



DREF Operation-Final Report

Papua New Guinea | Civil Unrest

DREF operation	Operation n° MDRPG011
Date of Issue: 30 June 2023	Glide number: OT-2022-000291-PNG
Operation start date: 2 September 2022	Operation end date: 31 March 2023
Host National Society: Papua New Guinea Red Cross Society	Operation budget: CHF 159,393
Number of people affected: 264,590 people (49,175 families)	Number of people assisted: 3,030 people (588 families)
Red Cross Red Crescent Movement partners currently actively involved in the operation: The International Federation of Red Cross and Red Crescent Societies (IFRC) Country Delegation and the International Committee of the Red Cross (ICRC) have been working together in close coordination to provide support to PNGRCS in this operation.	
Other partner organizations actively involved in the operation: PNG Disaster Management Team Secretariat, CARE International, FAO, UN Women, UNDP, IOM, WHO, UNICEF, UNHCR, World Vision, ADRA and MSF.	

A. SITUATION ANALYSIS

Description of the disaster

Violence increased in some areas of the Highlands region in Papua New Guinea between May and July 2022, which was the time of the national general election. While elections were ongoing, there remain some gaps in terms of security enforcement in the conflict-affected areas, tensions were high, and fresh outbursts of unrest continued at least through the end of August. Most of the time, the unrest situations were directly linked to the election, and there were also instances when unrest arose from long-standing concerns, such as land disputes, retaliation, and unresolved conflicts amongst clans, which are being re-ignited by the unrest around elections.

Food insecurity and other socio-economic effects felt by communities affected by violence were made worse by the fact that schools and a large number of health institutions in the affected areas were closed and supply networks had not yet fully recovered. The estimated figure for the affected population remains uncertain; however, the overall population of these affected districts is estimated to be 529,181 people or 98,349 households by the UN. The Camp Coordination and Camp Management (CCCM)/Shelter/ Non-Food Items (NFI) cluster estimates around 50 per cent of the population or 264,590 people (49,175 households) might be affected. The cluster further estimated that one-third of those 87,315 people (16,227 households)—could be displaced from their homes, although movements to return home have begun.

The security assessment was concluded on 25 August 2022; the UN Department of Safety and Security concluded that aid activities were cleared to resume operations in Hela, except for Margarima district, Southern Highlands, and Nipa district, which needed further assessment. The provinces of Jiwaka, Chimbu, Eastern and Western Highlands were also cleared. This allowed more access for PNGRCS to support the affected population in accordance with government-established rules for aid workers operating in the province. However, the government has, at the same time, declared all conflict-affected regions in Enga no-go zones.

Summary of response

Overview of Operating National Society

The Papua New Guinea Red Cross Society (PNGRCS) has a branch in Mt. Hagen, Western Highlands Province. It consists of one Branch Coordinator and supported with 266 active volunteers. Under the leadership of the PNGRCS Headquarter based in Port Moresby, the branch was mobilized to conduct assessment and identify the communities affected by the situation. PNGRCS disaster management team from the headquarters provided surge support as well to the operation.

PNGRCS closely coordinated the response with the Highlands Humanitarian Hub (3HHH) based in Mt Hagen. This hub is a coordination hub supported by UNDP to coordinate all response activities for humanitarian needs due to the civil unrest resulting from the election as well as other natural hazards that occurred in the province. For this operation, a total of 20 volunteers from Mount Hagen, including one trained National Disaster Response Team (NDRT) member were active in the response of this DREF in the field. While approximately another 30 volunteers assisted with logistics, packing transport etc.

Overview of Red Cross Red Crescent Movement in country

IFRC has a Country Delegation in Papua New Guinea staffed by a head of delegation and finance admin officer. Additional technical resources required to support this plan came primarily from the surge support coordinated by IFRC Asia Pacific regional office based in Kuala Lumpur.

ICRC has a Papua New Guinea Mission in-country based in Port Moresby with two well-established operational field offices, one in Mt.Hagen, Western Highlands Province and another one in Buka, Bougainville Province staffed with over 80 personnel in total. This operation worked collaboratively and in close coordination with the ICRC, utilizing effective Movement Coordination mechanisms in Port Moresby and Mt. Hagen to ensure close coordination and complementarity in the Highlands and to minimize the security risks throughout the operation. ICRC Sub Delegation in Mt Hagen provided support in temporary storage for the relief items. Partners were working on longer-term planning toward supporting PNGRCS with one aligned Movement support plan for greater efficiency and drawing on the collective strengths of the Movement. IFRC Papua New Guinea Country Delegation provided guidance and supported to PNGRCS throughout the operation in coordination with ICRC.

