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# Emergency Plan of Action Final Report

## Fiji: Tropical Cyclone Keni

 International Federation  
of Red Cross and Red Crescent Societies

<b>DREF n° MDRFJ002</b>	<b>GLIDE n° <a href="#">TC-2018-000037-FIJ</a></b>
<b>Date of Issue:</b> 14 November 2018	<b>Host National Society:</b> Fiji Red Cross
<b>Operation start date:</b> 9 April 2018	<b>Operation timeframe:</b> 4 months <b>End date:</b> 18 August 2018
<b>Overall operation budget:</b> CHF 237,715	<b>If Emergency Appeal/ One International Appeal operation, DREF amount initially allocated:</b>
<b>N° of people being assisted:</b> 39, 667 (20,455 through response work and 19,212 through health messaging)	
<b>Red Cross Red Crescent Movement partners currently actively involved in the operation:</b> International Federation of Red Cross CCST Office, Fiji, Suva, Australian Red Cross and New Zealand Red Cross	
<b>Other partner organizations actively involved in the operation:</b> A few members (UNICEF, WHO, UN Women) of the Pacific Humanitarian Team (PHT) were engaged since TC Josie and extended support to the TC Keni overall response. Similar to the PHT members, the members of the INGOs in Fiji (Can do, CARE, Oxfam, Save the Children and Plan International) assisted communities affected due to TC Josie and also continued support in response to TC Keni. New Zealand Ministry of Foreign Affairs and Trade (MFAT) and Australian Department of Foreign Affairs and Trade (DFAT) also offered NFIs and further support to the Fiji Government during the TC Keni response phase.	

## A. SITUATION ANALYSIS

### Description of the disaster

Tropical Cyclone (TC) Keni was initially monitored over the Pacific waters as Tropical Disturbance 13F (TD13F) analyzed far West of Fiji on the 2<sup>nd</sup> of April. TD13F, later upgraded to a tropical cyclone category 1 as it moved East South East towards Fiji.

TC Keni increased to Category 2 as it moved towards the Fiji Group on the 9<sup>th</sup> of April 2018. On the morning of the 10<sup>th</sup> of April, TC Keni was upgraded to category 3 and was located near 17.8 South 175.4 east. Close to its centre, it reached average winds of up to 150 km/hr.

IFRC CCST Suva provided technical support to Fiji Red Cross and assisted in its communication needs, whilst FRCS worked alongside the National Disaster Management Office (NDMO) to assist areas identified to be the worst affected from TC Keni. Kadavu was identified as a key focus area on the 12<sup>th</sup> of April as TC Keni had made landfall before exiting the group at 00.00hrs on the 11<sup>th</sup> of April.

Whilst the NDMO worked with donor partners for aerial reconnaissance in Kadavu, FRCS was able to secure a helicopter to mobilize a team of volunteers and staff on the ground to undertake assessments on the Island. Areas that were damaged by TC Josie within the Western Division were also areas worst affected in the aftermath of TC Keni and thus became key focus areas during the response period.

The NDMO worked with the Divisional Commissioner Eastern and the Divisional Commissioner Western during the response period, whilst FRCS Branches worked alongside their district offices in reaching affected areas. The northern division only experienced heavy rain and this was monitored by both the NDMO Divisional Offices and FRCS divisional north office.

As of the 13<sup>th</sup> of April, 90 evacuation centers were active with a total of 2,584 evacuees, which had declined from 12,000 evacuees recorded from previous days. A total of 446 schools were used as evacuation centers. Schools in the West, especially those in Ba, took longer to return to normalcy as Ba was one of the areas worst affected in the Western Division.

There were 89,250 people estimated affected in the Western Division by TC Josie, a huge proportion of which were also affected in the onset of TC Keni. A total of 700 people was affected in the Northern Division by TC Josie in sugar cane farm settlements, this figure dropped during the TC Keni response as affected areas were mainly in the West.

## **Summary of current response**

### **Overview of Host National Society**

The Fiji Red Cross Society was registered in 1971 and recognised as an independent National Society in 1973. The Society is officially recognised by the government of Fiji as a voluntary relief organisation, an auxiliary to public authorities and as the only Red Cross Society in Fiji. It is the most widely recognised and respected humanitarian organisation in the country.

FRCS has 16 branches with 44 staff members and 1,080 registered volunteers, out of which 196 were mobilized for emergency response operations. A total of 13 emergency response (ERT) trained volunteers in the northern division and western division were also deployed for response to TC Keni.

In its response to TC Keni, the Fiji Red Cross Society activated its National Emergency Operating Centre as well as its Northern Divisional EOC, while the Western Divisional EOC continued its support in response to TC Josie which affected the Western part of Fiji the weeks before TC Keni. All branches in the Western Division allocated skeletal teams in Branch EOCs which provided daily updates to the Divisional EOCs regarding Branch Assessments and Distributions carried out in each Division. These updates were then later compiled for the National EOC, which were then tabled as reports to donors and stakeholders on a daily basis.

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

National Societies in the Pacific, along with the IFRC country cluster support team (CCST) in Suva and partner national societies, were in regular communication and were already on high alert since TC Josie impacted on Fiji and other Pacific island which was immediately followed by sighting of TD 13 which later was named TC Keni by the Fiji Meteorological Service.

Australian Red Cross (ARC) had a country and partnership manager delegate embedded in the Fiji Red Cross Society who supported the liaison with the Australian Department of Foreign Affairs & Trade (DFAT) post in Fiji.

The IFRC CCST liaised closely with FRCS and provided operational and PMER support. IFRC CCST provided support with the publication of the Information Bulletin as well as continuous technical monitoring of the operation from the National Office (Headquarters). In addition, it coordinated the assistance with IFRC APRO as well as PNSs in the Pacific.

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

The Fiji Government led the operation all over Fiji and liaised with district offices and provincial administrators in coordinating relief efforts in their respective districts. UN, INGO's and NGO's conducted liaison with Government on efforts in response to TC Keni. Updates were provided through situation reports from these organisations which were consolidated by NDMO and shared with partners.

Inter-Cluster coordination was activated in the areas of WASH, Health & Nutrition, Security and protection, shelter and education. These clusters were composed of government and UN agencies.

The Australian DFAT and New Zealand High Commission also showed interest in supporting the affected areas. The PHT members as well as the members of the INGO network in Fiji also supported the response.

## **Needs analysis and scenario planning**

### **Needs analysis**

On the 9<sup>th</sup> of April 2018 the government of Fiji activated a total of 43 evacuation centers in the northern and western division with 9 and 34 evacuation centers respectively in these 2 divisions. A<sup>1</sup> total of 2,584 evacuees sought shelter in evacuation centers within the first 24 hours, with most of these evacuees coming from the eastern division (a total of 1,724 evacuees).

FRCS contributed to the overall objectives of the national response according to its role in Fiji's National Disaster Management Plan 1995. This includes assistance in post disaster damage and needs assessments, provision of tarpaulins, dignity packs and household items. All branches in the western division and Labasa branch in the northern division commenced initial damage and needs assessments before proceeding to distributions.

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<sup>1</sup> Source: National Emergency Operation Center Tropical Cyclone Keni Situation Report no. 19 of 13/04/2018.

On the 13<sup>th</sup> of April, in Kadavu, in the eastern division 568 houses were confirmed to have sustained damages from TC Keni. Of that number, 449 houses were reported to have been partly damaged while 119 houses were completely destroyed. Shelter and livelihoods were affected across the 17 communities (513 households) in Kadavu.

Telecommunications were operational in all Divisional Service Centers and branches, except for Kadavu with sporadic telecommunication access during the response phase.

There were challenges in road accessibility in affected areas with most roads and bridges damaged due to flooding. These were mainly in the Western Division in Ba, Tavua, Nadi & Sigatoka, and additionally, in Kadavu where the airport remained closed and the domestic inter-island ferry resumed services a few days later.

Additionally, Fiji also faced an outbreak on meningococcal C that was declared on 20<sup>th</sup> March 2018. This was seen to be a major health concern with the affected population moving in to evacuation centers during the response period, increasing the risk of transmission of this disease which is transmitted from human to human through saliva. Furthermore, other related diseases were monitored closely such as leptospirosis, dengue fever and typhoid given the remaining debris in communities that were affected by flood waters.

### Targeting

The Fiji Red Cross Society identified a total of 595 affected communities in the Western, Northern and Eastern Division, which were mainly villages and settlements. At the end of the response period, FRCS had reached a total of 67 communities in the aftermath of TC Josie and a total of 266 communities in TC Keni, bringing the total number of communities reached to 333 communities, which comprised a total of 4,333 households, containing an approximate 20,455 individuals.

Headquarters and Divisional Service Centers were in close communication with the Government Divisional Commissioners and District officers in the mobilization of Branches in the affected areas.

The DREF support was aimed at supporting 31 per cent of the affected communities which was approximately 27,500 people in the areas of health, water, hygiene, sanitation and shelter. The support ensured that gender, protection and social inclusion aspects were also covered in all areas. FRCS target of 180 Communities had been reached well ahead of time as Branches took the lead role in responding to affected areas within the first 24 to 72 hours.

Branch	Estimated No. Affected Communities	FRCS Target (31% of the affected population)	FRCS Reached Communities
		FRCS Targeted Communities	
Sigatoka	127	39	34
Nadi	25	7	26
Lautoka	41	12	56
Ba	28	8	84
Tavua	11	4	32
Rakiraki	16	4	12
Nalawa	73	22	37
Labasa	20	15	0
Suva – Kadavu	120	3	52
Levuka	10	6	0
Savusavu	124	38	0
<b>Total</b>	<b>595</b>	<b>158</b>	<b>333</b>

### Scenario planning

On the onset of TC Josie which affected Fiji a week before TC Keni, continuous rain was experienced that led to the flooding of low lying areas. Whilst TC Josie did not cause much wind damage to the houses, the continuous rain resulted in wide spread flooding in the Western Division. TC Keni brought more rain and as it developed to a Cat 3 cyclone, wind strengths of 150 km/hr which damaged houses, especially in the island of Kadavu. Considerations revolved around the fact that the cyclone season was not yet over and that another low-pressure area had been monitored close to the Solomon Islands group. The response was therefore planned out of consideration of these, with specific concerns around communities that were affected by TC Josie, immediately placing them as key focus areas in the TC Keni response work. Given that Fiji has also been experiencing a health outbreak of meningococcal C aside from other health concerns such as leptospirosis, typhoid and dengue, the FRCS response was therefore planned in such a way so as to meet the needs of communities in Shelter, WASH and Health.

