

Emergency Plan of Action (EPoA)

Rwanda: Floods and Windstorm

DREF Operation n°	MDRRW019	Glide n°:	FL-2020-000037-RWA
Date of issue:	14 March 2020	Expected timeframe:	3 months+end
		Expected end date:	30 June 2020
Category allocated to the of the disaster or crisis: Yellow			
EPoA Appeal Funding Requirements: CHF 0			
DREF allocated: CHF 189,521			
Total number of people affected:	5,220 people (1,044 households)	Number of people to be assisted:	4,210 people (842 households)
Provinces affected:	Eastern Province (Gisagara, Ngoma and Nyagatare Districts) and Central Province (Gasabo District in Kigali City)	Provinces/Regions targeted:	Gasabo district in Central Province and Gisagara, Nyagatare and Ngoma districts in Eastern province
Host National Society presence (n° of volunteers, staff, branches): 4 National Disaster Response Team (NDRT) members, 6 Branch Disaster Response Team (BDRT) members and 30 Local Disaster Response Team (LDRT) members and 10 staff from Rwanda Red Cross Society (6 HQs staff and 4 branch staff).			
Red Cross Red Crescent Movement partners actively involved in the operation: Belgian Red Cross Flanders and French, Spanish, Austrian, and Japanese Red Cross Societies and International Federation of Red Cross and Red Crescent Societies (IFRC).			
Other partner organizations actively involved in the operation: Ministry of Emergency Management (MINEMA), Local Authorities of Gisagara, Ngoma, Gasabo and Nyagatare Districts, Faith Based Organizations, and World Vision.			

A. Situation Analysis

Description of the disaster



Map of affected districts in Rwanda. Districts affected in December 2019 being assisted through MDRRW018 circled in black and those affected in March 2020 circled in red.

Since the beginning of November 2019, Rwanda has increasingly experienced heavy rains, affecting most parts of the country. As a result, many rivers across the country received huge levels of rainwater and overflow along their courses, causing flooding in Ngororero, Nyabihu, Nyamasheke and Rusizi districts in Western province, Musanze and Rulindo districts in Northern Province, and Gisagara district in Southern province. In December 2019 3,000 people were estimated to have been in evacuation centres and most of them still do not have shelter due to the disaster.

More recently, from 3rd to 5th of March 2020, extensive flooding and windstorm were registered in **Gisagara** District and observed in other districts including **Gasabo** in Kigali City, **Gisagara**, **Ngoma** and **Nyagatare** District in Eastern Province. This led to extensive destruction of houses and crops.

For Gasabo Districts, five Sectors were affected including Ndera, Jabana, Kacyiru, Nduba and Jari, with maximum recorded rainfall at 75mm in Ngoma; Rukumberi and Zaza sectors with maximum recorded rainfall 60mm and Gisagara: Mukindo Sector with maximum rainfall at 80mm.

According to the initial assessments conducted by the Ministry of Emergency Management (MINEMA) and Rwanda Red Cross Society (RRCS) from 3rd to 5th March, it is estimated that approximately 5,220 people (1,044 households) have been affected as a result of these floods and accompanying windstorm. Three people were reported to have died and 22 others have been injured. A total of 204 hectares of crops grown up in the marshlands and the swamps near the rivers have been damaged and in most cases destroyed. Two water supply systems in Nyagatare District and six electricity lines in Gasabo and Nyagatare have equally been destroyed.

Cumulatively, these rains caused extensive damage to 369 houses which were partially or completely destroyed, while 133 latrines were washed away in all four districts. In addition to damages on the houses, a variety of household items and clothing were swept away, leaving the affected populations without the basic amenities, including lost food stock. Bedding was also destroyed, creating the need in mattresses and blankets. Some of the affected populations and others in the high-risk zones were forced to flee their homes and are now temporarily accommodated by Faith Based Organizations, government houses, and some of them are hosted by their neighbours and relatives. The affected families are prone to the poor health and hygiene conditions as a result of over-extended host families.

The situation presents a risk for the spread of diseases such as diarrhoea, cholera and malaria since the disasters are happening in sequence. The most affected families are the ones with the weak/damaged houses, and 78% of them are in category one and two of Social Economic Categories of UBUDEHE (Rwandan social stratification system), which means that their poor living conditions have further worsened due to the current situation. The lack of food stuffs may result in malnutrition in the short term, especially among children under five, lactating mothers and the elderly. The situation is worsened by the fact that most crops in the swamps were washed away and the expected yields for current agriculture season will drastically decrease.



An affected family in Nyagatare ©RRCS



Flood in Gisagara District ©RRCS

Table 1. Characteristics of the affected households

DISTRICT	Affected families				Social Economic Category			Vulnerable group		
	Total # of HHs affected	Total # of Population	Females	Males	HHs CAT 1	HHs CAT2	HHs CAT3	# of Children under five	# of children between 6-12 years age	# of pregnant women
Gasabo	203	1015	680	335	86	85	32	75	115	21
Nyagatare	334	1,670	810	860	119	150	65	81	290	45
Gisagara	405	2,025	955	1,070	210	155	40	110	380	89
Ngoma	102	510	240	270	74	26	2	9	49	4
Total	1,044	5,220	2,685	2,535	489	416	139	275	834	159
%			51.4%	48,6%	47%	40%	23%	5%	16%	3%

The total number of the population affected is 5,220 (1,044 households). Average size of the family is 5 persons per households. As shown by the above table, 51.4 % are female headed and 48,6% headed by males. The 87% of the total affected families are in category 1 and two of Ubudehe. Three percent of the population affected are pregnant women, children under five (5%) while 16% of the total population are children in primary school (between 6 to 12 years).