Overview of non-RCRC actors in country

The Provincial Disaster Committees (PDC) was involved in response activities and supported with information. UN agencies including IOM were closely monitoring and responding to the situation. The Highlands Humanitarian Hub was a coordination hub based in Mt Hagen in which Baptist Union was taking the lead to coordinate as the Chair of the hub.

PNGRCS was actively participating in Highland Humanitarian Hub (3HHH) coordination apart from participating the coordination at the national level with other international agencies.

Needs analysis and scenario planning

Needs analysis

The civil unrest in Papua New Guinea rendered an estimated 100, 000 people displaced in the Highlands region based on the information by PNG Disaster Management Team (DMT). During the escalation of the election-related violence an estimated 40, 000 houses¹ were burnt down, and villages were destroyed. Most people who fled the violence scattered to the mountains, and neighboring communities or stayed with relatives after the situation subsided, some people gradually moved back to their villages to settle and rebuild their lives. However, some of the communities remained displaced since 16 September 2022 beyond the operation period. The distance of some of the displaced communities between the original place to the new area is estimated at about 1km distance.

During the first three months of the operation, the situation in Mt Hagen was still very tense. PNGRCS Mt Hagen Branch has done some assessment and identified two target groups 1) households staying in the same location but without a house, 2) people displaced from the original location. The team have visited a few of the affected areas in Jiwaka and Wurup. In one of the affected villages, it was estimated, 8,000- 12,000 people were displaced due to the situation. Peace negotiations were ongoing for certain areas with other areas such as in Goroka among the Nagamaiufa and Bena has been resolved and peace talks have been undertaken and back to pre-election status. During focused group discussions with women from the displaced community, some of them expressed that they require shelter and kitchen kits since they are residing with some of the host communities. Often they had to borrow from the host communities and sometimes it became difficult as they are sharing with other families.

The assessment team from headquarter that was deployed to Mt Hagen faced movement restrictions in a certain area to ensure the safety of the personnel deployed to Mt Hagen. Other humanitarian partners highlighted the need to coordinate personnel movements to ensure the safety of the personnel on the field. Initial assessment was done in Chimbu, however, there were some hesitations of a field assessment since it will be equally important to avoid creating expectations from the community since Mt Hagen branch did not have any NFI stocks available in place. The UN agencies and the partners were working to cover the gaps in terms of food and livelihood in the affected areas in the Highlands. Through a coordinated approach to ensure relief assistance were covering the affected communities, PNGRCS focused its relief assistance in Jiwaka, Western Highlands Province and Morobe Province.

¹ PNG DMT Flash Update 2, 6 August 2022

Risk Analysis

i. Security and accessibility

Security and accessibility are still a challenge in the affected areas in the Highlands. Initially, the Gumanj Community in Western Highlands was one of the affected communities identified to conduct assessment and distribution of household items (HHIs). However, based on further information collected on the ground, Gumanj was deemed a security risk. There was still tension in the area even though people were slowly moving back to resettle.

ii. Weather Condition

In January 2023, the weather in the Highlands created impact due to heavy rains. The continuous rain affected the state of the roads, especially the roads outside of Mt Hagen Township. The verification trip to Lumusa was unsuccessful initially due to a bridge being washed away by flooding caused by the situation.

It is advisable to seek clearance from partners such as the National Weather Services in the initial stages of planning to identify the suitable timing to conduct field operations so as to avoid travelling during times when the weather conditions are unfavourable.

iii. Human resources

PNGRCS went through internal structure changes at the headquarter under the new management started in mid-2022. Majority of the personnel involved in the operation recently joined the organisation or were new to their positions. Throughout the operation, the focal person and ways of working internally were adjusted based on the NS working context and limited internal human resources.

iv. Logistical challenges

Logistical challenges were faced during the course of the operation. The natural terrain and topography of mainland Papua New Guinea is geographically challenging, and accessibility to remote communities is difficult. Thus, the logistical costs involved in moving relief items from the port of delivery to the affected communities and staff and volunteer movement and accommodation from the HQ and Branch required high expenses.