## **Operation Risk Assessment**

Adhering to the Fundamental Principles and to the principle of 'do no harm' are central to how the Red Cross Red Crescent Movement approached its interventions. Some of these could be planned for and mitigation actions adapted, while others evolved through the operation. The most prominent part of the 'do no harm' approach is that people are already highly resilient to the impact of the disaster, and as such the level of material support for their recovery was carefully considered. The Response support focused on not undermining communities' ability to cope with future disaster or create dependency on aid during disasters. It was careful not to exacerbate existing gender inequalities or other inequalities that exist. There was an emphasis on quality programming and institutional capacity development of National Society branches on the outer islands such as Kadavu. All activities were monitored closely, and reviews of any operational risks were conducted carefully by the IFRC CCST.

## **B. OPERATIONAL STRATEGY**

### **Proposed strategy**

The operation first began with Branches setting up their own Emergency Operation Centers to cater for affected Communities nearest to them. Branches in each division then carried out rapid initial damage assessments to ascertain the extent of the damages in each affected community. Communities initially responded to in the TC Josie response became immediate focus areas of the first initial assessment sweep for TC Keni.

Branch Volunteers were instrumental in identifying affected people and preparing beneficiary lists for the distribution of essential relief items. Initial damage assessments were also conducted in communities in consideration of Gender, Special needs and Psychosocial needs cases. Branches with communities' worst affected deployed assessment and distribution teams together so as to ensure the vulnerable were reached within the first 24 hours of operations. A detailed action plan to support the FRCS in responding to the immediate needs of affected populations was drafted and relief item distributions and replenishments were planned according to the needs presented from each Branch EOC at the end of each assessment phase.

Volunteers were also requested to identify communities that were in need of health in emergencies awareness due to the contamination of water sources and the devastation caused to plantations from flood waters. Assessments and distributions were also carried out in evacuation centers with volunteers, who were also gender champions conducting gender awareness, delivering gender pamphlets and placing gender banners in some of the overcrowded centers.

### **Human resources**

A total of 76 volunteers in six Western Branches (Sigatoka, Nadi, Lautoka, Ba, Tavua and Rakiraki) carried out initial assessments and distributions during the TC Josie response operations, these numbers increased to a total of 85 volunteers in all seven western branches in the first 24 hours of the TC Keni response, these were supported by skeletal branch EOC teams for each branch and 6 staff at the divisional EOC in Lautoka. Similarly, one staff and three volunteers, with further support from three staff and two volunteers from the FRCS national office and the Suva branch carried out initial assessments and distributions in Kadavu. 160 volunteers in the western division also underwent the health in emergencies training in the western division for all seven of the western branches, 15 volunteers went through the same training for the northern division for 4 Branches and 15 volunteers went through the training in Kadavu.

All branch assessment and distribution teams were also allocated ERT volunteers as team leads to ensure consistency in data collection and the efficient distribution of relief items on the ground. All branch volunteers were also equipped with personal protective equipment such as gumboots, high visibility vests, mosquito repellants and hand sanitizers during field visits. Branch EOC daily debriefs also saw through the continual reminding of volunteers to boil drinking water before field visits and to identify and where possible, to refer gender, special needs and serious medical cases should they encounter them during their visits.

The operation was headed by the operational manager of the national society from the National Office with divisional coordinators serving as divisional support to the respective branches in the affected divisions. FRCS was also provided with regular technical support from IFRC Suva CCST and APRO team.

### **Protection, gender and inclusion**

Gender, special needs and psychosocial needs were considered during initial assessments and distributions to communities and evacuation centers. Volunteers who were listed as gender focal points conducted gender and social inclusion awareness in some of the major populated evacuation centers in the west. Gender pamphlets were also distributed, and gender banners put in place as a means of raising awareness to affected populations on the importance of ensuring protection to women and children, as well as people with disabilities. Health in emergencies training also endeavored to train an equal number of male and female volunteers, as well as transgender volunteers. As a result, a total of 58 individuals living with disability were reached, along with eight transgenders in the health awareness disseminations across the western, northern divisions and in Kadavu. The health, shelter and WASH guidelines of the IFRC *Minimum Standard Commitments to Gender and Diversity in Emergency Programming* were observed throughout the operation.

## Logistics and supply chain

FRCS logistics aimed specifically at effectively managing the supply chain, including, procurement, customs clearance, storage and transport to distribution sites, such as branches and the divisional offices in accordance with the operation's requirements and IFRC's logistics standards, processes and procedures.

FRCS have prepositioned relief supplies in 24 warehouses/store rooms across the country – seven sites in the western division, seven sites in northern division, five sites in the eastern division and five sites in the central division.

Based on household assessed needs, locally procured hygiene kits and dignity kits tallied the highest number of NFI's distributed along with 10L jerry cans. Replenishment of items able to be locally procured was supported through bilateral financial contribution from the Australian Government (DFAT) and Australian Red Cross.

International replenishment of IFRC standard NFI's unable to be sourced locally occurred through the IFRC Asia-Pacific operational logistics, procurement & supply chain management (OLPSCM) department in Kuala Lumpur (KL). The international replenishment shipment reached Fiji, port of Suva on the 7<sup>th</sup> of July 2018 and FRCS received the items to their warehouse on the 17<sup>th</sup> of July 2018.

FRCS mobilized hired trucks to ensure FRCS branches on Viti Levu have maintained minimum stocks, while flights and domestic boat services were used for the transportation of NFIs to Kadavu Island.

While the FRCS procurement officer position remains vacant, an RDRT Logistics team member was deployed to FRCS for four weeks from 7<sup>th</sup> of May to 1<sup>st</sup> of June 2018 to support FRCS with local procurement policies were carried out efficiently for the success of this operation. IFRC AP OLPSCM department also further extended its technical logistics support to FRCS and IFRC CCST Pacific as needed.

### ***DREF distribution and replenishment table for 1000 households:***

Particulars	International/ Local procurement	Distributed as of 30 April 2018 (TC Josie and Keni)	Distribution Target	Replenishment quantities confirmed
Hygiene Kits	Local	1559	1,000	Replenished with bilateral support outside this DREF
Dignity kits	Local	1384	1,000	Replenished with bilateral support outside this DREF
Black Pack (clothes and linen packs, see annex 1 for full description)	Local	521	1,000	500
Tarpaulin	International (IFRC OLPSCM)	649	2,000	750
Blanket	International (IFRC OLPSCM)	656	500	660
Jerry Can 10 Liters	International (IFRC OLPSCM)	2458	2,000	1,000
Community Cleaning Kit (x 30 branches)	Local	N/A	30	30

## Information technologies (IT)

All volunteers had access to means of continuous communication when conducting initial assessments and distributions in the field. This was to ensure that they were reachable and could contact relevant emergency services as well as IFRC and FRCS staff for support where needed. Cellular phone reception had been confirmed in the affected areas where volunteers were travelling. Six satellite phones were activated to provide backup telecommunications for the operation during the response phase.

## Communications

Communications and media coverage is essential for maintaining and building public, government and donor support, both locally and internationally.

Close collaboration between the IFRC CCST office and Fiji Red Cross Society was in place to ensure a coherent and coordinated communications approach. Agreed key messages and a communications plan was developed, with outputs that included written and audio-visual content that could be used for infographics and relevant social media/digital products focusing on highlighting Red Cross actions on the ground during the response phase.

Communication materials were actively promoted via a variety of channels including IFRC online communication channels and shared widely with National Societies. The Fiji Red Cross Marketing Team, with support from IFRC coordinated media and communications activities during the response to Cyclone Keni. This included:

- Coordinating and responding to local and international news media requests.
- Updating social media channels, Facebook and Twitter with preparedness and safety information from partners and updates from the field.
- Responding to requests for help, assistance and information via Facebook.

Coverage of FRCS in media and social media was extensive:

- 407 mentions of Fiji Red Cross in relation to Cyclone Keni and Josie in local and international media.
- eight Twitter posts had 20,500 impressions.
- 40 Facebook posts reached 86,705 Facebook users.

Further social media coverage was generated through the IFRC Pacific Communications Manager Twitter account, IFRC Asia Pacific twitter account and the global IFRC social media channels. Messaging including preparedness information, weather information and in the media reports, themes of local preparedness and community response shone through.

With funding from the DREF budget communications trip was made to Kadavu by the newly appointed FRCS Communications Officer to collect stories on the impact of the cyclone and the response of FRCS. Unfortunately, no communications pieces were produced as a result of this trip due to the Communications Officer’s employment abruptly ending.

### Security

There were no significant security issues or threats for FRCS and IFRC staff; as the operation also minimised security concerns within communities by adopting a ‘do no harm’ approach, in line with IFRC Code of Conduct and Child Protection Policy.


### Planning, monitoring, evaluation, & reporting (PMER)

The operation manager for FRCS with the support of IFRC guided and monitored the Plan of Action. Reporting on the emergency plan of action was carried out according to IFRC minimum requirements. Monitoring visits to the affected communities and interviews with beneficiaries, volunteers and others who participated in the response were conducted to assess progress at regular intervals and to guide any required adjustments. At the end of the operation, a lessons-learned workshop was carried out by FRCS staff and volunteers.

### Administration and Finance

The IFRC provided the necessary operational support for review, validation of budgets, bank transfers, and technical assistance to the FRCS on procedures for justification of expenditures, including the review and validation of invoices.

