



HELLENIC RED CROSS

REVISED PLAN OF ACTION WILDFIRES OPERATION 2018 - 2019

Date of launch: 31 July 2018	Expected timeframe: 9 months Expected end date: 30 April 2019
Category allocated to the type of the disaster or crisis: Yellow	
Operation's budget: EUR 2.268.666 (original Budget)	
Total number of people affected: 4,118	Number of people to be assisted: 7,598¹
Hellenic Red Cross presence (n° of volunteers, staff, branches): Hellenic Red Cross (HRC) with 258 volunteers and 84 staff ² from 10 branches and headquarters.	
Other partner organizations actively involved in the operation: Civil Protection, Ministry of Infrastructure, Municipality of Rafina, Municipality of Megara, Municipality of Marathonas, international, national and local NGOs	

The Hellenic Red Cross has been providing services in support to the fires affected population since the onset with the support of the International Federation of the Red Cross and Red Crescent Societies and other Partner National Societies. In October 2018, due to the non-completion of agreed reforms to address long-standing concerns over HRC's internal governance unrelated to this appeal, the IFRC's governing board voted to suspend HRC's membership of the Federation. This suspension will come into force from 1 January 2019. Movement partners support to the HRC is being phased out up until the end of the current year as the suspension date approaches. From January on, no technical or financial support will be provided to the HRC by Partner National Societies or the IFRC until the suspension is lifted. IFRC will continue to monitor the situation.

Consequently, the previous joint Emergency Appeal (EA) and corresponding Plan of Action (EPoA) was [revised](#) to detach contributions and timeframes: IFRC operation to cease by the end of December 2018 (CHF 814,000) and the Hellenic Red Cross bilateral funds to give continuity until the original timeframe with most of the activities, April 2019 and has extended the timeframe until June 2019 for specific works planned with Municipalities. This document of revised Plan of Action for the Hellenic RC is based on continuous assessments by the staff and volunteers working in the affected areas, the current available funds and the existing and estimated capacities of the HRC beyond December 2018.

The IFRC revised upwards the total joint budget in early November from CHF 2,068,669 to CHF 3,326,639, including IFRC funds and then updated the Emergency Appeal to announce the closure of the IFRC operation by the end of 2018, due to the suspension of the NS foreseen for January 1st, 2019. This document of the revised Plan of Action and budget includes, thereby, only the value of the Hellenic Red Cross collected funds as of EUR **2.268.666** to be implemented by the HRC. This appeal is currently covered at 100%, and is not seeking any further funding.

The IFRC issued the last operational update on 3 October 2018, which can be found [here](#).

Interventions under this plan included: Disaster Risk Reduction, Preparedness at the Community Level, Health (incl. first aid and psychosocial support). Livelihoods and basic needs (cash-based intervention), Protection, Gender and Inclusion (incl. Restoring Family Links) and National Society Development. Outstanding activities are focused on the continuation of

¹ 4,118 is the estimated number of people directly exposed, whereas 7,598 is the total number that will be reached by all areas of intervention including community based DRR activities.

² These numbers reflect a cumulative daily presence of staff and volunteers in this response.



provision of health and PSS services, Disaster risk reduction and preparedness activities for the HRC.

Further detail on each of the interventions can be found in the Detailed Operational Plan section of this document.

The included changes are:

- A timeframe extension of two months, until June 2019 due to certain delays on the concretion in the definition of activities in coordination with Municipalities (i.e. recovery of public spaces and green areas).
- Addition of the exit strategies planned for the door-to-door services in health care and PSS and more concrete details of the following Community-Based Disaster Risk Reduction (CBDRR) activities:
 - Development of Social Infrastructure in the affected areas in coordination with the municipalities alongside reforestation of green public areas that belong to the affected communities/municipalities.
 - Development of a mobile application for disaster preparedness.
 - Community campaigns on DRR.