Table 2. Impact of the disaster

District	HH Affected	Death/ HHs	Causalities / HH	Damage d HH	Completely destroyed HH	Destroyed/ affected latrine / HH	Lost HH assets / materials	Loss of crops / HH	Loss of livestock/ HH	Displaced/ People
Gasabo	203	3	7	85	20	49	105	9	0	340
Nyagatare	334	0	10	142	118	30	260	35	6	620
Gisagara	405	0	6	182	10	49	192	180	3	970
Ngoma	102	0	1	60	42	5	102	0	1	204
Total	1,044	3	24	469	190	133	659	224	10	2,134

Summary of the current response

The RRCS has mobilized its staff, Movement Partners and volunteers to provide immediate assistance to the affected communities. In addition to the needs assessment conducted from 3rd to 5th March, RRCS conducted first response activities from 3rd to 4th March to the 4,210 most affected vulnerable people in all the districts affected, which included the support in search and rescue, evacuation, Psychosocial Support (PSS), restoring family links, First-Aid Services, and distribution of Non-Food Items (as per table 3 below) to 200 households (in Nyagatare and Gasabo Districts).

Some 40 volunteers comprised of 4 NDRT members, 6 BDRT members, 30 LDRTs volunteers and 10 staff (4 from branches and 6 at HQ) were deployed to support household items distributions.

*NFIs Distribution ©RRCS*

Due to the disasters which occurred in the period of December 2020 to February 2020 in different Districts of Rwanda, Rwanda Red Cross used some of its branch and National stocks to support these families. These created insufficiency of household items to respond to all families affected. Therefore, Household items were distributed only to 200 households affected by disasters in Nyagatare and Gasabo Districts.

Still as part of the initial response, additional activities were carried out such as sensitization activities on hygiene and sanitation and risk reduction (the sessions involve how to prepare for heavy rains and reinforce roofs) and through meetings and mobile cinema.

Table 3: Summary of distributed household items in Nyagatare and Gasabo Districts

Districts	Item	Standards	Quantity	Total households
Nyagatare District	Matts	2 per households	200Pcs	100 HHs
	Blankets	2 per household	100Pcs	
	Jerrycans	2 per household	100Pcs	
	Kitchen sets	1 per household	100Pcs	
	Buckets	1 per household	100Pcs	
	Soap	4 per household	400Pcs	
Gasabo District	Blankets	2 per household	200Pcs	100 HHs
	Matts	2per household	200Pcs	
	Jerrycans	2 per household	200Pcs	
	Kitchen sets	1 per household	100Pcs	
	Buckets	1 per household	100Pcs	
	Soap	4 per household	400Pcs	
Total			2,200	200 HHs

Table 4: NFI cost per household

Items	Quantity	Unit cost	Total cost / RwF
Blanket	2	3,000	6,000
Buckets	1	2,500	2,500
Sleeping Mat	2	4,000	8,000
Jerry cans	1	2,400	2,400
Kitchen set	1	12,000	12,000
Washing Soap (Tembo)	4	300	1,200
Total			32,100 RWF

Overview of Red Cross Red Crescent Movement Actions in country

RRCS is supported by IFRC East Africa Country Cluster Office in Kenya (Nairobi) and in-country partner National Societies. From the beginning of the disaster (from November 2019), RRCS has reached out to 12,000 families affected by floods and landslides in Bugesera, Gisagara, Gakenke, Gasabo, Nyarugenge, Ngoma, Kirehe, Ngororero, Rusizi, Kayonza, Ruhango, Kamonyi and Rulindo Districts. Cash Transfer with support of Belgian Red Cross Flanders has been used in this response, and in-kind support through Household items distributions targeting 1,117 HHs, in Bugesera, Gisagara, Gakenke, Gasabo, Nyarugenge, Ngoma and Kirehe Districts. Other in-country partners include Belgian Red Cross French, Spanish Red Cross, and Austrian Red Cross, who supported with technical review of the DREF request.

The National Society is currently implementing a [DREF operation](#) in the Districts of Gisagara, Ngororero, and Rusizi, targeting 922 households affected by floods in December 2019. Key activities implemented include:

- Cash transfer for:
 - food and NFIs to 638 households
 - food to 203 households
 - rehabilitation of 407 latrines
- Replenishment of RRCS emergency stock
- PSS and Cash training for 51 volunteers
- Mobile cinema sessions on DRR and hygiene promotion
- DRR awareness sessions in schools
- Procurement of protective and visibility gear for volunteers

Overview of non-RCRC actors' actions in country

The Ministry of Emergency Affairs (MINEMA) is coordinating Emergency Response closely with RRCS. As such, it is appealing to corporate bodies and non-governmental organizations to complement government's efforts to save lives and prevent from further deterioration of health, safety and wellbeing of affected families through its coordination meetings and media campaign. MINEMA and some NGOs and INGOs such as World Vision have supported in provision of some iron sheets to affected households for repairing of damaged houses and other Faith-based organisations have provided emergency shelter for families evacuated in temporary settings.