## C. DETAILED OPERATIONAL PLAN

	<p><b>Shelter</b></p> <p>People reached: 1,949</p> <p>Male: 1,053</p> <p>Female: 896</p>	
<p><b>Shelter 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>		
<b>Indicators:</b>	<b>Target</b>	<b>Actual</b>
# of targeted people with safe and adequate shelter and settlements	5,000	1,949
<p><b>Output 1.1: Short, medium and long-term shelter and settlement assistance is provided to affected households</b></p>		
<b>Indicators:</b>	<b>Target</b>	<b>Actual</b>
# households provided with emergency shelter and settlement assistance	1,000	493
<p><b>Narrative description of achievements</b></p>		
<p>According to Statistics from the National Disaster Management Office (NDMO) at the initial stage of the response phase - a total of 65 houses were completely destroyed by flood waters, whilst 1,500 houses were partially destroyed in the Western Division. Kadavu Island was also reported as the worst hit with 568 houses reported to have sustained damages, of which 449 were partially damaged and 119 houses were completely destroyed on the Island. A total of</p>		

37 evacuation centers were activated for 2,244 evacuees on the onset of TC Josie, whilst 214 evacuation centers were activated for 14,000 evacuees during TC Keni.

FRCS assessment and distribution teams in the Western Division and in Kadavu reached a total of 493 households for the distribution of shelter relief items, such as tarpaulins for temporary shelter, black packs and shelter tool kits for houses that were completely destroyed. All shelter toolkits were distributed with two tarpaulins as per ratio of distribution. This was given to each household but requested to help other families if they need to use their tools.

Affected populations that had resided in evacuation centres at the time, remained in evacuation centres in the first 48 hours before heading back to their homes to clean up. This was evident in major evacuation centres that immediately became overcrowded on the onset of the two tropical cyclones.

FRCS teams carried out assessments at evacuation centres and followed up with families on their return for the distribution of relief items based on need of the household. For example, some families may have claimed to have sustained significant damages to their homes, however upon further assessment these families were only eligible to receive tarpaulins whilst those that were affected by flood waters were given WASH relief items instead.

The amount of damage to buildings from Tropical Cyclone Keni was less than anticipated, with more significant damage being due to flooding. There were also other organizations (OXFAM and Habitat) that provided shelter relief items to affected communities. As a result, there was a lower requirement for shelter assistance than had been planned and therefore only 493 households were provided with shelter assistance instead of the target of 1,000.

### **Challenges**

Challenges faced in the distribution of shelter relief items were around ensuring a consistent standard of assessment in all branch teams, including Kadavu, as some branches had taken the lead to distribute shelter relief items without thorough or accurate assessment. It was identified that not all volunteers being used to conduct assessments had been ERT trained and therefore did not know how to complete the forms correctly. This was cause for a review of the use of initial damage assessment forms by ERT volunteers and staff. There was also confusion relating to completion of the forms for flood affected houses versus cyclone damaged houses. Resulting distributions were not consistently needs based with some households receiving shelter toolkits and tarpaulins when all they required were WASH items.

There were also a number of cases where branch level stock holdings of relief items actually held were different to what was recorded and had been reported to national office. Numbers of PPE items held at branches also varied. This then caused delays in distribution due to NFI and PPE replenishment to branches needing to occur from national office stocks before distribution could occur.

### **Lessons Learned**

The lessons learned workshop identified that there is a lack of knowledge sharing from ERT trained volunteers with other volunteers in branches. There is also insufficient refresher training or ongoing monthly training conducted at branch level to ensure operational readiness. This has meant that basic processes like completed initial damage assessment forms are not used to an appropriate level. The DM team at national office will review the annual training programme to ensure that training at branch level is conducted on a regular basis throughout the year. It is proposed that involvement of national DM team in training at branch level needs to occur quarterly with branches conducting training at least monthly. This will ensure that volunteers remain engaged with the branch even when not required for operational activities and provide a basis for volunteers to remain up to date and trained on operational requirements.

It was highlighted through the operation that volunteers need to be provided training in basic logistics including stock control and also a volunteer focal point should be identified at each branch to be responsible for logistics. This would ensure stronger internal controls for use of PPE and stock management including accurate recording and reporting.



### **Health**

**People reached: 19,212**

Male: 9,930

Female: 9,403

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

Indicator:	Target	Actual
# of people reached by NS with services to reduce relevant health risk factors	27,500	19,212
<b>Health Output 1.1: The health situation and immediate risks are assessed using agreed guidelines</b>		
Indicator:	Target	Actual
# of assessments conducted based on standard IFRC and / or WHO assessment guidelines	5,500	3,784
<b>Health Output 1.3: Community-based disease prevention and health promotion is provided to the target population</b>		
Indicator:	Target	Actual
# of people reached with community-based epidemic prevention and control activities	27,500	19,212
<b>Health Output 1.4: Epidemic prevention and control measures carried out.</b>		
Indicator:	Target	Actual
# of volunteers trained by NS in epidemic control	126	180
<b>Health Output 1.5: Psychosocial support provided to the target population</b>		
Indicator:	Target	Actual
# of people reached by psychosocial support	n/a	10
<b>Narrative description of achievements</b>		
<p>Close coordination was maintained between FRCS and the Ministry of Health (MoH) throughout the response. MoH was on the ground visiting evacuation centres during the TC Keni response, these visits specifically aimed at addressing possible health issues such as meningococcal, leptospirosis, typhoid and dengue fever that may have arisen from evacuation centres being overcrowded. All FRCS teams made their first visits to evacuation centres within their districts and carried out initial assessments accordingly. Distributions were then made either in the centres or in follow-up visits to families once they had returned to their homes.</p> <p>In order to undertake awareness activities volunteers were identified from each Branch to be a part of the Health in Emergencies training which were rolled out in all Branch EOCs, including Kadavu. The training was facilitated by the Health Care Coordinator and Health Officers, with the support of the Programs Manager. The one-day refresher training on the ECV toolkit covered all important aspects of potential health risks, and also included the addition of information about meningococcal, both to raise awareness with beneficiaries, but also to ensure volunteers minimise risk to exposure whilst undertaking activities in the affected communities.</p> <p>Branch volunteers were then split into teams and revisited affected communities and carried out health messaging to households. Health messaging was to ensure affected households were aware of how to keep safe drinking water, safe hygiene practices and the importance of cleaning up debris to avoid the start of diseases such as dengue, typhoid, leptospirosis, and meningococcal. Teams also distributed water purification tablets in the process.</p> <p>The MoH allocated several communities to the FRCS to carry out Health awareness and this was particularly the case for Kadavu, where teams visited 15 Communities in total and carried out house to house visits to 427 households. These visits were carried out simultaneously in each branch and branches were delegated responsibility for the worst affected communities within their own districts. A total of 3,169 households were also reached in the Western Division. A combination of house to house messages and community events were conducted to ensure wide dissemination of health messages. The community events involved skills stations providing awareness messaging on all key health and hygiene issues.</p> <p>Teams from FRCS encountered a total of 58 people living with disability in affected communities. They also referred 10 individuals to the Social Welfare, MoH and Empower Pacific for psychosocial first aid (PFA) support to ensure that professional service and support was given as required. All 10 PFA cases related to stress due to loss of livelihoods were from Kadavu island where there was the largest impact from the cyclone and where there was some loss of livelihoods along with damage to houses. Although PFA was not required in large numbers, trained volunteers were available as necessary to support the affected population.</p> <p>The reason that the target of 27,500 people reached with community-based epidemic prevention and control activities was not met, was due to this being a planning figure but once coordination was conducted with MoH the areas reduced. There was also reduction due to assessments on the ground that meant that some settlements and villages that were initially in planning figures did not require assistance due to not being affected.</p>		
<b>Challenges</b>		

The meningococcal outbreak raised a further risk to both volunteers and affected communities along with other common health risks and diseases (typhoid, leptospirosis, dengue fever). Risk mitigation was achieved through refresher training of volunteers to reduce risk of exposure while conducting activities as well as providing clear messaging to affected communities.

There were delays in health awareness activities being conducted in communities. This was due to the Health Coordinator not being included in the planning stage of the operation which meant that health activities were not initially included in the EPoA. Lack of IEC materials already developed and printed also caused delays in having the required information ready in order to be able to disseminate to the affected communities.

There were also challenges with logistics and transport particularly on Kadavu where there is limited road access and vehicle rental was limited and expensive, along with fuel costs. These issues were overcome through logistics support from Suva (which caused delays due to reliance on ferry schedule) and close coordination with the provincial administration to gain transport support and FRCS provided fuel.

### Lessons Learned

It was highlighted from this operation that there is a need for closer coordination between sections within FRCS National Office to ensure that the approach to disaster response operations is synchronized and has the required input from all relevant departments. When developing an emergency plan of action (EPoA) all key personnel and departments should provide input in order to make sure the plan will best meet the needs of the affected population.

The disaster response command structure also needs clarified and reinforced by FRCS leadership. When the national EOC is activated all key departments involved in the response need to be part of the structure to ensure close cooperation and timely coordination of all activities and outcomes. This should include Operations and Disaster Management, Finance, Logistics, Health and WASH. This should also occur where possible at branch level EOCs.