There were also some unforeseen logistical costs that was encountered with the international procurement of HHIs. IFRC started a process of international procurement of HHIs in September 2022 and HHIs reached Papua New Guinea shores in January 2023. This caused a major delay in the response to the affected communities in Jiwaka and Western Highlands Provinces. In addition, PNGRCS could not secure the full tax exemption status for imported relief items with an unknown reason. One of HHIs, the blankets procured attracted import duty tax. The HHIs arrived at Lae Main Wharf and were not cleared until the custom charges and storage fee was paid. Due to the above reasons, there were additional costs including a storage fee charged while waiting for the stocks to be released from the port and additional delayed operations.

I. Finance challenges

There were other challenges which took place during the implementation period. Funding transfers to the NS were delayed due to external factors which greatly influenced the implementation. The banking system in the country shifted to a new system and it affected all financial transactions in the country. This caused almost two months of delay for the distributions to take place as well as other activities. Apart from that, fuel shortage for transportation also sometimes faces disruptions in the country.

In the future, the National Society is planning to look into Anticipatory Action for disaster preparedness. An Early Action Protocol will be drafted for Civil Unrest in Papua New Guinea. Knowing that the National General Elections occur every five years, PNGRCS is looking to have a Simplified EAP for preparedness activities such as prepositioning of relief items (Shelter Kits, Kitchen Kits, Hygiene Kits and other relevant NFI's) and conducting emergency first aid trainings in communities.

B. OPERATIONAL STRATEGY

Proposed strategy

The Operational Strategy of this DREF operation remained the same; however, due to compounding factors that highly influence the operation and the challenges, several activities were revised.

There were 3,030 people reached (40 per cent) of the 7,500 people targeted in this operation were provided with essential household items such as tarpaulins, blankets and mosquito nets to the affected communities in Jiwaka and Western Highlands provinces. The reason for not achieving the target was due to the challenge encountered in terms of accessing the affected areas. During the implementation, it was reported that there were several factors that made it

difficult to access the affected communities, such as a stagnant situation and it was fueled by ongoing tribal fighting. See the revised activities in the detailed operational plan for more details and explanation (Section C).

It was identified in the early stages that PNGRCS would require technical support during this operation, one Rapid Response Personnel from Kuala Lumpur, Malaysia was deployed for a total duration of two months to support setting up the operation and closing the operation.

Operational support services

Human resources

PNGRC national headquarters (NHQ) staff was deployed to support Branch in implementing the activities in Mt Hagen. Mt Hagen Branch volunteers were mobilised to conduct beneficiaries' identifications and to conduct distributions at the targeted communities. A total of 30 volunteers were involved in this operation. During the response operation, volunteers were provided with per diem, funds for transportation as well as Red Cross visibility. Those involved in the response were provided with the required safety and security equipment and insurance coverage prior to the activities. Throughout the implementation period, there were several changes within the team composition from NS HQ. The majority of the HQ staff members were new to the Red Cross, thus extensive support was required in managing this operation. However, handovers between the coordinators took place smoothly enabling the operation to continue while working closely with IFRC APRO technical support.

Logistics and supply chain

International procurements were supported through IFRC GHS&SCM APRO to ensure effective management of the supply chain including procurement, fleet, storage and transportation up to the warehouses in the identified Lae and Mt Hagen Branches. PNGRCS was focused on the delivery of relief items to the affected communities. The operation provided good lessons learned on the existing logistics capacity in country. Apart from that, it was learning in assessing the existing infrastructures, warehousing and transport capacity of the NS including in Lae and Mt Hagen Branches. Some activities including repairing containers were done to ensure that the quality of the relief items is maintained. The containers are being used by the Branch for storage of pre-positioned items. ICRC Mt Hagen sub-office also provided support for temporary storage of the relief items.

Communication

A communication person from PNGRCS was deployed in one of the missions to Mt Hagen to collect information and materials. Through this operation, communication materials such as videos and photos were collected to provide visibility to the operation in Mt Hagen. With support from IFRC Regional Office Kuala Lumpur, a promotional video on the operation was developed to provide visibility and dissemination on PNGRCS work with the communities affected.

Security

PNGRCS's security framework was applied throughout the duration of the operation to its staff and volunteers. The National Society briefed its personnel working in the field on the evolving situation and the relevant evacuation routes and processes to ensure they operate safely. During the operation, IFRC, PNGRCS and ICRC Mt Hagen were well coordinated in terms of security.