Needs analysis, targeting, scenario planning and risk assessment

Needs analysis

The rapid needs and market assessment identified critical needs in different sectors as follows:

Table 5. Needs for disaster affected families

Sector	Identified needs
Health	<ul style="list-style-type: none"> • The heavy rains have caused the destruction of settlement and belongings. Considering that 24% of the affected are families whose households have been completely destroyed with women and children under 12 years, they therefore face the risk of malaria infection due to the loss of shelter. Hence, mosquito nets are needed to prevent these families from contracting malaria.
Water and sanitation	<ul style="list-style-type: none"> • Several water systems were affected by the floods. Two water supply systems in Nyagatare district were destroyed. This situation and the consequent use of unsafe water leads to the increased risk of water-borne diseases such as diarrhoea or cholera. The loss of hygiene and household materials (such as bucket, jerry cans, soap, etc.) worsens this situation. • 133 household latrines in the four districts have also been flooded and / or damaged, which has increased the risk of poor hygiene and sanitation related diseases.

Sector	Identified needs
Shelter	<ul style="list-style-type: none"> People are currently evacuated in Faith-based Organization's houses, government houses and others by their neighbours. However, this situation puts pressure on government houses as well as the host families which are often overcrowded due to lack of living space. This is worsened by the already existing families that were still in the evacuation centres due to the last disasters. Therefore, shelter in the form of emergency shelter is urgently needed according to humanitarian standards. Beyond emergency shelter needs, consideration should be made to provide building materials to help families return to and repair their houses.
Food security, nutrition and livelihood	<ul style="list-style-type: none"> An estimated 205 hectares of different crops beans, maize, etc were completely destroyed by the floods. In addition, household food stocks stored in homes that were flooded are lost. Moreover, the host families did not receive additional support to feed the additionally hosted population. The food security situation is alarming especially for children, elderly, pregnant women and lactating mothers who have specific nutritional needs. The populations' livelihoods, mainly based on agricultural activities, are going to be affected because of the lost crops, seeds and agricultural tools. Due to the destroyed farmlands and food stocks, they are in need of food to prevent potential malnutrition.

RRCS has been responding with a mix of cash and distribution of household items in the ongoing DREF since December 2019. Considering the report on market assessment which shows that the market is stable and functional, and communities are preferring receiving support in cash, cash-based intervention is the preferred option to respond. With Cash, the beneficiaries will have the flexibility to buy different items within the same amount as the needs may increase and change depending on the situation.

Targeting

The teams composed of the volunteers and the local authorities visited the affected communities and assessed the situation of the houses and household items. In some houses, flooding water has entered houses at lesser extent while for others, much water and debris have caused bigger losses and even destroyed houses. It is against these criteria that the assessment and community selection was made. In addition to these criteria, targeting prioritized families with elderly persons, female headed households, chronically ill people and large families amongst others and as well as those who did not get any support from other stakeholders that are within operational area.

Based on the above criteria, the assessment identified **842** households (4,210 people) that need assistance. Among the 842 households identified, **200** have already received household items support from RRCS. Therefore, the intervention for cash transfer for food and household items will target **642** households while **200** households will receive support to buy food only. Of the overall target, **133** households will receive support for repair of latrines.

There will be three different interventions to cover different needs of the targeted population:

Table 6: Summary of Transfers

	Intervention A	Intervention B	Intervention C
Objective of the intervention	Household items	Food needs	Repair of Latrines
Transfer Value	RWF 32,100 per household	RWF 75,000 per HH (37,600 per transfer)	RWF39,500 per household
Number of HH	642	842	133
Instalments	One-Off	Two	One-Off
Periodicity	One-Off	Monthly	One-Off

Detail on the Transfer Value calculation is in the [Operational Strategy](#) section.

Table 7: Target HHs per district

Intervention	Target	Distribution	Instalments	Replenishment	Total
1. CBI					
Household items	642 households:	RWF32,100 / HH × 642 = RWF 20,608,200	One-off	0	RWF 20,608,200
	59 HHs / Gasabo				
	160 HHs / Nyagatare				
	380 HHs / Gisagara				
	43 HHs / Ngoma				

Food needs	260 households / Nyagatare	RWF37,600/HH×842 x2times = RWF 63,318,400	Two	0	RWF 63,318,400
	159 households / Gasabo				
	380 HHs / Gisagara				
	43 HHs / Ngoma				
Repair of latrines	133 households:	RWF39,500 Rwf/ HH×133 = RWF 5,253,500	One-off	-	RWF 5,253,500
	49 HHs / Gasabo				
	30 HHs / Nyagatare				
	49 HHs / Gisagara 5 HHs/ Ngoma				
S/T		RWF 89,180,100		0	RWF 89,180,100
2. Household Items					
Replenishment of Household items	200 households:	-	-	32,100/HH×200 = RWF 6,420,000	
	100 HHs / Nyagatare				
	100 HHs / Gasabo				
S/T		RWF 0		RWF 6,420,000	RWF 6,420,000
Total		RWF 89,180,100		RWF 6,420,000	RWF 95,600,100

Scenario planning

Based on weather forecasts in Rwanda and the rainy season which is still ongoing, above average rainfall and possible flooding is expected in the coming weeks. The last seasonal forecast issued by the Ministry of Environment on 24th February, for the period March to May, indicates increased chance for above normal rainfall countrywide. Based on these indications, there is a high possibility of additional floods being experienced in the country, resulting in displacement of populations, possible loss of lives, disease outbreaks as well destruction of community livelihoods in flood prone areas.

