office. Coordination was streamlined after the arrival of UNDAC team to provide coordination and information management support. Seven informal clusters (Logistics, WASH, Shelter, Food Security, Health, Protection, Education, Nutrition) also were activated.

Several INGOs, local NGOs, church groups, UN agencies, government bodies, and the two oil and gas companies present in the affected areas (Exxon Mobile and Oil Search) have been involved in the response effort. The Mission Aviation Fellowship (MAF), World Food Programme (WFP), International Organization for Migration (IOM) are active and other actors are increasing their presence, particularly in areas not affected by conflict. The activities were reported in a 3W matrix and information is centralized through the [Humanitarian Platform](#) web page.

Information from state and NGO sources were regularly updated on [DTM live](#).

PNG armed forces and Australian armed forces were providing logistical support for transport and warehousing during the first month of operations. The oil and gas companies also supported some organizations in this matter, while MAF has done a series of aerial surveys and conducted substantial relief activities with its aircrafts. Other aviation actors included Hevilift, which provided discounted services to PNGRCS, and Helisolutions. The staging point was in Mogulu and in the Morro airport operated by Oil Search with WFP support.

The PNG government is still working on rehabilitating infrastructures and roads and continues to coordinate the response and recovery efforts through the appointed Emergency Controller.

## **Needs analysis and scenario planning**

### **Needs analysis**

The access to remote locations and communication represented a major challenge faced by all actors, including the Red Cross during the early response. Serious security concerns in some areas continue to hamper interventions until now.

The initial rapid assessments conducted with Red Cross teams were composed of Papua New Guinea Red Cross Society, ICRC and a staff person from the IFRC. These teams observed minor to moderate impacts in the assessed areas in Hela and Southern Highlands, near the epicentre. Interviews with government authorities and affected populations were conducted, as well as direct observation from the road. The damages visible from the different roads and during visits were quite limited. The most notable damages were the road cracks, mudslides and landslides that became more numerous approaching the epicentre but not affecting populated areas. In terms of infrastructure, most households showed reduced impact and the most affected structures were modern buildings used by government offices. Gardens and small markets with food, and many functional gardens, were observable.

After discussion with authorities, the teams assessed locations to which they were referred by authorities. At times, local community members provided different figures than government authorities for the same places. Care centres which are the informal displaced people gathering point, were observed during day time but were not showing signs of people massively using them.

The findings of the rapid assessments did not enable the confirmation of secondary data, which could justify a large-scale response. The two clear findings were that many people are consuming water from different, and at times risky, sources, and they were fearful of returning to their homes. Their fear not only prevents their return to homes, even those not damaged, but also to their gardens.

The Red Cross assessments identified 198 destroyed homes in Beneria, Hela Province. Since 28 March, most humanitarian programmes in and around Tari, the provincial capital of Hela province, have been suspended due to increased tension and inter-communal fighting. Many partners have had to relocate humanitarian staff to other locations, including to the provincial capital of the Southern Highlands, Mendi, in view of the situation,

### Operation Risk Assessment

Earthquake aftershocks were felt for many weeks after and were a risk for the security of staff and volunteers, as well as the affected populations. However, the only serious incident that occurred during this operation was due to security issues, PNGRCS volunteers and IFRC RDRT traveling back from assessment in Benaria, found the road was blocked with a log. Five young men armed with homemade rifles and machetes attacked the car, hitting and punching without provocation. They took all possessions from each person while threatening each and making everyone sit on the ground. These attackers did not listen to the explanations of the mission of the Red Cross and their response activities. Prior to the team's travel, they had discussed access with ICRC and the Provincial Police Commander; two local men were part of the team. Signs indicate that these individuals were not attached to specific tribal groups in the area and appear to have acted alone.




The NFI distributions entailed other risks. Within this complex social context, serious work in engaging the communities is critical due to the inter-community sensitivity and tension. The selection criteria needed to be discussed clearly and accepted by all. Some humanitarian actors only conducted blanket aerial distributions, which potentially exacerbated the situation.

## B. OPERATIONAL STRATEGY

### Proposed strategy

The activities of this DREF operation remained the same, however, due to the several security situations delaying the final relief distributions combined with the need to review the lessons learned, the timeframe for this operation was extended two months and ended on 27 July 2018. The targeted people reached were 3,000, which represented 400 households. The households in the highlands are known as "won talk" are including extended family members and was established as 7.5 members per household in this operation.