C. DETAILED OPERATIONAL PLAN

 Shelter People reached: 3,030 Male: N/A Female: N/A		
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		
Indicators:	Target	Actual
# of people provided with safe, adequate and durable recovery shelter and settlement assistance	7,500	3,030
Output 1.1: Shelter and settlements and basic household items assistance is provided to the affected families.		
Indicators:	Target	Actual

# of households provided with emergency shelter and settlement assistance	1,500	588
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Narrative description of achievements

During the coordination meeting with HHH (Highland Humanitarian Hub)², access issues in some of the affected areas were reported during the operation period and the situation remained stagnant, fueled with/by ongoing tribal fighting. Despite the access challenges, PNGRCS distributed tarpaulins, blankets and Mosquito Nets to the affected communities in Jiwaka and Western Highlands provinces. A small number of distributions were conducted in Morobe Province. Here is a summary of households and people reached by province:

Province	Community	Households reached	People reached
Jiwaka	Wurup	34	91
	Anglimp South Waghi	82	413
	North Waghi	1	23
	Sub-total 1	117	527
Western Highlands	Lumusa (Yamya)	57	236
	Lumsa (Leowa)	92	354
	Lumsa (Waya)	51	259
	Willa	13	71
	Dei Concil	16	96
	Hagen Central	72	440
	Mul Baiyer	151	943
	Tambul Nebilyer	19	104
	Sub-total 2	471	2,503
	Grand Total	588	3,030

At the early stage of the operation, a consultation was conducted in discussing the challenges of the operation based on the risks that were identified – refer to *Risk Analysis* section. Recognizing the challenges which have a huge influence on the operation and the complexity of the movement of goods to PNG, especially internally procured items, it was agreed on the balance of the remaining items to be stored and to use those items in case of an emergency which would qualify for emergency funding. Another challenge that was faced was customs tax clearance. In order to avoid any delays or add additional costs for storage charges, it was recommended to pay the fees and charge to the DREF funding. Specific budget line items on anticipated over expenditure were shared to ensure that the funding does not exceed the total approved fund.

Remaining of the relief items are stored at Lae and Mt Hagen Red Cross Branch warehouses located to ensure the safety and integrity of the relief items are maintained as per discussed ensuring that there is no storage cost charged to the emergency funding. Currently, 12,000 blankets, 150 tapelines and 100 mosquito nets are at Lae warehouse. Should there be any need to use the items in case of an emergency, PNGRCS would need to inform on the relief item utilization to ensure that it is being utilized in line with DREF procedures. According to the recent monitoring visit conducted, the team found out that the communities were still displaced since 16 September 2022 due to election-related violence and unable to return to their original place due to political sensitivity while some others started returning home or resided in relatives and neighbors. At the same time, sporadic acts of violence were reported in some of the affected areas³. The distribution activities were planned to continue using different funding since the situation was continuously evolving. Post Distribution Monitoring was not conducted due to limited capacity in country.

Challenges

Due to high tension in terms of security, funding constraints and capacity on the ground, the initial assessment was delayed and PNGRCS relied heavily on partners' assessment reports for identifying the targeted communities and numbers. There was non-availability of prepositioned stock in Mt Hagen, Western Highlands Province and Lae, Morobe Province. It took 5 months for the HHIs to arrive in country from Kuala Lumpur for the distribution exercise. A few of the distributions planned were not successfully implemented due to the weather and bad road condition as well as sporadic tribal clashes.

Lessons Learned

Procurement of stocks should consider Branch requests and be based on the needs of the affected communities. Better communication and coordination between the HQ and the branch can minimize potential risk and better

² MoM Highlands Humanitarian Hub (HHH) Meeting Friday 27th January 2023. HHH coordination meetings are conducted weekly with the humanitarian partners

³ Disaster Management Team Humanitarian Update refer to [link](#)

selection of target communities as well as the selection of needed HHIs i.e. shelter tool kits, and kitchen sets. Prepositioning stocks based on local needs should be improved for an agile response. Capacity building on the full-service delivery including assessment at the branch level should be required. Local procurement policy and practice should be considered. Consider Anticipatory Action in place to enable timely response, including a detailed risk and mitigation matrix to minimize the risks, including CEA for assessment and exit survey, enhancing and external and movement coordination could be reflected for the future operation.



Health

People reached: -

Outcome 2:

The immediate risks to the health of the affected populations are reduced through improved access to medical treatment

Indicators:	Target	Actual
# of people reached by NS with services to reduce relevant health risk factor	7,500	-

Output 2.1:

Improved access to health care and emergency health care for the targeted population and communities.