### Water, sanitation and hygiene

People reached: 20,874

Male: 10,558

Female: 10,316

#### WASH Outcome1: Immediate reduction in risk of waterborne and water related diseases in targeted communities

Indicators:	Target	Actual
# Households provided with safe water services that meet agreed standards according to specific operational and programmatic context.	5,500	2,458

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

Indicators:	Target	Actual
# of assessments conducted based on standard IFRC assessment guidelines	5,500	4,333

#### WASH Output 1.2: Daily access to safe water which meets Sphere and WHO standards in terms of quantity and quality is provided to target population

Indicators:	Target	Actual
# of people provided with safe water (according to WHO standards)	27,500	12,290

#### WASH Output 1.4: Hygiene promotion activities which meet Sphere standards in terms of the identification and use of hygiene items provided to target population

Indicators:	Target	Actual
# of people reached by hygiene promotion activities.	27,500	20,455
# of volunteers involved in hygiene promotion activities	n/a	105

#### WASH Output 1.5: 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
-------------	--------	--------

# of households provided with a set of essential hygiene items	1,000	1,559
# of households trained in the use of distributed items	1,000	1,559
<b>Narrative description of achievements</b>		
<p>Hygiene and dignity kits tallied the highest number of NFIs distributed in the TC Keni response work throughout the affected areas in the West and in Kadavu. Each affected household assessed were allocated a hygiene kit each with 1,559 hygiene kits distributed and 1,354 dignity kits were given where women were present.</p> <p>A total of 2,458 water containers were also distributed according to need, more specifically to households that had lost access to safe water. These containers were given with 2,001 water purification tablets, one of which could clean 10 litres of water. All volunteers that were part of the assessments and distributions during the response period were also well versed with safe hygiene practices and were able to conduct awareness sessions in the communities they visited.</p> <p>The target of 27,500 people to be provided with safe water services was not reached due most areas in the West being affected by flooding, however flood waters receded quickly, and by the time most people returned to their homes from evacuation centres, normal water supply had been reinstated. The most affected area in the West was Ba with damaged infrastructure from the cyclone. This was the main area to receive assistance with safe water services.</p> <p>FRCS had a NOMAD water purifying unit on standby if needed to support settlements surrounding Ba district as water became one of the major needs during the TC Keni response. There were reports of community members resorting to creek and river water as there was no access to safe drinking water and in some cases government water pipes were damaged resulting in there being no water in some areas. However, a request to make it operational was not received from NDMO as a state of emergency was not declared by provincial or national government.</p>		
<b>Challenges</b>		
<p>No state of emergency declared by government meant that FRCS was, in many cases, the main provider of support to affected communities. This also meant there was minimal coordination and support from a government level.</p> <p>There was confusion relating to completion of the initial damage assessment forms for flood affected houses versus cyclone damaged houses. Resulting distributions were not consistently needs based with some households receiving shelter toolkits and tarpaulins when all they required were WASH items.</p> <p>A lack of available vehicles from FRCS along with delays in being able to gain approval to hire rental vehicles caused delays in distribution activities.</p>		
<b>Lessons Learned</b>		
<p>It was found that FRCS assessment forms need contextualised to ensure that there is an explanation on how to complete the form and use the damage classification ranking for different types of disasters, for example floods, cyclones and droughts. Refresher training also needs to be formalised and conducted on a regular basis in order to maintain the required level of understanding of how to complete all critical aspects of response operations.</p> <p>The lessons learned workshop identified that there is a lack of knowledge sharing from ERT trained volunteers with other volunteers in branches. There is also insufficient refresher training or ongoing monthly training conducted at branch level to ensure operational readiness. This has meant that basic processes like completed initial damage assessment forms are not used to an appropriate level. The DM team at national office will review the annual training programme to ensure that training at branch level is conducted on a regular basis throughout the year. It is proposed that involvement of national DM team in training at branch level needs to occur quarterly with branches conducting training at least monthly. This will ensure that volunteers remain engaged with the branch even when not required for operational activities and provide a basis for volunteers to remain up to date and trained on operational requirements.</p> <p>It was also highlighted that to resolve issues with lack of vehicles during response and delays in sourcing rental options there should be preferred supplier agreements in place at branch level prior to any response. Also finance processes during response operations need to be simplified, along with finance personnel being part of each EOC. Furthermore, close coordination needs to occur between operations/DM personnel and finance to ensure that correct finance procedures are followed along with ensuring that budgets are utilised in line with EPOA and correct approval of budget holders is followed.</p>		



## Protection, Gender and Inclusion

**Inclusion and Protection Outcome 1: Communities identify the needs of the most vulnerable and particularly disadvantaged and marginalised groups, as a result of inequality, discrimination and other non-respect of their human rights and address their distinct needs**

Indicators:	Target	Actual
#/% of DREFs & Emergency Appeal operations which demonstrate evidence of addressing the specific needs to ensure equitable access to disaster response	100%	95%

**Inclusion and Protection Output 1.1: NS programmes improve equitable access to basic services, considering different needs based on gender and other diversity factors.**

Indicators:	Target	Actual
100 % of DREF activities record SADD	100%	95%

**Inclusion and Protection Output 1.2: Emergency response operations prevent and respond to sexual- and gender-based violence and all forms of violence against children.**

Indicators:	Target	Actual
20 communities or evacuation centres are reached with protection or referral messaging (such as banners, brochures, messaging)	20	127

### **Narrative description of achievements**

All assessments and distributions carried out during the response operation by the FRCS was done out of consideration of gender, PLWD and the elderly. Volunteers also carried out assessments and house to house visits with the awareness messages that included local referral systems for child protection issues and gender issues.

Distributions were made in consideration of the number of women and girls present in each family, it determined the distribution of dignity kits where necessary. Gender focal points within branches also visited evacuation centres and carried out gender dissemination in 7 centres whilst volunteers that carried out health messaging also carried out gender dissemination in communities they visited. A total of 120 communities were also visited and provided with awareness messages that included PGI and child protection.

Through the community visits of the health in emergencies team, 58 individuals living with disabilities were also reached, along with eight transgender people. There were also 10 PFA cases, related to stress due to loss of livelihoods, referred to the services of the Ministry of Health, the Social Welfare and Empower Pacific for Psychosocial Support Services.

Volunteers were also continually briefed in Branch EOCs through the guidance of the Divisional EOCs on the importance of maintaining the 7 fundamental principles of the Movement, the code of Conduct and the Child Protection Policy at all times during their work as Red Cross volunteers. All volunteers were provided with refresher training on code of conduct and child protection and signed the required documents before deploying in the field.

All FRCS teams that deployed to support evacuation centres and communities included a PGI trained volunteer. Dignity kits and hygiene kits distributed at evacuation centres were provided with priority to the most vulnerable. Information was also disseminated to beneficiaries to provide contact information for service providers available to support – i.e. Police, counselling services, PFA/PSS referral pathway. Banners were also displayed at entrance to evacuation centres with key messages about SGBV, the purpose of these was to try and minimise incidents through awareness as well as empower victims to speak up.

### **Challenges**

In the early stages of planning and response health issues and activities were not fully considered or integrated into the EPoA. This meant that opportunities to include health messages (particularly around SGBV, child protection and information about referral pathways) was missed when conducting assessments and distributions in affected communities.

Whilst SADD information was collected during assessments and distribution of relief items, the level of detail did not always include all details in relation to vulnerability – elderly, pregnant and lactating women, PLWD.

### **Lessons Learned**

There is no clear understanding of roles and responsibilities in relation to health during response operations including PSS and PGI. There is a need to ensure that health issues and activities are considered during the development of the EPoA to ensure that any response operation achieves the best outcome for the affected population. It is recommended that all sections from FRCS National Office are represented both in the planning of operations as well as in the EOC during the conduct of operations. This would ensure close cooperation and coordination in order to best provide support to the affected communities and ensure that the most vulnerable are fully supported.

During the lessons learned workshop it was recommended that identification of vulnerable individuals (PLWD, elderly, single mothers) living in communities before a disaster is important in order to provide a plan for early evacuation of those people that may require assistance to evacuate. It was recommended that each branch conduct follow up in their communities to ensure a proactive plan to support the most vulnerable is in place for the future.

It was also identified that more detailed SADD information needs to be collected during assessments and it is recommended to amend assessment forms to ensure that detailed information is collected to ensure that the most vulnerable are prioritised for assistance.

## International Disaster Response

### Outcome S2.1: Effective and coordinated international disaster response is ensured

Indicators:	Target	Actual
# of coordination internal and external coordination meetings attended	N/A	10

### Output S2.1.1: Effective response preparedness and NS surge capacity mechanism is maintained

Indicators:	Target	Actual
# of surge capacity roster members deployed	2	2

### Output S3.1.2: IFRC produces high-quality research and evaluation that informs advocacy, resource mobilization and programming.

Indicators:	Target	Actual
% of international procurement respecting the IFRC procurement procedures	100%	100%

### Narrative description of achievements

During the operation various meetings were held with partners both nationally and regionally, this included Pacific Humanitarian Team meetings, teleconferences with partner national societies and a number of internal meetings with FRCS, NDMO, Divisional and provincial's departments. This was to ensure that affected communities were reached timely and effectively and upholding the fundamental principles of the Movement.

During the response operation, only logistics RDRT support was deployed for four weeks to support FRCS. The main focus was to provide assistance to procurement activities both locally and through IFRC logistics at APRO. PMER RDRT deployed from 22<sup>nd</sup> of July to 18<sup>th</sup> of August support FRCS to conduct lessons learned workshop, beneficiary satisfaction surveys and finalise reporting for the operation.

International replenishment of IFRC standard NFI's unable to be sourced locally occurred through the IFRC Asia-Pacific operational logistics, procurement & supply chain management (OLPSCM) department in Kuala Lumpur (KL). The international replenishment shipment reached Fiji, port of Suva on the 7<sup>th</sup> of July 2018 and FRCS received the items to their warehouse on 17 July 2018. Replenishment of all FRCS branch stocks occurred from 6<sup>th</sup> to 11<sup>th</sup> August 2018.

A lesson learned workshop was conducted on 06 August in Ba Branch, Western Division. The participants included volunteers from all branches that responded as well as representation of staff from all sections at National Office. The workshop was an opportunity to reflect on achievements and success during the operation, along with identifying challenges and issue across all function areas and recommendations and actions to be taken were developed in order to provide solutions. The findings of the workshop were presented to the Director General of FRCS in order to be approved and timeline and responsibility for improvements plan of action to be agreed.

Beneficiary satisfaction surveys were also conducted in the West and Kadavu over the period 7<sup>th</sup> to 11<sup>th</sup> August in order to gain feedback from beneficiaries in order to ensure that FRCS provides quality services and identifies any areas for improvement for future response operations.

### Challenges

IFRC were unable to identify a suitable candidate to be RDRT for PMER to support FRCS in the early stage of the DREF operation. This meant that PMER RDRT did not arrive in Fiji on the 22<sup>nd</sup> of July, well after all activities of the operation were completed. This meant that information gathering for final reporting was more difficult as FRCS had returned to business as usual, the operations manager from TC Keni was away on mission in Philippines, and key personal were focussed back on their core activities and no longer engaged in the DREF operation.

### **Lessons Learned**

In relation to logistics, it was identified that it would be good to have a plan prior to a response operation what items to replenish through local procurement versus international procurement in order to be able to accurately plan and budget accordingly.