## C. DETAILED OPERATIONAL PLAN

	<p><b>Shelter</b>  <b>People reached: 3000</b>  Male: Not available  Female: Not available</p>						
<p><b>Outcome 1: Communities in disaster and crisis affected areas restore and strengthen their safety, well-being and longer-term recovery through shelter and settlement solutions</b></p>							
<p><b>Output 1.1: Short, medium and long-term shelter and settlement assistance is provided to affected households</b></p>							
<p><b>Indicators:</b></p>	<table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td># households provided with emergency shelter and settlement assistance</td> <td style="text-align: center;">400</td> <td style="text-align: center;">400</td> </tr> </tbody> </table>		Target	Actual	# households provided with emergency shelter and settlement assistance	400	400
	Target	Actual					
# households provided with emergency shelter and settlement assistance	400	400					
<p><b>Narrative description of achievements</b></p>							
<p>A total of 400 households received shelter and settlement assistance. This included the registration and distribution to 224 households around Beneria Station and Urila, Poroma, Nipa Kutubu District in addition to the distribution to 12 households, whose family members evacuated by MAF to Mount Hagen.</p>							
<div style="display: flex; justify-content: space-around;">   </div>							



Final NFI distribution on 25-27 July in Urila, Poroma, Nipa Kutubu District. (Photo by: PNGRCS)

The final 164 families' distributions were completed in end of July after the community leaders were invited to a roundtable in Tari to discuss safety and security and travel to communities. Work was conducted with leaders for a thorough dissemination, assessment and distribution/training, as needed.

As indicated in the [operations update # 1](#), the team identified some shortfalls related to the items planned for distribution to 400 households. The Australian Red Cross, which provides bilateral supports with tarps and mosquito nets as part of additional contingency stock, agreed to let PNGRCS distribute the additional quantities of tarpaulins and mosquito nets to complete the 400 households for these two specific items.

### Challenges

The main challenges for the entire operation's activities were related to the logistics constraints, which includes notably the difficulty to access beneficiaries due to absence of roads, availability of transports. The security restriction due to the existing conflicts also limited the movement and added further restrictions to the already challenges related to logistics.

Another challenge that was highlighted during the lessons learned workshop was that the branch volunteers were not very experienced with shelter activities as this was new. They felt the training session on key messaging was useful but could have been better if they had further training as some volunteers still struggle to capture the main concepts.



### Health

**People reached: 3000**

Male: Not available

Female: Not available

**Outcome 1: The immediate risks to the health of affected populations are reduced**

**Output 1.1: The health situation and immediate risks are assessed using agreed guidelines**

Indicators:	Target	Actual
# of volunteers deployed to provide assessments	20	12

**Output 1.2: Target population is provided with rapid medical management of injuries and diseases**

Indicators:	Target	Actual
# of people reached by first aid services	Case by case	19

**Output 1.3: Community-based disease prevention and health promotion is provided to the target population**

Indicators:	Target	Actual
# of households receiving treated mosquito nets	400	400

**Output 1.4: Psychosocial support provided to the target population**

Indicators:	Target	Actual
# of people receiving trauma-awareness messaging	3000	3000
# of media campaigns disseminated through the population	1	completed

**Narrative description of achievements**

Twelve PNGRCS volunteers conducted multi-sectorial assessments. First aid has been provided during the assessments. To date, the registered information indicates that PNGRCS volunteers provided first aid to 6 children and 13 adults after they came across them in a road accident on 15 March 2018.

A total of 21 volunteers (16 men and 5 women) were trained to provide information regarding earthquakes and to provide assistance to minimize the trauma from this disaster and health and hygiene awareness. A total of 3000 people from 400 households received this service including all 400 households received long-lasting insecticide treated mosquito nets during the relief distributions.

### Challenges

Challenges were linked to access and security. Also, the volunteers did not clearly register the first aid cases they attended. They have reported the vehicle accident, but the other cases were not systematically registered in the activity books.