Best Scenario	Most Likely Scenario	Worst case scenario
The rains reduce in intensity and no additional districts are affected. There will be no significant case of waterborne diseases reported. Humanitarian actors will be able to access affected areas and deliver assistance.	Heavy rains will continue till May. Floods will continue to be experienced throughout the country. This will oblige the affected families to stay in their neighbour's houses.	The rainstorm will lead to flooding which will worsen and affect more districts especially the flood prone areas. The situation will result in more populations being displaced as well as outbreak of waterborne diseases.
RRCS Action: Limited to the current DREF operation and no more than 3 months response.	RRCS Action: RRCS will continue its response as outlined in this DREF plan of action, linking it with DRR awareness.	RRCS Action: A request to scale up the response from a DREF to an emergency appeal will be made. RRCS will launch an emergency appeal to meet the increased humanitarian needs.

Operation Risk Assessment

Staff and volunteers may face some risks in implementing this DREF. These include:

- Unstable walls and foundations of compromised houses that can pose a threat to staff and volunteers when interacting with communities.
- Most of the main water within the affected communities will be contaminated or exposed to potential contamination. Similarly, the damaged pit latrines might pose major health risks which may affect staff and volunteers during the operation.

The risk mitigation measures that are put in place include:

- Movement of staff and volunteers will be coordinated based on security clearance.
- All volunteers will be insured for the duration of the operation.
- All operations field teams will be provided with safety gears, safe water and food packages and encouraged to avoid using latrines which are unsafe.
- Volunteers will be trained on Epidemic Control to strengthen community surveillance and hygiene promotion. Volunteers will receive orientation including awareness on safe hygiene measures to prevent food and water borne diseases.
- Regular safety and security briefings will be conducted.

Lessons learned from MDRRW018 Floods operation

Based on past and ongoing operations, NS has learnt the below key lessons:

- Community engagement is essential to ensure good implementation, targeting and proper use of funds allocated.
- Local authorities have a clear preference for cash-based response operations. However, the awareness of cash and its strategies and delivery mechanisms is still needed, and National Society intends to continue making use of CEA approaches to advocate for better understanding of CVA.

B. Operational strategy

Overall Operational objective

The immediate needs of the flood-affected population are met through the provision of essential non-food items, food, health services, water, sanitation and hygiene promotion assistance targeting a total of **4,210 people (842 households)** in the districts of **Gasabo, Gisagara, Nyagatare and Ngoma**.

Proposed Strategy

This DREF operation will support overall response alongside bilateral PNSs and the government authorities through good coordination.

The DREF operation will focus on providing support through a range of activities in Shelter, Livelihoods Health and WASH as detailed below:

1. Shelter

Eight hundred and forty-two (842) households had their houses partially or completely destroyed and lost most of their household items in the flooding. As such they will be supported by MINEMA in reconstruction of damaged houses, while National Society provides household items. Of the overall 842 households, 200 have received [household items](#) (100 HHs / Nyagatare and 100 HHs / Gasabo), which will be replenished through this operation. The remaining 642 households will receive a cash assistance of 32,100 RwF as indicated in [Table 8](#), to purchase the HHIs. Detailed activities will thus include:

- Replenishment of RRCS NFI stocks distributed to 200 HHs
- Cash assistance for household items to 642 HHs.

2. Livelihoods and Basic Needs

Farmlands and crops have been washed away by the floodwaters. As such, all targeted households will receive a food package consisting of rice, beans, maize flour, porridge flour and transportation fees for the food for two months. Like with the household items, this will be done through cash disbursement to allow the households some flexibility. The cash transfer value for two months of food is 75,200 RwF as detailed in [Table 9](#) below. Detailed activities will include:

- Selection of target households
- Market assessment for the Cash implementation
- Cash assistance for food for one month to 842 HHs
- Post distribution monitoring including CEA specific questions. Note that this PDM will comprise done after all cash disbursements.

3. Health

Affected communities are exposed to public health risks including malaria, cholera and other diarrheal diseases. As such, 842 households will be assisted in order to reduce risks of malaria and other disease incidences as most of

them have been evacuated to schools and Faith based organizations buildings. The government indicated that it would purchase and distribute mosquito nets. In this regard, there is need for sensitization activities through mobile cinema sessions, which will be implemented by the National Society. Detailed activities include:

- Search, rescue and evacuation, in anticipation of increasing rainfall.
- First aid and PSS refresher training for 40 volunteers and staff.
- Provision of FA and PSS services to affected people as needed.

4. Water, Sanitation and Hygiene (WASH)

The water systems, sewage and household latrines have been destroyed or inundated by floods which increased the risk of water and hygiene related diseases such as diarrhoea or cholera. Based on the rapid assessment conducted by MINEMA and the RRCS, the most urgent needs identified are access to safe water (quantity and quality) and improved sanitation and hygiene conditions. Hence, there is need for household water purification chemicals and water storage equipment. Affected latrines will also require support for rehabilitation through provision of roofing materials (2 iron sheets, nails, timber / wood planks), and support for digging the latrines holes in order to complement their efforts. This support will be given in the form of cash disbursement of 39,500 RwF as detailed in [Table 10](#) below. The community participation includes finding stones for foundation of latrines, latrines elevation, plastering and covering labour cost through community work.