## D. BUDGET

**Note on budget:** The overall spending was CHF 199,550 out of a total allowance of CHF 237, 715.

**593 Transport and Vehicle Costs** - The underspend of budget was due to transport being provided from provincial government agencies in support of FRCS activities. In addition, it was budgeted for six vehicles to be hired for use at EOCs for two weeks, however only two vehicles were hired for three weeks. This meant that FRCS had a reduction in the number of days that it required to hire vehicles for use in the operation

**Customs and handling fees** - These were not originally in the budget, however were a cost incurred for importation of replenishment relief items. The total cost was 13419.90FJD which is due to not all of the items procured internationally and shipped to Fiji having excise exemption. These costs will be captured from the underspend of budget line **593 Transport and vehicle costs**.

**667 Volunteer Costs** – The large overspend on volunteer costs was due to the budget allowing for 110 volunteers for 14 days (1540 volunteer days), whereas in reality, FRCS utilised 196 volunteers during the operation. The overall number of volunteer days was a lot more than the budget. Furthermore, the budget only allowed for staff per diems for conduct of training, however during the operation a number of staff were also deployed in the field in the West and Kadavu in order to support management of the operation. These extra per diems were included in the volunteer line, and also attributed to the over spend of budget.

**Clothing & Textile-** The large overspent was due to the extra procurement of dignity kits and black packs that were mobilised to support the response. These items were pre ordered by the FRCS a day before the DREF was approved to support the field distribution. The appeal manager and the Budget holder had expressed to FRCS that this is not to be repeated in the future and some of the gaps were highlighted in the Lessons learnt.

### DREF OPERATION

18/04/2018

MDRFJ002

Fiji: Tropical Cyclone Keni

DREF grant budget CHF

#### Budget Group

Shelter - Relief	27,440
Clothing & Textiles	42,116
Medical & First Aid	860
Utensils & Tools	2,940
Other Supplies & Services	13,230
<b>Total RELIEF ITEMS, CONSTRUCTION AND SUPPLIES</b>	<b>86,585</b>
Distribution & Monitoring	3,577
Transport & Vehicle Costs	52,352
Logistics Services	6,615
<b>Total LOGISTICS, TRANSPORT AND STORAGE</b>	<b>62,544</b>
National Society Staff	17,895
Volunteers	28,774
<b>Total PERSONNEL</b>	<b>46,668</b>
Workshops & Training	8,232
<b>Total WORKSHOP &amp; TRAINING</b>	<b>8,232</b>
Travel	15,680
Information & Public Relations	3,142
Communications	319
Financial Charges	37
<b>Total GENERAL EXPENDITURES</b>	<b>19,177</b>
Programme and Supplementary Services Recovery	14,508
<b>Total INDIRECT COSTS</b>	<b>14,508</b>
<b>TOTAL BUDGET</b>	<b>237,715</b>

## Reference documents



Click here for:

- [Emergency Plan of Action \(EPoA\)](#)

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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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## Disaster Response Financial Report

## MDRFJ002 - Fiji - Tropical Cyclone KENI

Timeframe: 01 Apr 18 to 18 Aug 18

Appeal Launch Date: 01 Apr 18

Final Report

## Selected Parameters

Reporting Timeframe	2018/4-2018/9	Programme	MDRFJ002
Budget Timeframe	2018/4-2018/8	Budget	APPROVED
Split by funding source	Y	Project	*
Subsector:	*		

All figures are in Swiss Francs (CHF)

## I. Funding

	Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability	TOTAL	Deferred Income
A. Budget		237,715				237,715	
B. Opening Balance							
Income							
Other Income							
DREF Allocations		237,715				237,715	
C4. Other Income		237,715				237,715	
C. Total Income = SUM(C1..C4)		237,715				237,715	
D. Total Funding = B +C		237,715				237,715	

\* Funding source data based on information provided by the donor

## II. Movement of Funds

	Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability	TOTAL	Deferred Income
B. Opening Balance							
C. Income		237,715				237,715	
E. Expenditure		-199,550				-199,550	
F. Closing Balance = (B + C + E)		38,165				38,165	

## Disaster Response Financial Report

## MDRFJ002 - Fiji - Tropical Cyclone KENI

Timeframe: 01 Apr 18 to 18 Aug 18

Appeal Launch Date: 01 Apr 18

Final Report

## Selected Parameters

Reporting Timeframe	2018/4-2018/9	Programme	MDRFJ002
Budget Timeframe	2018/4-2018/8	Budget	APPROVED
Split by funding source	Y	Project	*
Subsector:	*		

All figures are in Swiss Francs (CHF)

## III. Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability		
	A					B	A - B	
<b>BUDGET (C)</b>			<b>237,715</b>			<b>237,715</b>		
<b>Relief items, Construction, Supplies</b>								
Shelter - Relief	27,440		7,190			7,190	20,250	
Clothing & Textiles	42,116		47,369			47,369	-5,253	
Water, Sanitation & Hygiene			39,067			39,067	-39,067	
Medical & First Aid	860		5,099			5,099	-4,239	
Utensils & Tools	2,940		1,156			1,156	1,784	
Other Supplies & Services	13,230		95			95	13,135	
<b>Total Relief items, Construction, Sup</b>	<b>86,585</b>		<b>99,975</b>			<b>99,975</b>	<b>-13,390</b>	
<b>Logistics, Transport &amp; Storage</b>								
Distribution & Monitoring	3,577		2,605			2,605	972	
Transport & Vehicles Costs	52,352		12,565			12,565	39,786	
Logistics Services	6,615		1,346			1,346	5,269	
<b>Total Logistics, Transport &amp; Storage</b>	<b>62,544</b>		<b>16,517</b>			<b>16,517</b>	<b>46,027</b>	
<b>Personnel</b>								
National Society Staff	17,895		12,643			12,643	5,252	
Volunteers	28,774		10,209			10,209	18,564	
<b>Total Personnel</b>	<b>46,668</b>		<b>22,852</b>			<b>22,852</b>	<b>23,816</b>	
<b>Workshops &amp; Training</b>								
Workshops & Training	8,232		26,525			26,525	-18,293	
<b>Total Workshops &amp; Training</b>	<b>8,232</b>		<b>26,525</b>			<b>26,525</b>	<b>-18,293</b>	
<b>General Expenditure</b>								
Travel	15,680		10,592			10,592	5,088	
Information & Public Relations	3,142		1,847			1,847	1,295	
Office Costs			2,439			2,439	-2,439	
Communications	319		264			264	55	
Financial Charges	37		6,360			6,360	-6,323	
<b>Total General Expenditure</b>	<b>19,177</b>		<b>21,501</b>			<b>21,501</b>	<b>-2,324</b>	
<b>Indirect Costs</b>								
Programme & Services Support Recove	14,508		12,179			12,179	2,329	
<b>Total Indirect Costs</b>	<b>14,508</b>		<b>12,179</b>			<b>12,179</b>	<b>2,329</b>	
<b>TOTAL EXPENDITURE (D)</b>	<b>237,715</b>		<b>199,550</b>			<b>199,550</b>	<b>38,165</b>	
<b>VARIANCE (C - D)</b>			<b>38,165</b>			<b>38,165</b>		



## Lessons Learned Workshop Tropical Cyclone Keni



**Fiji, August, 2018**

### **Introduction**

Tropical Cyclone (TC) Keni was initially monitored over the Pacific waters as Tropical Disturbance 13F (TD13F) analyzed far West of Fiji on the 2<sup>nd</sup> of April. TD13F, later upgraded to a tropical cyclone category 1 as it moved East South East towards Fiji.

TC Keni increased to Category 2 as it moved towards the Fiji Group on the 9<sup>th</sup> of April 2018. On the morning of the 10<sup>th</sup> of April, TC Keni was upgraded to category 3 and was located near 17.8 South 175.4 east. Close to its centre, it reached average winds of up to 150 km/hr.

IFRC CCST Suva provided technical support to Fiji Red Cross and assisted in its communication needs, whilst FRCS worked alongside the National Disaster Management Office (NDMO) to assist areas identified to be the worst affected from TC Keni. Kadavu was identified as a key focus area on the 12<sup>th</sup> of April as TC Keni had made landfall before exiting the group at 00.00hrs on the 11<sup>th</sup> of April.

Whilst the NDMO worked with donor partners for aerial reconnaissance in Kadavu, FRCS was able to secure a helicopter to mobilize a team of volunteers and staff on the ground to undertake assessments on the Island. Areas that were damaged by TC Josie within the Western Division were



also areas worst affected in the aftermath of TC Keni and thus became key focus areas during the response period.

The NDMO worked with the Divisional Commissioner Eastern and the Divisional Commissioner Western during the response period, whilst FRCS Branches worked alongside their district offices in reaching affected areas. The northern division only experienced heavy rain and this was monitored by both the NDMO Divisional Offices and FRCS divisional north office.

As of the 13<sup>th</sup> of April, 90 evacuation centers were active with a total of 2,584 evacuees, which had declined from 12,000 evacuees recorded from previous days. A total of 446 schools were used as evacuation centers. Schools in the West, especially those in Ba, took longer to return to normalcy as Ba was one of the areas worst affected in the Western Division.

There were 89,250 people estimated affected in the Western Division by TC Josie, a huge proportion of which were also affected in the onset of TC Keni. A total of 700 people were affected in the Northern Division by TC Josie in sugar cane farm settlements, this figure dropped during the TC Keni response as affected areas were mainly in the West.

The Fiji Red Cross Society identified a total of 595 affected communities in the Western, Northern and Eastern Division, which were mainly villages and settlements. At the end of the response period, FRCS had reached a total of 67 communities in the aftermath of TC Josie and a total of 266 communities in TC Keni, bringing the total number of communities reached to 333 communities, which comprised a total of 4,333 households, containing an approximate 20,455 individuals.

Headquarters and Divisional Service Centers were in close communication with the Government Divisional Commissioners and District officers in the mobilization of Branches in the affected areas.

The DREF support was aimed at supporting 31% of the affected communities which was approximately 27,500 people in the areas of health, water, hygiene, sanitation and shelter. The support ensured that gender, protection and social inclusion aspects were also covered in all areas. FRCS target of 180 Communities had been reached well ahead of time as Branches took the lead role in responding to affected areas within the first 24 to 72 hours.