## Water, sanitation and hygiene

People reached: 3,000

Male: Not available

Female: Not available

### Outcome 1: Immediate reduction in risk of waterborne and water related diseases in targeted communities

Indicators:	Target	Actual
# of people reached by NS with services to address relevant WASH risk factors	3,000	3,000

### Output 1.1: Continuous assessment of water, sanitation, and hygiene situation is carried out in targeted communities

Indicators:	Target	Actual
# of volunteers deployed to provide assessments and monitoring	20	21

### Output 1.2: Hygiene-related goods (NFIs) which meet Sphere standards and training on how to use those goods is provided to the target population

Indicators:	Target	Actual
# households provided with essential hygiene items	400	400

### Output 1.3: Hygiene promotion and handling activities are provided to the entire affected population.

Indicators:	Target	Actual
# of people reached by hygiene promotion and handling activities	3,000	3,000

### Narrative description of achievements

Twenty-one PNGRCS volunteers conducted multi-sectorial assessments as well as hygiene promotion activities and WASH-related NFI. The NFI distributed were 400 standard IFRC hygiene kits (1 per HH) and 800 10 litres jerry cans (2 per HH). Each distribution of WASH NFI's was accompanied by awareness on their use and hygiene promotion messages.

Coordination at provincial and national level was done with other WASH actors.

Those volunteers received refresher sessions on key messaging, awareness as well as key Red Cross principles, child protection, Gender and Diversity Minimum Standards and code of conduct refresher sessions prior to implement the activities.

### Challenges

There were no major challenges with the WASH activities as such as this is what the volunteers were used to do. However, challenges were linked in access due to logistics and security as reported in other sectors caused failed to conduct baseline survey to define hygiene issues and assess capacity to address the problem, progress and evaluate results.

Post monitoring evaluation and satisfaction surveys was not possible due to tribal conflict which has limited the volunteers to return to location due to security risks.

<b>International Disaster Response</b>		
<b>Outcome 1: Effective and coordinated international disaster response is ensured</b>		
<b>Output 1.1: Effective response preparedness and NS surge capacity mechanism is maintained</b>		
Indicators:	Target	Actual
# of surge capacity roster members deployed	2	2
<b>Output 1.2: Supply chain and fleet services meet recognized quality and accountability standard</b>		
Indicators:	Target	Actual
% of international procurement respecting the IFRC procurement procedures	100%	100%
<b>Output 1.3: Coordinating role of the IFRC within the international humanitarian system is enhanced</b>		
Indicators:	Target	Actual
# of coordination meetings with other stakeholders	N/A	16
<b>Output 1.4: In the context of large scale emergencies the IFRC, ICRC and NS enhance their operational reach and effectiveness through new means of coordination.</b>		
Indicators:	Target	Actual
# of coordination meetings with other RC Movement partners	N/A	18 (regular)
<b>Narrative description of achievements</b>		
<p>An IFRC APRO operations coordinator was deployed to provide surge support for assessments, revision of budget and emergency plan of action coordination, logistics support and start of the operation. A generalist RDRT was deployed who provided technical support for monitoring the implementation of this operation, facilitated information sharing and ensured systems to collect proper data were being used, as well as provided technical guidance to the volunteers.</p> <p>The operations coordinator submitted final requisitions to Operational Logistics, Procurement &amp; Supply Chain Management Department in APRO to replenish the NFIs, which now have been replenished and received.</p> <p>Members of the PNGRCS team actively participated in regular coordination meetings with other humanitarian actors. Additional, Movement coordination meetings were regularly held.</p>		
<b>Challenges</b>		
<p>Coordination with the Movement partners was good. Our team worked well with PNGRCS branch as well as the ICRC who supported IFRC team logistically. IFRC country office is understaff, with only one head of C.O., one finance delegate and one driver. Having logistics and PMER would have been an added value to support the operation. Identifying RDRT was also challenging due to right profile and security concerns. A security incident also occurred where the RDRT member and PNGRCS volunteers were physically harmed by bandits. No one was seriously injured, but the incident forced our team to put on hold the operation and review the final activities.</p>		