Indicators:	Target	Actual
# of First Aid training conducted	2	-
# of people reached through First Aid services	7,500	-

Narrative description of achievements

A total of 25 First Aid kits were procured to support this operation. The First Aid kits procurement was slightly delayed in production due to COVID-19 restrictions involving the manufacturers in China and was received in January. At the initial stage, discussions took place between ICRC, IFRC and PNGRCS and it was noted that the modules for First Aid should be tailored to emergency contexts in which ICRC would be able to support in providing the training. At the same time, the second operational funding transfer to the NS faced some issues which contributed to the delays in conducting the activities. The situation prolonged, where towards the end of the implementing period, the main facilitators were not available to conduct the trainings.

Despite not being able to conduct the First Aid trainings, some volunteers based in Mt Hagen have good knowledge on First Aid through commercial First Aid trainings conducted by PNGRCS. A total of 25 sets of First Aid kits will be assigned to First Aid volunteers in the community to ensure that they can be mobilised immediately for response. There is a likelihood that the training of First Aid in Emergencies will be carried out linking to the Chronic Crisis Funding and First Aid kits will be assigned to trained volunteers based on the need on the ground.

Challenges

A prolonged First Aid kits procurement and a lack of internal coordination, Emergency First Aid training was not able to be conducted. Due to the delayed implementation and unavailability of health and WASH personnel at PNGRCS, planned health and hygiene promotion activities could not be integrated into the distribution exercise. The First Aid kits procurement was slightly delayed in production due to COVID-19 restrictions involving the manufacturers in China and was received in January 2023. Also, the customs clearance took longer than expected and extra cost was charged due to some errors in the documentation.

Lessons Learned

Proactive and regular communication and coordination should be in place to mitigate postponing activities. There is also a need to review the existing First Aid training to include First Aid in Emergencies, as well as having a mechanism in place to keep track of the data of people reached through First Aid services during emergencies. During December and early January, usually, government offices will close for long holidays and therefore processing of the official documentation should be planned to take place before December or after January.



Protection, Gender and Inclusion

People reached: -

Outcome 1:

Communities become more peaceful, safe and inclusive through meeting the needs and rights of the most vulnerable.

Indicators:	Target	Actual
<i>Does the operation demonstrate evidence of addressing the specific needs to ensure equitable access to services?</i>	Yes	Yes

Output 1.1:

Programmes and operations ensure safe and equitable provision of basic services, considering different needs based on gender and other diversity factors.

Indicators:	Target	Actual
<i>The operation demonstrate evidence of NS programmes improve equitable access to basic services, considering different needs based on gender and other diversity factors</i>	Yes	Yes

Narrative description of achievements

The criteria for selection were set up at the early stage of the operation. A total of 14 volunteers (6-male, 8-female) were trained on PGI introduction at Mt Hagen branch to focus on awareness in identifying what are the different experiences and needs for each group of people, i.e., people with disabilities (PWD), elderly, women, pregnant women and children. The training was linked to Child Protection policy. Participants were also taken through PNGRC Code of Conduct and Child Protection Policy. Some of the participants are not aware of the documents or the content of the documents. Therefore, detailed explanations were required, and they were invited to sign the receipt acknowledgement on the CoC and Child Protection policy.

Vulnerability Criteria

- People living with special needs/serious illness
- Female headed household
- Elderly over 55 years
- Young children (3-5 years) and babies (0-2 years)
- Pregnant or breast-feeding women

Some of planned activities i.e. child safeguarding risk analysis and action plan and SGBV referral mechanisms were not conducted due to lack of technical capacity and unavailability of the system and mechanism on the ground.

Challenges

Child safeguarding risk analysis and action plan required full technical support from relevant stakeholders. SGBV referral mechanism was not possible to set due to insufficient health facilities and cultural sensitivity.

Lessons Learned

Proper risk assessment and feasibility checks are required for those high-risk and culturally sensitive activities.