Viewed below is the table of beneficiaries during the response.

TC Keni	Branches	Communities/E vac Centres Assessed	# of HH	Male	Female	Children	Infants	Total	Item's Distributed																			
									Water Containers	Aqua Tablets	Hygiene Kit	Dignity Kit	Blankets	Black Packs	Shelter Kit	Tarpulin	Baby Pack	Solar	Cooking Set	Clothes (in Plastics)	IEC Materials	Washing Soap	Mosquito Net					
	Nalawa	37	188	561	414	309	137	623	69	1000	125	145	0	1	0	0	0	0	0	0	102	0	0	0				
	Rakiraki	8	56	131	116	85	6	247	108	60	35	16	9	11	0	0	0	0	0	0	0	6	0	0				
	Tavua	22	505	1263	1239	634	226	2502	123	0	135	120	120	214	0	2	0	0	38	0	0	0	0	0				
	Ba	64	362	994	1007	553	197	2016	95	280	175	200	15	53	23	73	0	43	20	0	0	0	0	0				
	Lautoka	43	639	1773	1795	963	557	3569	232	0	128	87	4	3	3	6	0	0	7	0	0	0	0	0				
	Nadi	15	207	476	478	216	81	954	191	0	111	96	0	5	0	10	0	0	6	0	0	26	6					
	Sigatoka	19	101	229	216	121	31	500	167	40	103	96	2	7	3	6	0	0	3	0	294	0	0					
	Kadavu	36	648	1695	1627	475	108	3333	350	0	146	156	153	42	117	259	0	0	159	0	0	0	0	0				
	<b>Overall Total</b>	<b>244</b>	<b>2706</b>	<b>7122</b>	<b>6892</b>	<b>3356</b>	<b>1343</b>	<b>13744</b>	<b>1335</b>	<b>1380</b>	<b>958</b>	<b>916</b>	<b>303</b>	<b>336</b>	<b>146</b>	<b>356</b>	<b>0</b>	<b>43</b>	<b>233</b>	<b>102</b>	<b>300</b>	<b>26</b>	<b>6</b>					
TC Josie	Branches	Communities Assessed	# of HH	Male	Female	Children	Infants	Total	Item's Distributed																			
									Water Containers	Hygiene Kit	Dignity Kit	Blankets	Black Packs	Shelter Kit	Tarpulin	Baby Pack	Solar	Cooking Set										
	Rakiraki	4	37	68	80	14	21	148	66	12	24	32																
	Tavua	10	173	494	461	283	76	905	62	60	48		6	1		3												
	Ba	14	470	1101	1070	625	208	1983	493	117	103	164	55	16	158	8	27											
	Lautoka	13	310	766	719	356	168	1485	339	215	82	54	51															
	Nadi	11	252	398	434	118	64	901		15	51		36															
	Sigatoka	15	112	274	284	108	18	563	27	19	9	5	11		2													
	<b>Overall Total</b>	<b>67</b>	<b>1354</b>	<b>3101</b>	<b>3048</b>	<b>1504</b>	<b>555</b>	<b>5985</b>	<b>987</b>	<b>438</b>	<b>317</b>	<b>255</b>	<b>159</b>	<b>17</b>	<b>160</b>	<b>11</b>	<b>27</b>	<b>75</b>										



## Official Opening

Tropical Cyclone Keni Lessons Learned Workshop was officially opened by the Director General, Mr Filipe Nainoca. Nainoca expressed his sincere appreciation to the FRCS volunteers who were the close hands of Fiji Red Cross on the field. He continued that even though majority of our response happened in the Western Division, a great effort was put together to reach the island of Kadavu who was devastated by the Category 4 Cyclone. He commanded highly on the hard work put out by our volunteers and leadership qualities shown enabling two of them to Lead the closing of operation in Kadavu when staff are needed back home. More so, the DG confirmation that this operation was one of the greatest response done as FRCS for the very first time uses Helicopter to reach the affected area as well as flying drone to help with the mapping of the affected area. He added that the lesson learn workshop is a platform used to look back at the operation, congratulate each other with success made and most importantly identify issues and improve them in future response. He ended with words of praises to volunteers and staff also empowering them to continue doing what Red Cross is best at.

## Presentation:

During the workshop the two team leaders at the Western Division and Kadavu Island presented on the work conducted in the two affected areas. The duo acknowledges the society for allowing them to be chosen as leads even though they have very little exposure to disaster response. The Divisional Services Coordinator West commented highly on the support provided by staff deployed to assist him with operations. He also said that this couldn't have been achieved with the knowledge and attitude shown by our volunteers when responding.

The same sentiment was echoed by the Building Resilient Community Fiji Senior Officer. He also commented on how resilient the Kadavu people are as this was shown straight after the cyclone. This is due to their ability to bounce back and do maintenance to their shelter, however the need for action to safe guard their farms is paramount as it is the only commodity they heavily depend on.



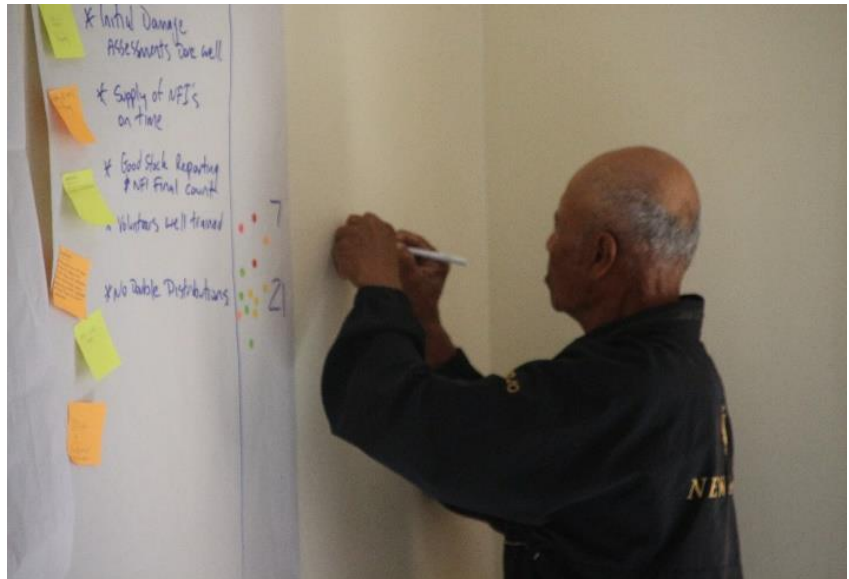


## Reflection Workshop Discussions

The objective of the workshop was to evaluate response on TC Gita and explore what has worked well and what needs to improve. We also did review the impacts of the preparedness activities, and discuss recommendations and way forward.

The participants were being divided into 5 groups (Operation, Logistic, Finance, People (Volunteers & Staff), and Support Functions (Communication, Referrals, IM etc.), the activity was then based on these items below:

1. The Achievements (or what went well?)
2. Challenges that was faced during the response
3. The Root Cause of the issue identified
4. Solution recommended by the team
5. Timeframe to complete recommended solutions and,
6. Who is the responsible individual/ department to lead?
7. The Achievements (or what went well?)
8. Challenges that was faced during the response
9. The Root Cause of the issue identified
10. Solution recommended by the team
11. Timeframe to complete recommended solutions and,
12. Who is the responsible individual/ department to lead?





## Key Recommendations and Actions

### Operations and Coordination:

<b>Issue and Root Causes</b>	<b>Solution/Recommendation</b>	<b>Responsibility</b>	<b>Time Frame</b>
<p>1. <b>Breakdown/Delays in EOC set up.</b></p> <ul style="list-style-type: none"> <li>• Lack of understanding in EOC set up</li> <li>• Absence of ERT volunteers</li> <li>• Unskilled executives taking up operations(ignoring skilled volunteers)</li> <li>• Decision making flaws.</li> </ul>	<ul style="list-style-type: none"> <li>• Decision to have a Disaster Response SOP that is approved by SMT which include the command structure for disaster response (see recommended Organisation Chart</li> <li>• All department head to be involved in the development of the operation plan</li> <li>• Branch training/ Refresher in EOC set up</li> <li>• Continuous engagement of ERT volunteers throughout the year.</li> <li>• DM training mandatory in all branches</li> <li>• Branch to conduct components of ERT training monthly</li> <li>• DM Officers to conduct ERT refreshers at branch level (preferable mock exercise)</li> </ul>	<p>DG/ SMT</p> <p>DSC/ DM</p> <p>Branch DM Focal Points</p> <p>DM Officer/ DMC</p>	<p>To be discussed and approved during the next monthly meeting. Timeframe for SOP to be developed by November 2018</p> <p>Quarterly(NO) Monthly(Branches)</p> <p>Monthly</p> <p>Quarterly</p>



<p><b>2. Confusion between flood operation and cyclone operation.</b></p> <ul style="list-style-type: none"> <li>• IDA forms question and ratings only prioritize TC.</li> <li>• No consideration for flood.</li> </ul>	<ul style="list-style-type: none"> <li>• Contextualize of IDA forms to cover floods and other hazards (Explanatory notes)</li> <li>• Training of technical response team at Divisional level (ERT Including Finance, Logistics, Emergency Shelter, Emergency WASH, Health in Emergencies, Comms, GESI)</li> </ul> <ul style="list-style-type: none"> <li>• SOP on rotation of Technical Response Team (volunteers) in the field during response (recommend 1 week with minimum of 2 days stand down period before resuming work)</li> </ul>	<p>DMC/ DM Team</p> <p>DSC/ DMC/ NO Finance</p> <p>OPS/ DMC</p>	<p>By November 2018</p> <p>1 National ERT training completed by November 2018 2 Divisional Trainings on Logs, Finance, Comms and Health in Emergencies</p> <p>Discussion between departments heads how to encompass all this trainings into the annual plan and agree on how many volunteers per branch to be trained. To be discussed in the next monthly SMT meeting.</p> <p>To be completed by November (1<sup>st</sup> draft)</p>
<p><b>3.Lack of Trust in volunteers</b></p> <ul style="list-style-type: none"> <li>• Allowance oriented Vs Genuine volunteers E.g. Low cost activity(Branch) Vs FRCS Programs</li> </ul>	<ul style="list-style-type: none"> <li>• Induction to outline expectation about what it means to be a Red Cross volunteer.</li> <li>• Recruit people that are motivated to volunteer.</li> </ul>	<p>DM Team, OPS, DSC, Branches Executives</p>	<p>Continuous as part of ongoing annual training program with branches</p>



	<ul style="list-style-type: none"> <li>• Team building and build a team culture within new and old volunteers</li> <li>• Trained and build capacity of volunteers and provide them with responsibility</li> </ul>	DM/ Ops	<p>Develop a set of tools and ideas for how to conduct team building at branch level by Jan 2019</p> <p>Develop a set of training modules for monthly/ quarterly ERT training at branch level. To be completed by January 2019</p>
<b>4. Lack of Understanding in RC Communities</b> <ul style="list-style-type: none"> <li>• Lack of Awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion of RC in live stream media and social media</li> <li>• Creative approaches for RC promotion</li> <li>• Dissemination by branches</li> </ul>	DSC/COMMS  Branch Executives/DSC	Continuous through every engagement with communities.