<b>Influence others as leading strategic partner</b>		
<b>Outcome 1: The IFRC secretariat, together with National Societies uses their unique position to influence decisions at local, national and international levels that affect the most vulnerable.</b>		
<b>Output 1.1: IFRC and NS are visible, trusted and effective advocates on humanitarian issues</b>		
Indicators:	Target	Actual
# of communications materials produced (social media, media articles, interviews, etc.)	N/A	Several interviews, but not systematically registered
<b>Output 1.2: IFRC produces high-quality research and evaluation that informs advocacy, resource mobilization and programming.</b>		
Indicators:	Target	Actual
# of lessons learned workshops	1	1
<b>Narrative description of achievements</b>		

The Red Cross was represented as one of the most active and visible humanitarian actors responding to the PNG earthquake in the international media. The following are some of the media highlights of this coverage:

- Over 2,000 media and social media mentions of the Red Cross in connection with the Papua New Guinea earthquake from 25 February to 7 March 2018.
- Major drivers of coverage focus on death toll, Red Cross initial assessments on number of affected people, lack of accurate information, major aftershocks, concerns over access to safe drinking water as well as on the warning by the Red Cross that the situation could deteriorate because of the season of heavy rains.
- The IFRC head of country office in Papua New Guinea and the Secretary General of Papua New Guinea Red Cross Society were heavily quoted in major online media outlets such as [CNN International](#), [the Guardian](#) and [Reuters](#).
- The two IFRC press releases were picked up by international media outlets such as EFE, the Guardian and Reuters.
- Impressive international media coverage from CNN International, Reuters, AFP, New York Times, BBC News, the Guardian, EFE, AP and more.
- Good engagement on social media from both @Federation and @IFRCAsiaPacific – 2.5 per cent to 4 per cent engagement rate on Twitter (compared to monthly average of 1.5 per cent).
- A [Tweet](#) by AFP mentioning the Red Cross was retweeted 61 times.

The lessons learned workshop organised on 24-27 July at the end of the operation. As mentioned, this workshop with the National Society included Movement components on the ground, as well as Head of Country Office, IFRC and an operations coordinator from the IFRC APRO. The lessons learned was compiled in an action point matrix (attached) to follow up.

### **Logistics and supply chain**

Logistic activities have aimed to effectively manage the supply chain, including, procurement, customs clearance, fleet, storage and transport to distribution sites in accordance with the operation's requirements and aligned to IFRC's logistics standards, processes and procedures.

PNGRCS had prepositioned stocks available. NFIs required to meet emergency response needs were released from in-country stocks and distributed to the affected population. As mentioned, the Australian Red Cross supported PNGRCS bilaterally with NFIs (tarpaulins and mosquito nets as per IFRC specifications) that the National Society volunteers distributed during the relief phase.

Due to limited local market and to ensure the quality of the relief items for any future disasters, the IFRC standard items released for this operation were replenished internationally by the IFRC Asia Pacific Operational Logistics, Procurement & Supply Chain Management (OLPSCM). Relief items distributed to meet immediate needs with specific local specification to ensure local and cultural aspects are met will be replenished by the PNGRCS with the support of IFRC CO and AP OLPSCM.

Rented vehicles have been used to transport staff and volunteers as well as relief materials to affected areas. To the extent possible, in the areas where ICRC has presence, they have also been providing fleet support to the PNGRCS with their vehicles and use of base when possible.

Whereas PNGRCS has the lead role in logistics activities to support this operation, the IFRC CO and IFRC AP OLPSCM maintain close coordination with the National Society and provides support as needed.

## **D. BUDGET**

The overall budget is expected to be underspent specifically on personnel, relief and workshops. These are all corresponding to a working advance to the field branch that has yet to be recovered and therefore the underspent should be reduced significantly once the acquittals are all processed in the financial system. The final financial report will be issued together with DREF Final Report once the financial consolidation is finalized.