Strengthen National Society

Outcome 1: National Society capacity building and organizational development objectives are facilitated to ensure that National Societies have the necessary legal, ethical and financial foundations, systems and structures, competences and capacities to plan and perform

Output 1.1.4: National Societies have effective and motivated volunteers who are protected

Indicators:	Target	Actual
# of number of volunteers insured	35	30
# of volunteers received briefings on role and risk	35	30
Output S1.1.7 NS capacity to support community-based disaster risk reduction, response and preparedness is strengthened		
# of contingency plan developed	1	n/a
Narrative description of achievements		
In total, 30 volunteers were mobilised to support this DREF operation. The volunteers were mobilised to receive the relief items at the warehouses/containers, as well as during the distribution of the relief items. The volunteers were insured according to IFRC process and standard procedures. In addition, training sessions including refresher sessions were conducted for the Branch and volunteers with participation from NS HQ staff members. The trainings that were conducted are as follows: 1. Induction Refresher – This session emphasised neutrality and impartiality when conducting activities and the PNGRC Code of Conduct. At the end of the session, participants were given the PNGRC Code of Conduct and Child Protection Policy 2. DREF Operation – This session discusses the DREF Operation, especially the objectives of the operation, timeline and activities that were going to be conducted. 3. Logistics Refresher – Lessons learnt from previous operations highlighted that logistics were one of the main challenges, especially in internal PNGRCS communication and coordination. 4. Introduction to PGI – The training focused on an introduction to PGI. Participants were taken through awareness in identifying what are the different experiences and needs of each group of people ie PWD, elderly, women, pregnant women, and children. The training was linked to the Child Protection policy. Participants were also taken through the PNGRC Code of Conduct and Child Protection Policy. Some of the participants were not aware of the documents or their content. Therefore, detailed explanations were required and they were invited to sign the receipt acknowledgement on the CoC and Child Protection policy. 5. Kobo Refresher – The sessions introduced and reintroduced the use of Kobo as it was aimed to utilise Kobo in data collection during the operation implementation.		
 Group work among volunteers. (Photo: PNGRCS)		
Challenges		
Power cuts were an obstacle to training and operation continuity. The Contingency Plan was not developed due to limited resources in the country and time to support the process of the plan development.		
Lessons Learned		
ICRC sub-delegation's technical support was useful for operation-related capacity building. Branch volunteers have good knowledge of RCRC and DREF operations, but they were always reminded about neutrality and impartiality principles when working in high-risk areas due to tribal violence.		

International Disaster Response		
Outcome S2: Effective and coordinated international disaster response is ensured		
Output S2.1.1: Effective and respected surge capacity mechanism is maintained.		
Indicators:	Target	Actual

# of surge deployed to support the operation	1	2
Output S2.1.3: NS compliance with Principles and Rules for Humanitarian Assistance is improved		
<i>The implementation adheres to existing framework and guidelines</i>	Yes	Yes
Output S2.1.4: Supply chain and fleet services meet recognized quality and accountability standards		
<i>Supply chain and fleet services meet recognized quality and accountability standards</i>	Yes	Yes
Outcome S2.2: The complementarity and strengths of the Movement are enhanced		
Output S2.2.1: In the context of large-scale emergencies the IFRC, ICRC and NS enhance their operational reach and effectiveness through new means of coordination.		
<i>Complementarity and strengths of the Movement are enhanced</i>	Yes	Yes
Narrative description of achievements		
Operation management surge support was deployed to support at the early stage of the operation and closing of the operation. An emphasis on capacity building of the local team included refresher trainings and introduction to IFRC response mechanism. The delegate also played a key role in supporting HQ staff in capacity building in disaster risk management since there are quite a number of new staff in the HQ. Regular coordination meetings were attended at HQ and branch levels with DMT, Clusters and other stakeholders and within Movement Partners including Australian Red Cross over Skype calls. Coordination calls and meetings with ICRC took place on a regular basis. Liaison was ensured by the IFRC Country Delegation, while ICRC supported essential household items to PNGRCS on a replenishment basis once IFRC International Procurement was completed and items delivered to PNG. This action helped in speeding up the response in the affected areas.		
Challenges		
The deployment of the surge at the initial stage took some time due to <i>visa</i> entry requirements, which took almost two months.		
Lessons Learned		
A surge delegate who can support the Country Delegation and National Society in a well-coordinated and organized response should be deployed as soon as possible for future response. Also, including Logistics as one of the required surge deployments for PNG is recommended, especially if there is a need for international procurement.		