Potable water provision has been highlighted among the crucial needs for affected populations, both in quantity and in quality. The proposed intervention includes provision of water containers (jerrycans, buckets), provision of household water treatment chlorine (locally known as *Sur'Eau*) combined with sensitization of the families on proper household water treatment.

More so, lack of access to hygiene materials will require provision of soap bars and menstrual hygiene materials for women and girls. Intensive health and hygiene awareness campaigns will be carried out through meetings and mass media such as radio shows and mobile cinema, integrating DRR messaging.

Detailed activities to be implemented include:

- Conduct Hygiene & Sanitation promotion awareness sessions through 36 mobile cinema sessions (3 sessions per District/month) and community meetings, including DRR messaging using Participatory Hygiene and Sanitation Transformation in Emergency Response (PHASTER) methodology. Other awareness messages will be conveyed through community meetings, leaflets, banners and radio. This activity will require deployment of all 40 volunteers engaged in the operation.
- Provision of household water chlorine treatment and train households on proper usage and storage.
- Cash assistance for rehabilitation of latrines for 133 HH
- Provision of tippy taps for HH doing latrine repair
- Provision of menstrual hygiene materials for women and girls (who comprise 51.4% of the total targeted)
- Mobilize targeted communities for cleaning the toilets, removing the debris and carry out environmental sanitation activities

WASH related items have been budgeted and planned for as part of Shelter under household items, because the NS chooses to give them as one package.

For effective implementation, capacity building is planned for 40 volunteers to be involved in this operation. All branch volunteers involved are trained in Disaster Management (Cash, First Aid and PSS), as such a package of refresher trainings in PSS, First Aid, and CBI for 40 volunteers will be budgeted under this operation. The CEA training will increase volunteers' capacity to ensure community participatory approach is used in all their activities as well to know how they can get feedback from the community. Additional attention will also be placed in responding to the feedback from the communities either through community meetings, household visits, information/feedback desk or other identified mechanisms.

Cash and Voucher Assistance (CVA)

Based on feedback received from communities and volunteers on the ongoing operation as well as past operations, cash has proved to be more efficient and met with huge support and ownership among the target communities and the local authorities. Cash Based Intervention (CBI) allows communities to get the basic amenities from the local market / service providers on time and at lower costs (reduced transportation cost). As result in this DREF operation, CBI will be utilised for the food distribution, NFIs and latrines repair.

Below you can find the list of prioritized items along with their current market prices, used on the Transfer Value calculation.

Rapid Market Analysis for the needed equipment and materials for the Cash Based Intervention

Table 8. Cost of household items per household

Items	Quantity	Unit cost	Total cost / RwF
Blanket	2	3,000	6,000
Buckets	1	2,500	2,500
Sleeping Mat	2	4,000	8,000
Jerry cans	1	2,400	2,400
Kitchen set	1	12,000	12,000
Washing Soap (tembo)	4	300	1,200
Total			32,100

Table 9. Cash for Food per HH/month

Items	Quantity	Unit Cost	Total Cost/RwF per day	Total cost per month
Rice (kg)	1	800	800	24,000
Beans (kg)	9	500	500	4,500
Maize Flour	10	400	400	4,000
Porridge flour, sorghum, wheat, millet, soybean (kg)	5	400	400	2,000
Transport fees and bank charges				3026
Total				37,526 (rounded off to 37,600)
Two months Total				RWF 75,200

Table 10: Cost for repair of latrines

Items per HH	Quantity	Unit cost	Total cost / RwF
Iron sheets (piece of 0.9 x 3 metres, BG 32)	2	6,000	12,000
Nails (kg)	1	1,500	1,500
Timbers / round wood (4 metres long)	2	4,000	8,000
Wood planks (4 metres long)	3	3,000	9,000
Support for digging the hole (metres)	6	1,500	9,000
Total			39,500

The total amount needed for cash disbursement for household items and food is **RWF 107,300 RWF** (approx. CHF 104). The total amount needed per household including household items, food and latrine repair is **RWF 146,800** (approx. CHF 143). The amount per household is based on the Minimum Expenditure Basket (MEB) has been determined based on government's annual basic living amount which covers Food and Non-Food items ([EICV 5 Report, 2017](#)).

For efficiency and rapid implementation of CBI, 6 staff members (IT officer, Head of Disaster Response and Recovery Program, Head of Disaster Preparedness, Finance manager, PMER officer and Internal Auditor) together with 4 Branch coordinators and 4 NDRT volunteers and 30 LDRT, will conduct the CBI activities (market assessment, beneficiaries identification and selection, distribution and post-distribution monitoring). RRCS already has an existing contract with MTN mobile money.

Community Engagement and Accountability (CEA)

Community engagement approach will be used to implement CTP. The community selection will respect a wider representation of different community groups (men, women, boys, girls and vulnerable groups) and the lists validated in community assemblies, with participation of relevant local authorities. In this way, the communities will be allowed to express their views on planned intervention, the implementation strategy, the target and the criteria used to select them. Regular feedbacks will also be provided to the communities using the existing community forums (village assembly, monthly community works) but also specific meetings related to the intervention course and outcomes. The same approach will be applied for other interventions such as shelter. The feedback will be reported to the disaster management and communication program of RRCS for addressing the challenges and documenting those feedbacks.