### Distribution WASH & Shelter:

<b>Issue and Root Causes</b>	<b>Solution/Recommendation</b>	<b>Responsibility</b>	<b>Time Frame</b>
1. Distribution not needs based <ul style="list-style-type: none"> <li>• Understanding of how to fill the IDA forms e.g. to give additional information in the IDA forms.</li> <li>• Briefing and de briefing are not well shared (information).</li> </ul>	<ul style="list-style-type: none"> <li>• Frequent re- fresher training for branches. Relook at the NFI's to suit the disaster e.g. tarps to be provided during flooding</li> <li>• Used trained volunteers to conduct assessment</li> </ul>	NO DM Team /DM volunteers @ branch level PS DOM, DSC	Refer to Operations and Coordination regarding monthly training requirements at branch level



<p>2. Understanding of how to fill IDA forms</p> <ul style="list-style-type: none"> <li>• Trained volunteers are not availing themselves after disaster during the EOC setup so that they can share their knowledge on filing the IDA forms.</li> <li>- Losing knowledge of the volunteers</li> <li>- Clashes between the old volunteers and the new volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• Sent the right people / trained &amp; implement it back to the branch.</li> <li>• Frequent training to be done by the trained ERT in their branches (refresher) on a monthly/ quarterly basis</li> <li>• Monthly/ Quarterly/ Refresher ERT to be done in division/branches</li> <li>• Organised branch activities so that volunteers can work together (mini ERT) to build teamwork.</li> </ul>	<p>NS – DM team (quarterly) Executive &amp; Volunteers (trained ERT)</p>	<p>Refer to Operations and Coordination regarding monthly training requirements at branch level</p>
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### Awareness Activity Health and Hygiene:

<b>Issue and Root Causes</b>	<b>Solution/Recommendation</b>	<b>Responsibility</b>	<b>Time Frame</b>
<p>1. Lack of IEC Materials at Branch</p> <ul style="list-style-type: none"> <li>• IEC Materials are not well kept, not recorded , no accountability</li> <li>• No safe storage (Container&amp; Bags)</li> <li>• Delay in printing of IEC materials</li> </ul>	<ul style="list-style-type: none"> <li>• Update IEC materials and maintain master copies at NO</li> <li>• Have a stock holding of IEC materials at NO ready to provide to branches when necessary during a response operation</li> <li>-</li> </ul>	<p>HCC &amp; DMC</p>	<p>Novemeber 2018</p>
<p>3. Communication issue to communities</p> <ul style="list-style-type: none"> <li>• Difficulty in translating English language to Fijian</li> <li>• Poor in their own mother tongue(staff &amp; volunteers)</li> </ul>	<ul style="list-style-type: none"> <li>• More IEC materials translated into I-Taukei &amp; Hindi language</li> <li>• Get a focal point for health and awareness at branch level</li> </ul>	<p>Technical working group HCC/DMC</p>	<p>March 2018</p>



<ul style="list-style-type: none"><li>• Accessibility of relaying of messages to communities due to no network( Damage Towers)</li><li>• Communication breakdown from N.O to Branch Admin to N.O</li></ul>	<ul style="list-style-type: none"><li>• Satellite phones (to be accessible in all branches)</li><li>• Ensure health/awareness focal point part of EOC and NO or Branch level</li></ul>	HCC/ DMC/ DSC/ Branch Executives	Refer to decision on EOC Structure for response operation. (Time Frame TBC.
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## Logistics:

<b>Issue and Root Causes</b>	<b>Solution/Recommendation</b>	<b>Responsibility</b>	<b>Time Frame</b>
<p><b>4. Unavailability of NFI's</b></p> <ul style="list-style-type: none"> <li>• Incorrect stock data relayed to NO</li> <li>• Stock not updated on a regularly at branches</li> <li>• Closes of roads during disasters</li> <li>• Unavailability of NFI's at the warehouse</li> <li>• Volunteers not trained well on the assessment and distribution of NFI's</li> <li>• No proper handling of NFI's at branch level</li> <li>• Stock documentation @ branch level not up to date e: g Fire cases and other assistance given to public.</li> <li>• Stock take not done seriously resulting in loss of Items due to lack of internal control</li> </ul>	<ul style="list-style-type: none"> <li>• Training of volunteers on stock control</li> <li>• Have a trained volunteer/ focal point per branch looking after branch stock</li>   <li>• Have a second warehouse at divisional level</li>   <li>• Have a standard data base at branch level that can be viewed from NO.</li>   <li>• Develop SOP's to outline requirement for logistic management</li> <li>• Strengthen staff and volunteers to take ownership of FRCS's assets</li> </ul>	<p>Log officers/ DMC/SMT</p> <p>DG/ OPS Manager</p> <p>Logistics Warehouse Officer/ (Logistics coordinator when recruited)</p> <p>NO Logistic Team and OD</p>	<p>December 2018 - Need to develop a logistic training package to be delivered at divisional/ branches</p> <p>Proposal in concept stage for divisional warehouses. Time frame TBC</p> <p>Discussion with IFRC have commenced regarding Logistics Data Base Management (requirement for logistic coordinator to be appointed before IFRC confirm support)</p> <p>1<sup>ST</sup> Draft completed by November 2018</p>



<p><b>2.Lack of transport at branch level to support disaster response</b></p> <ul style="list-style-type: none"> <li>No standard SOP for Logistics during disaster</li> <li>Travel to maritime officer and preposition stock facilities all depend on availability of vessels from government or the shipping franchise</li> </ul>	<ul style="list-style-type: none"> <li>Have Logistic officer trained/ test drive branch volunteers so as to identify focal point drivers from branches</li> <li>Having MoU's with transport rentals companies to be used in times of disaster</li> <li>Having a standard SOP for logistics during times of disaster</li> </ul>	<p>Fleet Officer, Ops Manager/ DMC</p> <p>OPs/ DMC</p>	<p>December 2019</p> <p>End of October for MoU's to be signed at branch level</p> <p>November (1<sup>st</sup> draft)</p>
<p><b>2. Lack of PPE</b></p> <ul style="list-style-type: none"> <li>No focal point to handle stocks like PPE at branches</li> <li>No proper management of PPE</li> <li>No recorded stock (inventory list)</li> <li>No proper storage for PPE</li> <li>No proper sizes of PPE distributed to branches</li> </ul>	<ul style="list-style-type: none"> <li>Have proper storage container at branches</li> <li>Proper training of volunteers and stock control</li> <li>Have a focal point at branches for stock like PPE</li> <li>Include logistics process during ERT training</li> </ul>	<p>NO Logistic Officers</p>	<p>September 2018 – Introduction to logistic during ERT</p> <p>December 2018 - Need to develop a logistic training package to be delivered at divisional/ branches?</p>
<p><b>5. Missing materials in the NFI's (DK &amp; HK)</b></p> <ul style="list-style-type: none"> <li>Damage before distributions to branches/check packs before distribution.</li> <li>Shortage of materials during packing / not address.</li> <li>Theft (volunteers get carried away)</li> <li>Using NFI's at the right time</li> </ul>	<ul style="list-style-type: none"> <li>Quality control checks of NFI's to be done at NO level before distributed to branches</li> <li>Shortage of materials packing needs to be addressed</li> <li>Accountability from the Society as a whole</li> </ul>	<p>Ops/Logs Volunteers</p>	<p>Monthly</p>



## People:

Issue and Root Causes	Solution/Recommendation	Responsibility	Time Frame
<p><b>1. No RC Branch in the maritime island</b> <b>Expansion of RC</b></p> <ul style="list-style-type: none"> <li>• Extremely slow process in decentralisation</li> <li>• No allocated resources/personnel to OD</li> <li>•</li> </ul>	<p>Establish branch in islands where our offices are located in Kadavu. i.e.: conduct branch development where the NS will need to take the leading role</p> <p>IHL (dissemination) to GOVT /Divisional Reps in order to respond quickly.</p> <p>Recruitment of OD officer by September 2019</p> <p>Development of a decentralisation plan to fit unto the next Strategic Plan 2020-2025</p> <p>Formation of the sub branch to main branches i:e Kadavu – Suva Koro – Levuka Yasawa - Lautoka</p>	<p>Organisati on Developm ent</p> <p>NS</p> <p>HR</p> <p>NS</p> <p>OD</p>	<p>December 2019?</p> <p>September 2019</p> <p>July 2019</p> <p>July 2019</p>