Click here for:

- [DREF operation](#)
- [Operation Update no. 1](#)

**For further information, specifically related to this operation please contact:**

**In the Papua New Guinea Red Cross Society**

- Uvenama Rova, secretary general; email: [uvr6057@gmail.com](mailto:uvr6057@gmail.com)

**In the IFRC Papua New Guinea**

- Udaya Regmi, head of country office; email: [udaya.regmi@ifrc.org](mailto:udaya.regmi@ifrc.org)

**In the Asia Pacific regional office, Kuala Lumpur**

- Martin Faller, deputy director; email: [martin.faller@ifrc.org](mailto:martin.faller@ifrc.org)
- Necephor Mghendi, head of disaster and crisis prevention, response and recovery (DCPRR); email: [necephor.mghendi@ifrc.org](mailto:necephor.mghendi@ifrc.org)
- Mathieu Léonard, operations coordinator; mobile: +60196200357; email: [mathieu.leonardjohanna.arvo@ifrc.org](mailto:mathieu.leonardjohanna.arvo@ifrc.org)
- Riku Assamaki, regional logistics coordinator; email: [riku.assamaki@ifrc.org](mailto:riku.assamaki@ifrc.org)

**For IFRC Communications enquiries:**

- Rosemarie North, communications manager; email: [rosemarie.north@ifrc.org](mailto:rosemarie.north@ifrc.org)

**For the IFRC Resource Mobilization and Pledges:**

- Michael Brazier, resource mobilization coordinator in emergencies; email: [michael.brazier@ifrc.org](mailto:michael.brazier@ifrc.org)

**For Planning, Monitoring, Evaluation and Reporting (PMER) enquiries**

- Siew Hui Liew, PMER manager; email: [siewhui.liew@ifrc.org](mailto:siewhui.liew@ifrc.org)

**In IFRC Geneva**

- Ruben Romero, response and recovery lead; email: [ruben.romero@ifrc.org](mailto:ruben.romero@ifrc.org)

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## How we work

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

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The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:



**Save lives.**

protect livelihoods,  
and strengthen recovery  
from disaster and crises.



Enable **healthy**  
and **safe** living.



Promote **social inclusion**  
and a culture of  
**non-violence** and **peace**.

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## COMPILATION MATRIXES – Action points

### Team Work exercise

#### Group 1: Implementation of activities from EPOA (Shelter and relief, Health and WASH)

What worked well?

1. Health and WASH

Reason:

- Committee, Community engagement:
- Planning between HQ and WHP Branch:
- Channel of Communication: good communication of team with community members
- Attendance

2. Relief

3. Assessment

4. Community committee involvement

5. Logistics

6. 3x Trainings conducted: shelter social support

7. Did Independent Rapid Assessment collated the 400 HH which we did distribution

8. Dissemination

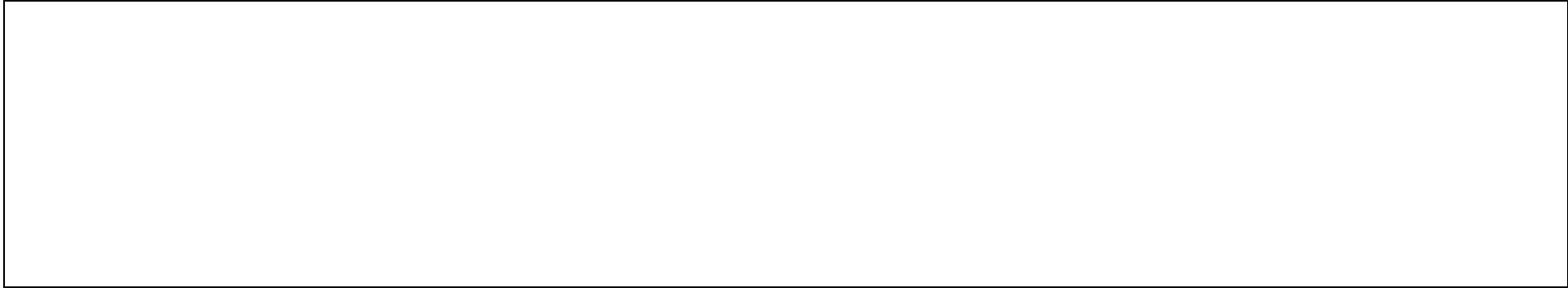
What didn't work well?

Relief:

9. Delay in the delivery of the NFI kits
10. Weather was not conducive within that time frame
11. Volunteers were not familiarized with the IFRC assessment forms that were used in the assessment
12. The Shelter training was conducted in a very short time based on the key messaging (1 x day) very difficult for volunteers to capture the main concept or understand the concept
13. Late training to branch volunteers a day training before deployment the next day
14. Training done

What would you do differently?