A. Situation analysis

Description of the disaster

Attica region, primarily in the areas surrounding the capital of Athens. By 24 July noon, 14 fire outbreaks were reported. The two major outbreaks happened in the wider region of Attica. The first fire started on Monday in the Gerania mountains in the west of Attica, in the settlement of Kineta. Dense pine forests were burnt, and flames reached house yards in several other nearby settlements. Soon after, fires started to break out in the regions of Rafina and Marathonas. The village of Mati was the most affected and burnt down almost completely. Fires also broke out in several areas of northern Greece, and on some islands including Crete, however, further away from residential areas with no casualties reported. Extinguishing the fire was very difficult due to the strong winds and the extreme difficulty of access to the areas.

Almost 94 percent of the cities in Rafina and Marathonas were affected by recent wildfires. On 25 July as the death and injured toll rose (84 persons reported), the Greek population responded by donating massive amounts of items in kind such as burn creams, dressing material, medicines, biscuits etc. to Hellenic Red Cross (HRC), the Municipalities and other humanitarian actors. As of 12th of September the death toll had reached 99 people³. Over 600 persons have been injured, many of which in critical condition. More than 3,000 houses have been assessed in both Eastern and Western Attica and an estimate of 3,236⁴ homes withstood various degrees of damage and about one third of them (908 categorized as “red”) were assessed as irreparable by the primary technical assessment conducted by 315 engineers of the Ministry of Infrastructure.⁵ Apart from the human casualties there was heavy damage to the electricity and water networks, both of which were significantly disrupted. At time of writing, restoration works are still ongoing.

Housing needs of fire victims in Marathonas and Rafina were covered. In Nea Makri, people were accommodated in the 5th summer camp of St. Andrew (95 persons), the Army Officer's Recreation Centre (144 persons) and the Centre for the Recreation of Air Force Officers (218 persons)⁶, as well as in Marathonas and Mati hotels. In Rafina the fire affected persons that were hosted in hotels, homes of relatives and friends as well in newly built blocks of flats.

³[News article](#) from the 11th of September

⁴[Damage assessment report](#), 27 July 2018, Ministry of Infrastructure, Transport and Networks

⁵[Damage assessment report](#), 27 July 2018, Ministry of Infrastructure, Transport and Networks

⁶ Information from the inter-municipal coordination meeting, 20 of August 2018

The borough of Nea Makri and the Municipality of Rafina operated points for distribution of relief items such as food, water, diapers and clothes to the affected people. The in-kind donations were reduced after several relevant announcements by both municipalities. Nevertheless, people continued to bring relief items. The Municipality of Marathonas (Nea Makri) and Rafina were also distributing daily hot meals to the affected population of both municipalities.

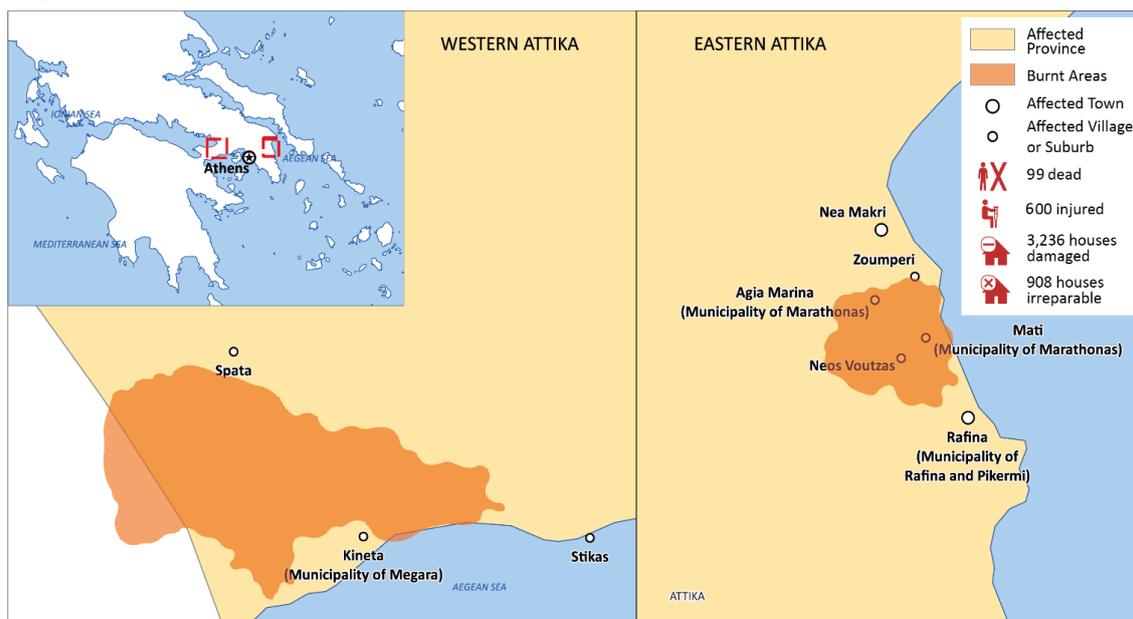
According to the General Secretary of Civil Protection, the fires constituted a worst-case scenario due to (1) the high-density forest in the affected areas, (2) strong winds, and (3) high temperatures. A state of emergency was declared, and assistance from the EU was requested due to the intensity and magnitude of this phenomenon. The Government of Greece began the delivery of the granting of an exceptional one-off aid in the form of an allowance, to natural persons and businesses affected by the fires occurred on 23 and 24 July 2018. As of 21 of August 2018, 4,239 applications were filed, and 1,622 households and 43 enterprises already received the allowance⁷.