Planning, Monitoring, Evaluation and Reporting (PMER)

The whole monitoring process will seek to integrate the beneficiaries' views and wishes, which will be used for programme reviews. A post-distribution monitoring assessment will be conducted in order to evaluate the community satisfaction level and record their wishes. The community will be the main source of information in the evaluation for assessing the levels of satisfaction with the programme and how it was delivered. Such findings will be discussed during planned coordination meetings involving the representatives of the target communities (local authorities and target families). The implementation team will ensure that the evaluation findings are shared with communities during mentioned forums. Moreover, the planned learning workshop will allow participation of the beneficiaries' representatives for gathering lessons learnt (especially on CEA implementation during emergency intervention) to be integrated in future interventions.

Risk mitigation measures/Security

All RCRC personnel actively involved in the operations must have completed the respective IFRC security e-learning courses (i.e. Stay Safe Personal Security, Security Management, or Volunteer Security) before deployment.

Procurement and Logistics

Local procurement will be carried out in accordance with the IFRC standard procurement procedures. Most of the assistance is targeted through cash, hence the only planned procurement is for replenishment of the Household items distributed to 200 households during the initial response. RRCS has a pre-existing agreement with financial service provider, MTN since 2018 as part of their cash preparedness work. This was done with support from Disaster Preparedness I project with Belgian RC- Flanders

Communications

Rwanda Red Cross is active on social media and constantly update on their [Facebook](#) and [Twitter](#) pages, regarding disasters and the work they are doing. A monthly Newsletter is also sent out to those subscribed on the mailing list, titled "Rwanda Humanity". The newsletter highlights key activities in projects being undertaken by the National Society.

C. Detailed Operational Plan



Shelter

People targeted: 4,210 people (842 HHs)

Men: 2,046

Women: 2,164

Requirements (CHF): 54,143

Needs analysis: 842 HHs households that had their houses partially or completely destroyed and lost most of their household items in the flooding will be supported. MINEMA is supporting in reconstruction of damaged houses, and RRC will only provide HH items.

Population to be assisted: Restricted CBI will support **642 affected households** who did not receive any support for Household items. These 642 households have been selected based on the following criteria: affected families without any assistance, the elderly, pregnant and lactating women, female headed households and households with under five and people with disabilities. The DREF operation will also be used to replenish NFI strategic stock that was distributed for **200 HHs**.

P&B Output Code	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	<i>% of affected of households assisted with Household items through Cash (Target: 81% or 842 HH)</i>															
	Shelter Output 1.1: Shelter and settlements and basic household items assistance is provided to the affected families.	<i># of households assisted with Household items through Cash (Target: 842 HHs)</i>															
	Activities planned Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
AP008	Provision of cash to 642 HHs for procurement of HH items																
AP005	Replenishment of RRCS stock for household items for 200 HHs																



Livelihoods and basic needs

People targeted: 4,210 people (842 HHs)

Men: 2,046

Women: 2,164

Requirements (CHF): 83,450

Needs analysis: Please refer to Needs analysis section.

Population to be assisted: This intervention will target 842 households selected among the directly affected households, based on specific vulnerability criteria (extreme vulnerability, size of family, specific vulnerabilities).

P&B Output	Livelihoods and basic needs Outcome1: Communities, especially in disaster and crisis affected areas, restore and strengthen their livelihoods	% of households supported express satisfaction with timely livelihoods interventions (Target: 100% or 842 HHs)															
P&B Output Code	Livelihoods and basic needs Output 1.2: Basic needs assistance for livelihoods security including food is provided to the most affected communities	<ul style="list-style-type: none"> - # of households supported with food through cash (Target: 842) - # of cash disbursements made to targeted households (Target: 2) - # of households of PDM conducted (Target: 1) 															
	Activities planned Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
AP008	Selection and validation of beneficiaries lists through CEA approach for the volunteers to explain selection criteria and the support to be provided																
AP008	Training of CTP for 30 LDRTs volunteers and 28 branch committees																
AP008	Market assessment for CTP implementation																
AP008	Cash disbursement for food to 842 households (2 months)																
AP008	Conduct post distribution monitoring																
AP008	Conduct activity monitoring visits, Evaluation and Reporting																



Health:
 People targeted: 4,210 people (842 HHs)
 Men: 2,046
 Women: 2,164
 Requirements (CHF): 10,890

Needs analysis: See needs analysis section.

Population to be assisted: 842 households

P&B Output Code	Health Outcome 2: The immediate risks to the health of the affected populations are reduced through improved access to medical treatment	% of people affected that are reached by NS with services to reduce relevant health risk factors (Target: 81%)															
	Health Output 2.1: Improved access to health care and emergency health care for the targeted population and communities.	- # of people affected that are reached by NS with services to reduce relevant health risk factors (Target: 4,210) - # of volunteers and staff trained in basic first aid (Target: 40 volunteers)															
	Activities planned Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
AP022	First aid refresher training for 40 persons (staff and volunteers from 4 districts)																
AP022	Procurement of visibility and protective gear for volunteers (boots, raincoats, t-shirts, disinfectant)																
AP082	Conduct search, rescue and evacuation																
P&B Output Code	Health Outcome 6: The psychosocial impacts of the emergency are lessened	% of people affected reached by psychosocial support (Target: 100%)															
	Health Output 6.1: Psychosocial support provided to the target population as well as to RCRC volunteers and staff	# of volunteers and staff trained in PSS (Target: 40)															
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
AP023	Conduct refresher Training for 40 persons (volunteers) in psycho-social support																
AP023	Provide PSS to people affected by the crisis/disaster																



Water, sanitation and hygiene

People targeted: 4,210 people (842 HHs)

Men: 2,046

Women: 2,164

Requirements (CHF): 9,635

Needs analysis: See needs analysis section.