15. Relief- Proper distribution in an ample time frame to capture all beneficiaries and distribute to all HHs, in short time 2 x days
16. Standard Assessment form to be used to avoid confusion during data entry (having a standard form of Beneficiary listing)
17. Safety not guaranteed in Hela province all NFIs were given to the community committee to distribute because the NFIs kits were not complete and were short fall to distribute to all community HHs
18. Shelter- Proper training for volunteers (shelter training)
19. WASH and Health- Good key messaging to the community, need to improve on the approach to be taken in information dissemination
20. Time: need more time to do distribution
21. Hired transport (airlift; helicopter) costly, less time available to distribute
- 22.



## Group 2: Volunteer management and community engagement

### What worked well?

- 23. Following instructions from team leader
- 24. Information dissemination by team leader to community
- 25. Red Cross physical presentation to community: Visibility of the Red Cross bibs,
- 26. Good number of volunteers
- 27. Trained volunteers in different sectors
- 28. HQ supported volunteers to take lead

### What didn't work well?

- 29. PNGRCS not responding on time within - (24hrs, 48hrs, 72hrs)
- 30. Not enough NFI kits in stock in Mt Hagen to cater for all the identified HHs- less kits in stick cost delay
- 31. Lack of the Channel of communication and coordination between concerned parties in the Response

32. Misunderstanding between us and community
33. Volunteers not cooperating -unreliable leadership by the branch chairman
34. Not fully understanding the TORs, TORs not set for volunteers and volunteers not being inducted in their TORs
35. Increase of prices of goods and services in different locations during certain circumstances
36. Team leaders not giving instructions and directions and inhouse training
37. Local; knowledge, language barrier, timing and accessibility
38. Partners not cooperating and not sharing information/ideas
39. RC volunteers partnering with partners that are pledging RC support without RC authorization cause security risk
40. No briefing and debriefing before and after field implementation

What would you do differently?

41. Prior induction/inhouse training for volunteers (dissemination, ERT, Safer Access)- **Dissemination, ERT, Safer Access**
42. Delegate responsibility to volunteers -set up teams in different specialized areas WASH, Livelihood, Response, Shelter, Protection, Logistics
43. Increase in per diems to cater for costs in the affected communities responding to; - **refer to Council**
44. Regular meetings in branch level, with HQ
45. Proper volunteers' management from executives to volunteers
46. Community acceptance guarantee interventions
47. Team set up indifferent sectors to
48. In-house training done prior to deployment to the field
49. Recruit more volunteers
- 50.



**Group 3: Logistics, finances/HR, security management and general support services**

What worked well?

- 51. Shipment from Lae and Madang arrived in Mt Hagen
- 52. DREF funds available and accessible
- 53. Security communication available and accessible
- 54. Partners support was available and accessible
- 55. General support available and accessible Hevilift, MAF, etc
- 56. Technical support (HQ and Partners) provided, (NDRT x 2 in WHP Branch, branch identify specific needs of training)
- 57. HQ staff support and reporting

What didn't work well?

- 58. Short fall in NFIs resulting in incomplete NFI sets delayed timely distribution
- 59. Shipment arrival was late
- 60. Late delivery to target site after logistics of shipment from Mt Hagen to Beneria
- 61. Delayed in fund transactions
- 62. Constant security communication and coordination lacked

63. Safety not guaranteed
64. PNGRCS should be the first to respond
65. PNGRC Western Highlands Branch vehicle damaged Branch was handicapped
66. Proper logistics and POA
67. Time factor, limited time was given for the logistics arrangement and shipment
68. No proper communication between field officers to branch to HQ
- 69.
- 70.

What would you do differently?

71. Prior preparation on timely basis
72. Transactions done in advance and on time
73. Security briefing should be constantly update by partners, communities
74. Security must be guaranteed – security policy guideline to be revised and boosted
75. Maintain our relationship with partners and build public relations
76. Technical support should be improved. HQ and partners – skills training to branch volunteers in terms of logistics, response, WASH, etc
77. Volunteers perdium increased and insurance covered, training
78. Always follow POA
79. Branch need to do maintenance to the branch vehicle for mobility
80. Branch need a full-time volunteer to support branch coordinator
81. Branch container need to be fully stocked with prepositioned items in advance to responding
82. Branch assets to be accounted for
83. Rotation of volunteers to assist branch coordinator

84. Fund using to make pool of money available for immediate response (Branch level)

#### **Group 4: Reporting, Coordination/communications, Information management**

What worked well?