Influence others as leading strategic partner		
Outcome S3.1: The IFRC secretariat, together with National Societies uses their unique position to influence decisions at local, national and international levels that affect the most vulnerable.		
Output S3.1.1: IFRC and NS are visible, trusted and effective advocates on humanitarian issues		
Indicators:	Target	Actual
<i>The IFRC secretariat, together with National Societies uses their unique position to influence decisions at local, national and international levels</i>	Yes	Yes
Output S3.1.2: IFRC produces high-quality research and evaluation that informs advocacy, resource mobilization and programming.		
Indicators:	Target	Actual
<i># of lessons learned workshop conducted</i>	1	2
Narrative description of achievements		
IFRC produced this video where, together with PNGRCS staff, were preparing to visit Minj, where a community is residing after being displaced when an election-related tribal fight erupted between two tribes. Beruka Tribe members are seeking refuge in neighbouring communities after their village was burnt down after an election-related conflict with another tribe. The link to the communication material can be found through this link. Lessons Learnt Workshop (LLW) was conducted in two sessions. The first session was conducted with Branch and Volunteers in Mt Hagen. The second LLW was conducted at PNGRCS HQ which involved HQ staff. The LLW for HQ staff was important as PNGRCS was going through internal structure changes with new staff involved throughout		

different stages of the operation. A total number of 24 staff and volunteers (13-male, 11-female) participated, and the LLW helped to orient new staff on DREF operation and identify good practices for future consideration.

The information gathered under the three main sections; (1) What went well, (2) What needs improvement and (3) Recommendations in phases of the response which include Preparedness, Assessment, Planning, Service Delivery, Monitoring and Evaluation Reporting, and Communication and Coordination. Based on the LLWs at Mt Hagen Branch and HQ, here are some recommendations for future operation improvement:

No.	Section	Areas of Improvement
1.	Preparedness	Relief item Stocks prepositioning
		Identify possible local procurements
		Service agreements should be in place with service providers to support during emergency phase mobilization
		For future responses, PNGRCS would consider having Anticipatory Action in place to enable timely responses
2.	Assessment	Capacity building of staff/volunteers: Emergency Response Team Training – New Curriculum. It will be supported through the Red Ready Project.
		Ensure assessment tools are available and volunteers/staff are taken through the paper-based tool (assessment form).
		During the assessment to conduct dissemination of RCRC to
		Assessment report
3.	Planning	To Include a detailed risk and mitigation matrix to minimize the risks of over or under-budgeted activities
		Ensure to consult the affected communities during the assessment and planning for the response
		CEA approach should be included to ensure a community-led and centered approach.
		There is a need to increase coordination and planning with Branch.
4.	Services Delivery	Relief items should include shelter tool kits and kitchen sets as most of the displaced people are temporarily residing at host communities
		CEA should be included at the early stage of the assessment and through exit survey of the response
		Ensure Emergency Response Framework on sensitized and stakeholders' role.
5.	M&E Reporting	Establish Monitoring & Evaluation (M&E) Technical and Framework
		Reporting Templates are to be shared amongst everyone, especially at the branch level.
		Implement Post Distribution and Monitoring (PDM) survey. As well as a community exit survey.
6.	Communication & Coordination	Maintain constant communication and coordination between branch and HQ Staff
		Coordination representation for Provincial Disaster Meeting, DMT and Clusters meetings at the National level. Disaster Management Coordinator must be actively involved.
		Coordination with Partners should be conducted regularly to ensure that information are shared timely

Effective, credible and accountable IFRC

Output S4.1.3: Financial resources are safeguarded; quality financial and administrative support is provided contributing to efficient operations and ensuring effective use of assets; timely quality financial reporting to stakeholders

Indicators:	Target	Actual
Meeting and reporting deadlines are respected	Yes	Yes
Narrative description of achievements		

Regular and ad hoc DREF meetings with IFRC APRO Regional Operation, Logistics and Finance units were conducted and technical support was provided to ensure financial compliance, efficient operations, appropriate procurement process and finance management and reporting.

PNGRCS and IFRC PNG Country Delegation maintained a closed working relationship and open communication in implementing the operation.

Challenges

Bank system errors for funds transfer was an unforeseen and significant challenge for ensuring timely efficient operation. Additional costs and time for international procurement created a big shift in distribution activities and budget allocation. There was also a need to continuously follow up on the acquittals process.

Lessons Learned

Backup system and alternative bank transfer modality are needed. Operational capacity building should be continued to improve all efficiency and effective operation and accountability.

D. Financial Report

CHF 159,393 was allocated to respond to the Civil Unrest operation. In all, the operation utilized CHF 155,159 (98 per cent of the allocation).