Population to be assisted: Overall 842 households to be reached with WASH items and hygiene promotion. In addition, 16 % of this targeted population (133 households), whose latrines have been damaged, will be supported through CBI to rehabilitate their latrines.

P&B Output Code	WASH Outcome1: Immediate reduction in risk of waterborne and water related diseases in targeted communities	% households reached with community-based disease prevention and health promotion programming (Target: 100% or 4,210 people)															
	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	# of mobile cinema sessions conducted (Target: 36)															
	Activities planned Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
AP084	Conduct 36 mobile sessions on hygiene and sanitation promotion awareness sessions in the affected areas /3 sessions per District/month																
P&B Output Code	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	# of households reached with water treatment products (Target: 842)															
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
AP026	Distribute chlorine tablets to 842 HHs.																
AP026	Train households on safe use of water treatment products and proper storage																
AP026	Monitor treatment and storage of water through household visits																
P&B Output Code	WASH Output 2.3: Improved access to and use of adequate sanitation by the target population. is provided to target population	# of households supported to rehabilitate latrines through cash (Target: 133)															
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
AP008	Supporting community for rehabilitation of 133 latrines through cash transfer																
AP028	Mobilize targeted communities for cleaning the toilets, removing the debris and carry out environmental sanitation activities																

AP028	Provision of tip tap to 133 families affected																
AP030	Provision of menstrual hygiene materials to 2164 women and girls																

Strategies for Implementation
Requirements (CHF): 31,403

P&B Output Code	Outcome S2.1: Effective and coordinated international disaster response is ensured	- % of target population reached through the operation (Target: 100%)															
	Output S2.1.3: NS compliance with Principles and Rules for Humanitarian Assistance is improved through the integration of CEA approaches and activities	- % of complaints and feedback received are responded to by the NS (Target: 80%) - % of target population satisfied with level of consultation, information and involvement in the operation (Target: 80%)															
	Activities planned Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
AP084	Assessments and consultations are carried out with communities to understand their preferred channels of communication for receiving information and providing feedback or complaints																
AP084	An appropriate feedback mechanism is put in place to support all sectors (e.g. feedback and complaints help desk)																
AP084	Systems are put in place to share information with communities on operational progress, activities and changes – and evaluation findings																
P&B Output Code	Outcome SFI3.2: The programmatic reach of the National Societies and the IFRC is expanded	Ratio of people reached by the IFRC disaster response operations to the people affected by these emergencies (Target: 81% : 19% or 4,210 people out of 5,220 people)															
	Output S3.2.1: Resource generation and related accountability models are developed and improved	# of lessons learnt workshop held (Target: 1)															
	Activities planned Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
AP055	Final lessons learnt workshop and beneficiary satisfaction survey																

Funding Requirements

The overall budget for this operation is CHF 189,521 as detailed below.

International Federation of Red Cross and Red Crescent Societies

all amounts in Swiss
Francs (CHF)

DREF OPERATION

MDRRW019 - RWANDA - FLOODS AND WINDSTORM

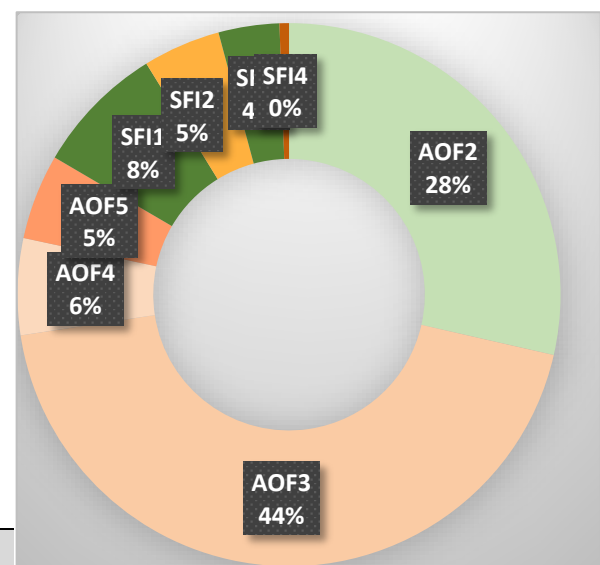
13/03/2020

Budget by Resource

Budget Group	Budget
Clothing & Textiles	6,385
Water, Sanitation & Hygiene	6,205
Medical & First Aid	4,156
Cash Disbursement	114,638
Relief items, Construction, Supplies	131,384
Storage	656
Transport & Vehicles Costs	4,873
Logistics, Transport & Storage	5,529
National Society Staff	1,611
Volunteers	3,935
Personnel	5,546
Workshops & Training	21,036
Workshops & Training	21,036
Travel	6,443
Information & Public Relations	4,028
Office Costs	895
Communications	1,790
Financial Charges	1,303
General Expenditure	14,459
DIRECT COSTS	177,954
INDIRECT COSTS	11,567
TOTAL BUDGET	189,521