- 85. Relationship established between partners
- 86. Partnership with partners with the same priority areas
- 87. Sharing of information
- 88. National DM officers and RDRT on the ground to provide technical support
- 89. POA done with consultation with the branch
- 90.

What didn't work well?

- 91. No standard reporting format and data collection tool
- 92. No independent assessment
- 93. Lack of coordination and communication between NDC and HHH
- 94. National DM Officers and RDRT were pulled out too soon
- 95. No steady reporting by stakeholders
- 96. NDRT members on the ground did not take the lead because they felt financially disempowered
- 97. Delay in DREF funds
- 98. Circulation of security report (detailed report with police report attached)
- 99. Security unknown

What would you do differently?

100. Standard reporting system and record keeping
101. Conduct independent assessment
102. Proper coordination between NDC and HHH
103. National DM officers and RDRT to stay till mission complete
104. Regular participation and information sharing
105. Knowledge transfers from trained volunteers to new volunteers- NDRT, RDRT training required
106. Channel of communication: field to branch to HQ to Council
107. Communication and assessment tools must be available (laptop, satellite ph)
108. Chairperson of the branch should be present regarding RC work

## Key issues

### Group 1: Implementation of activities from EPOA (Shelter and relief, Health and WASH)

- 109. Dissemination and communication
  - common understanding between us and the community
  - community know the work of red cross
  - acceptance of Red Cross
  - key messages defined
  - volunteers discussion amongst themselves (in line with the community)
- 110. Time frame and POA
- 111. POA must be the time frame: start and finish
- 112. RDRT members changed
- 113. Knowing assessment forms and Security issues
- 114. Every volunteer must be familiarized with the type of assessment forms that is to be used in different areas
- 115. Security must be considered before Red Cross personal travel into a community either by road, sea, air transports
- 116. Acceptance
- 117. W...at liability forms provided

### Group 2: Volunteer management and community engagement

- 118. Inhouse Training
  - Dissemination
  - ERT
  - WASH etc
- 119. Set up working group
  - Response
  - Logistics
  - Youth
  - Fundraising
- 120. Appreciation and acknowledgement of volunteers (**volunteer management**)
  - insurance
  - acknowledge letters/ presents
  - build volunteers knowledge and skills

**Group 3: Logistics, finances/HR, security management and general support services**

- 121. No Branch vehicle
- 122. Empty containers to be fully stocked
- 123. Volunteers in house training, per diem and insurance

**Group 4: Reporting, Coordination/communications, Information management**

- 124. No standard reporting format and data collection tool
- 125. NDRT on the ground didn't take the lead because they felt financially disempowered, transfer of knowledge to junior volunteers
- 126. RDRT were pulled out too soon

## Action points

Issue	Action to take	Responsible person	Timeline	Other comments
1.1 Lack of Red Cross Dissemination	<ol style="list-style-type: none"> <li>1. Orientation of new volunteers.</li> <li>2. Assign a volunteer who will conduct the RC Dissemination alone</li> <li>3. Explain to stakeholders and partners our auxiliary role as well as the roles of the RC movement (ICRC,IFRC and NS).</li> <li>4. Provide RC information pack</li> </ol>	Branch Coordinator and Branch Executives to assign people for each action.	August - November 2018	<p>Components of the RC needs to be spelled out correctly. Roles and responsibilities of the NS, IFRC and ICRC needs to be understood.</p> <p>Stakeholders/partners needs to understand the above and our auxiliary role.</p> <p>Not committing the NS in terms of NFIs or finances whilst being engaged by another organisation/partner.</p>
1.2.1 Communication (External)	<ol style="list-style-type: none"> <li>1. Share example of Social from other NS (Media Communication Policy)</li> <li>2. Develop Social Media Communication policy</li> </ol>	<p>Udaya</p> <p>Naomi</p>	<p>Aug 2018</p> <p>Aug-October 2018</p>	
1.2.2 Internal Communication	<ol style="list-style-type: none"> <li>1.Receive a updated contact list every 2 months for focal point</li> </ol>	Alison and Naomi	Aug 2018 and on going	