<p><b>2. Lack of knowledge sharing</b></p> <ul style="list-style-type: none"> <li>• Leadership need to create safe space for staff /volunteers to freely express their views opinions</li> <li>• Lack of team bonding (individuals are in for personnel gain rather than sharing)</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteer recruitment process</li> <li>• Recognition of volunteers effort</li> <li>• Selection of volunteers should be fair &amp; just</li> <li>• Accountability measures to be put in place &amp; followed. 1-2 weeks after training for sharing of learnings to other volunteers at the branch</li> <li>• Encourage a more team bonding activities like once every quarter e: g picnic, fun night, camping etc....</li> <li>• Roles of volunteers (old) to act as mentor to young/new ones rather than competitors</li> </ul>	<p>OD</p> <p>DM/ DSC/ Branch Executives</p> <p>DM/ DSC Branch Executives</p> <p>DSC/ Branch Executives</p>	<p>Continuous</p> <p>During and after every training ( e.g. ERT Training in September)</p> <p>Develop a set of tools and ideas for how to conduct team building at branch level by Jan 2019</p>
<p>3. Difference between executives Volunteers</p>	<ul style="list-style-type: none"> <li>• Team bonding/ Team building</li> </ul>	<p>DM/ DSC Branch Executives</p>	<p>As above</p>



<p>Executives volunteers are not clear on their roles &amp; responsibility i.e.: 7 FP</p> <p>The impact of culture onto the RC operation</p>	<ul style="list-style-type: none"> <li>• Proper induction to the branches &amp; delegation duties</li> <li>• Branch operation manual need to capture conflict resolution component</li> <li>• Awareness on the importance of youth engagement as an integral part of the RC structure</li> </ul>	<p>DM Team, OPS, DSC, Branches Executives</p> <p>(TWG to review)</p>	<p>Continuous as part of ongoing annual training program with branches</p> <p>Completed by December 2018</p>
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<b>Finance: Issue and Root Causes</b>	<b>Solution/Recommendation</b>	<b>Responsibility</b>	<b>Time Frame</b>
<p><b>1.No Financial Involvement(Planning and Implementation)</b></p> <ul style="list-style-type: none"> <li>4. Finance has not seen as an important figure during disaster both NO and Branch level. Finance is the last stop</li> <li>5. During the preparation of budget &amp; proposal. Finance personal from Branch and NO was not involved which caused proposals not to be in lined with Budget(DREFT)</li> <li>6. Finance N/O not being available.</li> </ul>	<ul style="list-style-type: none"> <li>• Finance need to be more involved.</li> <li>• Finance to be part of National EOC from planning stage through response</li> </ul>	<p>DG and SMT</p>	<p>Refer to recommendation above in operations and coordination relating to SOP and disaster response structure</p>
<p><b>2.Branch not financially stable to respond</b></p> <ul style="list-style-type: none"> <li>• Lack for initiative for branches to raise money</li> <li>• Funds are being misused by branches</li> <li>• Branches are not familiar with their roles and responsibilities to the communities as first responders.</li> </ul>	<ul style="list-style-type: none"> <li>• NO to help branches to initiate fundraising techniques in their different communities</li> <li>• Develop a fundraising strategy for the branches</li> <li>• Financial trainings on process and procedures.</li> <li>• Training for both division to identify their weaknesses and areas they need help in.</li> </ul>	<ul style="list-style-type: none"> <li>• Finance</li> <li>• Marketing</li> <li>• DSC's</li> </ul>	<p>30<sup>th</sup> November 2018</p> <p>NO Finance have already commenced training at branch level. All branches to be trained by xxxxxxxx</p>
<p><b>3.Late Reimbursement</b></p>			



<ul style="list-style-type: none"> <li>• Incomplete acquittals submitted</li> <li>• Original receipt not submitted and missing</li> <li>• Unapproved spending</li> <li>• Lack of understanding on process of reimbursement</li> <li>• No proposal submitted for activity</li> <li>• Receipt not related to activity.</li> </ul>	<ul style="list-style-type: none"> <li>• Branches need frequent finance training</li> <li>• Identify focal point at branch level for finance</li> <li>• NO need to develop a disaster SOP that can simplify finance process during response operation and finance to be part of EOC</li> <li>• Provide SOP/ Check List of Finance process to branches to be put in the EOC Kit</li> </ul>	<ul style="list-style-type: none"> <li>• Finance</li> </ul>	<p>Branch training as stated above</p> <p>SOP develop by November 2018</p>
<p><b>4. Funds Misused</b></p> <ul style="list-style-type: none"> <li>• Lack of knowledge on how to disburse funds</li> <li>• Wrong people handling finance(Volunteers who are not trained)</li> <li>• Budget (Proposal) not shared at all.</li> </ul>	<ul style="list-style-type: none"> <li>• Branches need to utilize volunteers who are trained in finance/ have a branch focal point for Finance</li> <li>• N/O need to train volunteers and staff on the financial process during disaster.</li> <li>• N/O and branches needs to practice transparency in regards to sharing proposal for the individual branches.</li> </ul>	<ul style="list-style-type: none"> <li>• Finance N/O</li> </ul>	<p>To be completed by XXXXX</p>



## **Finance:**



## Appendix A: Achievement

### ➤ Operations & Coordination/ IM

	Issues	Rating
1.	Response on time	6
2.	Setting up of EOC's	2
3.	Good Reporting especially SitReps	5
4.	Good coordination of the response	2
5.	Clear communications	2
6.	Good coordination between Operations, EOC's, DSC and branches	17
7.	Capability of team to adapt to environment	6
8.	Visits to branches by support team	17

### ➤ Logistics & Administration

	Issues	Rating
1.	Timely replenishment	0
2.	Availability of transport	2
3.	Stakeholders Engagement	8
4.	Administration Support	9
5.	Vehicle Safety	0
6.	Personnel Safety	0

### ➤ Awareness Activities (Health & Hygiene)

	Issues	Rating
1.	Good training messages to volunteers and staff used	27
2.	Messages were received by communities	6
3.	Good team work	3
4.	Safety	0
5.	Messages relayed to community well	8

### ➤ Distribution (Shelter & WASH)

	Issues	Rating
1.	Initial Damage Assessments Done well	
2.	Supply of NFI's on time	
3.	Good stock reporting and NFI final count	
4.	Volunteers well trained	7
5.	No double distributions	21



➤ **Finance**

	<b>Issues</b>	<b>Rating</b>
1.	Reimbursements – bus fares etc.	0
2.	Finance well catered	0
3.	Finance were supportive to teams deploying to the field	19
4.	Prompt payments	1

## Appendix B: Challenges

- **Operation and Coordination**

	<b>ISSUES</b>	<b>Rating</b>
1.	Breakdown/Delays in EOC set up Lack of trust in leadership	21
2.	Lack of Trust in Volunteers	13
3.	Delays in SITREPs (Lack of Info)	9
4.	Different SITREP formats	12
5.	Communication not clear between HQ,EOC/DSC/Branches	4
6.	Confusion between Flood operation & cyclone operation	18
7.	Need to change approach if emergency not declared	9
8.	Lack of understanding of RC in communities	13
9.	Lack of Focus on Vulnerable first	8
10.	Slow reaction time by government	4
11.	Stakeholder partnerships need constant management	7
12.	Late deployment to Yasawas	8

- **Distribution (Shelter & WASH)**

	<b>Issues</b>	<b>Rating</b>
1.	Unavailability of Non Food Items (NFI's)	6
2.	Missing Materials in NFI's	22
3.	Understanding of how to fill in the IDA Forms	29
4.	Communication delay in stock replenishment	20



5. Stock data across all branches incorrect	29
6. Distribution not needs based	36

- **Logistics & Administration**

	<b>Issues</b>	<b>Rating</b>
1.	Stock Replenishment Delayed	9
2.	Untimely submission of reports to divisional EOC	
3.	Lack of vehicle – transportation of volunteers and NFI's to communities	34
4.	Lack of Logistic support from National Office to branch level	12
5.	No support from DISMAC to branches	4
6.	Stock not recorded e.g. PPE and shortage of PPE in branches Stock data at branches incorrect	17

- **PEOPLE (STAFF, VOLUNTEERS – BENEFICIARY)**

	<b>Issues</b>	<b>Rating</b>
1.	Late Report	0
2.	The lack of leadership	4
3.	Lack of proper induction	2
4.	Differences between Executives & volunteers (personal)	16
5.	Poor time management	9
6.	Volunteers should be well trained	10
7.	Need to established RC branch at the maritime island	19
8.	Understand the importance of attending meeting	0
9.	Contextualise our response	3
10.	Briefing and De- briefing	11
11.	Lack of knowledge sharing	21
12.	Staff & Volunteers fatigue	5

- **AWARENESS ACTIVITIES HEALTH & HYGIENE**



- **Appendix C: Participant List**

	<b>ISSUES</b>	<b># Dots</b>
1.	Delay in response time to communities	33
2.	Lack of IEC at branches	17
3.	Communication issues to communities	19

NAME:	Branch	M/F	Signature
MESULAME Kurisalo	SIGATOKA	m	Mesulame
LASEMIA Osear	✓	✓	Lasemia
KITIONE YAVALA	MAHAWA	✓	Kitione
Elenoa Lewa	✓	F	Elenoa
Litia Nalika	Rakiraki	F	Litia
Akula Toimasau	Lautoka	m	Akula
Papa Pangoso Tilley	Lautoka	M	Papa
Mere Bhadrono	Nadi	F	Mere
Adi Alesi	Kariraki	F	Adi
Terita EVO	BA	m	Terita
Mance Kopa	National office	F	Mance
Nete L Tamamitakula	National office	M	Nete
Zoya	National office	F	Zoya
SILIA RABUNU	National office	F	Silia
Cynthia Irvine	NO.	F	Cynthia
Rusiate Delai	Suva	M	Rusiate
Nirua Iata	Tavua	F	Nirua
Evia C	Tama	F	Evia
Salote Kacavesi	Nadi	F	Salote



## Appendix D: Workshop agenda

<b>TC Keni Response Lesson Learnt</b>	
<b>9.00am</b>	Chief Guest Speech
<b>9.30 am</b>	Outline Workshop
<b>10.30am</b>	Summary of Operation
<b>10. 30am</b>	<b><i>Morning Tea</i></b>
	What went well
	Challenges & Issues
<b>1.00pm</b>	<b><i>Lunch</i></b>
<b>2.00pm</b>	Group Work – Root Causes
	- Solutions & Recommendations
	- Responsibility
<b>3.00pm</b>	<b><i>Afternoon Tea</i></b>
	Presentation
<b>4.00pm</b>	Closing Remarks