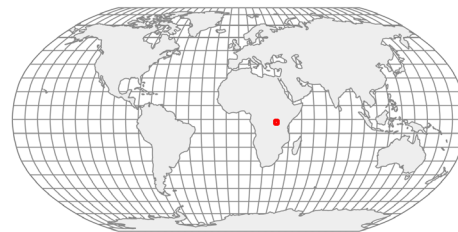
Budget by Area of Intervention

AOF2	Shelter	54,143
AOF3	Livelihoods and Basic Needs	83,450
AOF4	Health	10,890
AOF5	Water, Sanitation and Hygiene	9,635
SFI1	Strengthen National Societies	14,712
SFI2	Effective International Disaster Management	8,759
SFI3	Influence others as leading strategic partners	6,862
SFI4	Ensure a strong IFRC	1,070
TOTAL		189,521



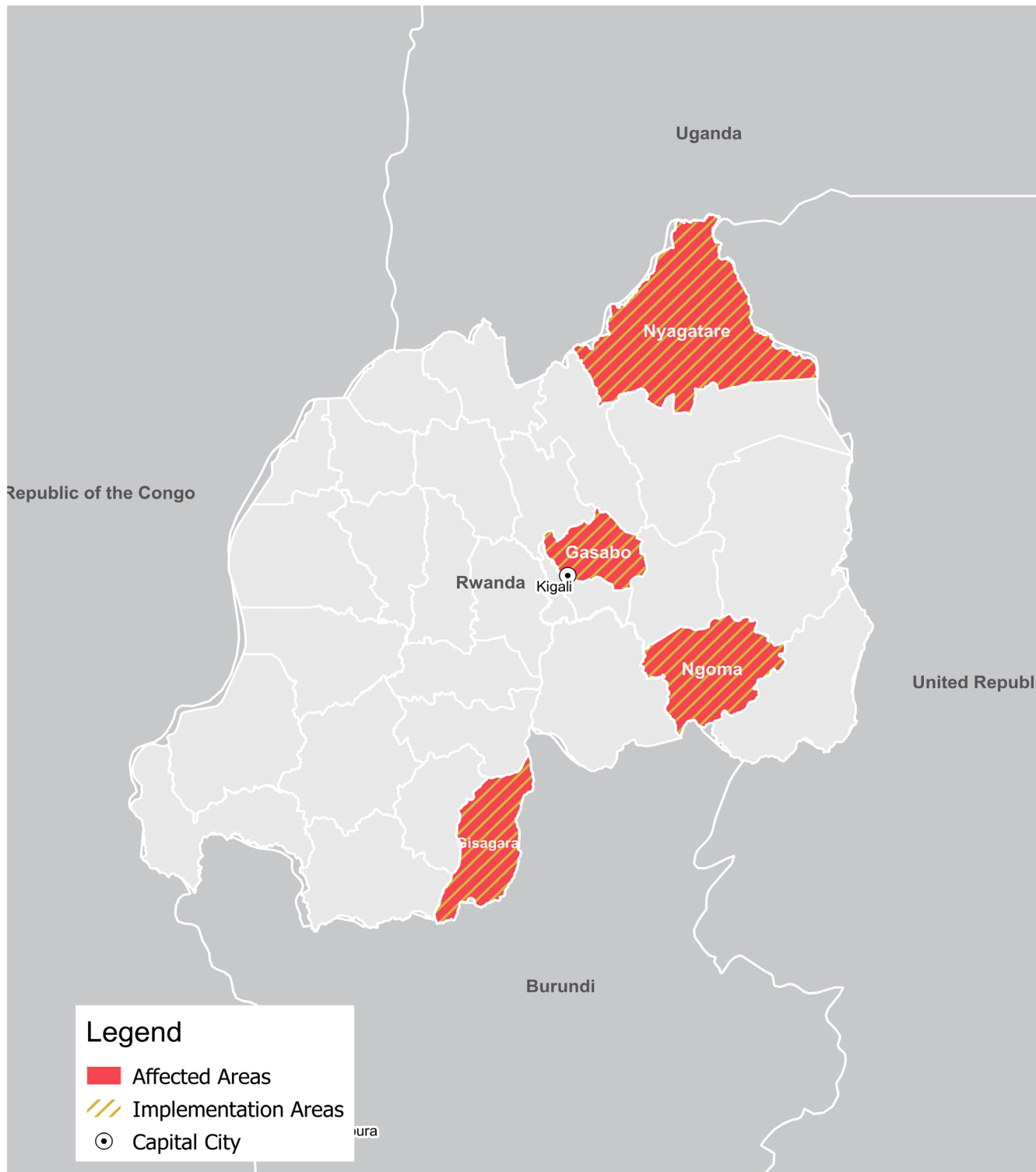


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The maps used do not imply the expression of any opinion on the part of the International Federation of the Red Cross and Red Crescent Societies or National Societies concerning the legal status of a territory or of its authorities.

Map data sources: GADM, IFRC. Map produced by: IFRC Africa Regional Office, Nairobi

0 20 40 60 80 km





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.