	<p>of contact for each section</p> <p>2. Do up a proposal to include internet Accessibility (email and designated computer)</p> <p>3. Sharing the News letter and situation reports</p>	<p>SG</p> <p>SG to go through the information and approve the information before the staff responsible shares information.</p>	<p>Aug-September 2018</p>	
<p>1.3 Planning in conflict areas</p>	<p>1. Include scenarios in the plan of action to accommodate for flexibility (include the risk matrix)</p> <p>2. Ensure hard copy of the EPOA and Branch POA for volunteers to go through</p>	<p>Branch and National DM Team at HQ</p>	<p>Next Operation</p>	
<p>1.4 Assessment Forms/Information Management forms</p>	<p>1. DM Team to share the forms with the Branches (Beneficiary Listing form, logs forms, activity completion report and acquittal sheet).</p>	<p>Ishmael/ Lussinda</p>	<p>On going</p>	<p>Share updated forms with Branches when forms change or is updated.</p>
<p>2.1 Lack of experience (training of new volunteers)</p>	<p>1. Training needs analysis to identify the capacity gaps</p> <p>2. In house Training</p>	<p>Branch Coordinator and Executives</p> <p>Branch Trained/Experienced volunteers – Ken/Michael</p>	<p>On going</p>	

2.2 volunteer policy outdated/ not known	<ol style="list-style-type: none"> <li>1. Review policy</li> <li>2. Share the policy to get feedback from the Branches</li> <li>3. IFRC to share other NS policies</li> </ol>	<p>SG/Secretariat</p> <p>Alison</p> <p>Udaya</p>	Nov 2018	Create a clause within a overall emergency situation to include
2.3 Volunteers per diems and allowances	<ol style="list-style-type: none"> <li>1. Review the per diem</li> </ol>			
3.1 Knowledge of security context	<ol style="list-style-type: none"> <li>1. Safer Access Trained personnel to be deployed</li> <li>2. Disseminate the link of stay safe platform on the IFRC website and look for a off line version.</li> <li>3. Be part of the security cluster</li> </ol>	<p>Branch/HQ</p> <p>Mathieu</p> <p>HQ</p>	<p>Ongoing</p> <p>Aug 2018</p> <p>Ongoing</p>	Reduce the risks
3.2 Stock management	<ol style="list-style-type: none"> <li>1. Possibility of having a logistics development support to visit to better improve stock management</li> <li>2. Sharing logistics forms with Branches</li> <li>3. Identify/Assign a reliable volunteer to</li> </ol>	<p>Mathieu</p> <p>Aikari</p> <p>Branch Coordinators/Branch Executives</p>	By October 2018	

	provide regular stock updates 3.			
3.3 Surge support (RDRT mission length)	1. RDRT support length is for 2 months and we can plan from the beginning up to 4 months. 2. RDRT Training schedule to be shared with the IFRC country office for PNG NS to attend.	Mathieu  Udaya	Ongoing	
4.1 Need for Reporting/Information Management training	1.Simplify the reporting templates 2. Update/share reporting templates 3. Disseminate new tools with the NS	HQ/DM  Mathieu	Ongoing	
4.2 Assessment data analysis	1. Share formats/guidelines with the National Society 2. Assessment Needs Training needs to be budgeted for 3. Having a analysis system/support tools in place	Mathieu/Udaya  Udaya	Next week (July)	

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Partners

**ICRC- Hans**

- 127. Very challenging
- 128. do we have the capacities to intervene?
- 129. Logistics, HR, Finance capacities very difficult
- 130. 80% SHP and 20% Hela
- 131. Core issue was that the two contacts were not reliable, stakeholders in Hela are reliable and they can assist, time pressure and start with direct contacts to assist know contacts very well. PPC directions are based on political measures not to withdraw partners, DF commander did not know quite well, road used was "Wild West" wrong road that they encountered security risk. No Maps used to direct direction and team took the wrong route as stated in the initial communication.

**Baptist Union – Justine**

- 132. Congratulates the volunteers that took part in the relief assistance
- 133. Initial assessment in SHP with churches,
- 134. Challenge is dealing with people in Highlands considering the common social behaviours (fierce some), geographical locations and community locations
- 135. Coordination and partnership with RC