The major variance of the expenditures is on procurement and logistics costs whereby based on the limited logistics capacities in the country, door-to-door services, which incurred additional costs were requested to support relief items delivery to the Red Cross containers to store the items. Furthermore, PNGRCS was unable to obtain full tax exemption from the government and had to pay import tax for one of the items (blankets) and extra storage fees due to a delay in clearing fees. In addition, local transportation costs for distribution and monitoring were underestimated at the time of budgeting despite high transportation costs and challenging mobilisation in PNG that contributed to the variances.

Low expenditures were recorded under several budget group which includes Relief items, Construction, and Supplies, as the price for blankets and mosquito nets was lower compared to the budgeted amount. Budget variance on workshop and training was contributed due to the First Aid training was not conducted, which also influenced the low expenditures recorded on volunteers.

The balance of CHF 4,234 will be returned to the DREF pool. Detailed expenditure is outlined in the final financial report at the end of this report.

The major donors and partners of the Disaster Relief Emergency Fund (DREF) include the Red Cross Societies and governments of Belgium, Britain, Canada, Denmark, German, Ireland, Italy, Japan, Luxembourg, New Zealand, Norway, Republic of Korea, Spain, Sweden and Switzerland, as well as DG ECHO and Blizzard Entertainment, Mondelez International Foundation, and Fortive Corporation and other corporate and private donors. The IFRC, on behalf of the National Society, would like to extend thanks to all for their generous contributions.

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.

DREF Operation

FINAL FINANCIAL REPORT

MDRPG011 - Papua New Guinea - Civil Unrest

Operating Timeframe: 02 Sep 2022 to 31 Mar 2023

Selected Parameters			
Reporting Timeframe	2022/9-2023/5	Operation	MDRPG011
Budget Timeframe	2022/9-2023/3	Budget	APPROVED

Prepared on 29/Jun/2023

All figures are in Swiss Francs (CHF)

I. Summary

Opening Balance	0
Funds & Other Income	159,393
DREF Response Pillar	159,393
Expenditure	-155,159
Closing Balance	4,234

II. Expenditure by planned operations / enabling approaches

Description	Budget	Expenditure	Variance
PO01 - Shelter and Basic Household Items	108,364	146,100	-37,736
PO02 - Livelihoods			0
PO03 - Multi-purpose Cash			0
PO04 - Health	15,709	1,879	13,830
PO05 - Water, Sanitation & Hygiene			0
PO06 - Protection, Gender and Inclusion			0
PO07 - Education			0
PO08 - Migration			0
PO09 - Risk Reduction, Climate Adaptation and Recovery		53	-53
PO10 - Community Engagement and Accountability			0
PO11 - Environmental Sustainability			0
Planned Operations Total	124,073	148,032	-23,959
EA01 - Coordination and Partnerships	10,757	1,243	9,514
EA02 - Secretariat Services	10,650	5,884	4,766
EA03 - National Society Strengthening	13,914		13,914
Enabling Approaches Total	35,321	7,127	28,194
Grand Total	159,393	155,159	4,235

DREF Operation

FINAL FINANCIAL REPORT

MDRPG011 - Papua New Guinea - Civil Unrest

Operating Timeframe: 02 Sep 2022 to 31 Mar 2023

Selected Parameters			
Reporting Timeframe	2022/9-2023/5	Operation	MDRPG011
Budget Timeframe	2022/9-2023/3	Budget	APPROVED

Prepared on 29/Jun/2023

All figures are in Swiss Francs (CHF)

III. Expenditure by budget category & group

Description	Budget	Expenditure	Variance
Relief items, Construction, Supplies	96,800	59,996	36,804
Shelter - Relief	19,500	14,441	5,059
Clothing & Textiles	62,250	45,555	16,695
Medical & First Aid	14,750		14,750
Teaching Materials	300		300
Logistics, Transport & Storage	8,000	57,723	-49,723
Storage		283	-283
Distribution & Monitoring	8,000	44,922	-36,922
Transport & Vehicles Costs		5,600	-5,600
Logistics Services		6,918	-6,918
Personnel	22,565	8,236	14,329
International Staff		25	-25
National Society Staff	10,000	7,002	2,998
Volunteers	12,565	1,208	11,357
Workshops & Training	9,800	152	9,648
Workshops & Training	9,800	152	9,648
General Expenditure	12,500	19,582	-7,082
Travel	12,000	19,068	-7,068
Office Costs	500	273	227
Communications		110	-110
Financial Charges		-246	246
Other General Expenses		377	-377
Indirect Costs	9,728	9,470	258
Programme & Services Support Recover	9,728	9,470	258
Grand Total	159,393	155,159	4,235