In mid-November 2018, neighbours of the affected regions undertook the Authentic Marathon in Marathonas Municipality to recall all those dead by the fires in July and to show solidarity with the affected population by wildfires also in California in the United States. The neighbours are wanted to spread a message of hope, promoting initiatives for reforestation, requesting more support to recover to reach normality as soon as possible and not to be forgotten.

Greece, Forest Fires in Attika: Situation Update



12 September 2018



Map of the fire-stricken areas in Rafina and Marathonas and Megara Municipalities

Summary of the current response:

Red Cross actions' timeline:

- **23 July:** Wildfires break out across Greece, focussed in areas surrounding Athens. HRC provides immediate first aid to people in Rafina Municipality.
- **24 July:** HRC National Disaster Response Team (NDRT) deploys to Rafina and Nea Makri together with the Emergency Health Unit, Emergency Psychosocial-Support Unit and Mobile Health Unit. [Information bulletin No. 1](#) issued.
- **25 July:** HRC continues providing first aid and other health services, Psychological First Aid, and Restoring Family Links (RFL) services. [Information bulletin No.2](#) issued.

⁷ [Press release, 22 August 2018](#), Ministry of Infrastructure, Transport and Networks



- **31 July:** On request of HRC, IFRC issues an [Emergency Appeal](#), seeking 2 million Swiss francs to support more than 7,000 people for nine months.
- **24 August:** [Detailed Emergency Plan of Action](#) is published
- **3 October:** Emergency Appeal [Operations Update n° 1](#) is published reporting activities since the onset of the disaster up to the end of August.
- **11 October:** Governing board of the IFRC votes to suspend the Hellenic Red Cross
- **18 October:** First instalment of Cash Transfer Programme is made to 617 households. HRC continues PSS, health and DRR activities.
- **19 November:** [Emergency Appeal revised](#) to reflect IFRC suspension of the Hellenic Red Cross.

As of 30 November 2018, the HRC had provided the following assistance to affected people:

Sectors	Activities
Health	<p><u>1,661 primary health care services consultations</u> <i>Mobilised from the second day of the emergency, the Emergency Health Unit (EHU) provided health services to people affected by the fires. A Mobile Health Unit (MHU) has also been deployed to provide door-to-door services to those unable to attend the public health system. After the first month, this activity was taking over by HRC 'Nursing at home' Service.</i></p>
	<p><u>283 PSS Services</u> <i>HRC staff and volunteers were deployed to provide PSS and PFA services to people affected by the fires, adopting a door-to-door approach since the deployment of the Mobile Health Unit.</i></p>
	<p><u>475 First Aid services</u> <i>The Samaritans Division from Athens, Piraeus, Nea Smyrni and Patras branches were deployed from the first day of the fires. Field first aid posts were set up according to ongoing needs, 15 Search and Rescue patrols were conducted, and HRC lifeguards were also involved in underwater searches.</i></p>
Volunteer Service	<p><u>279 volunteers</u> <i>Volunteers from all sectors have been deployed to support Health, RFL and other services. Most of the volunteers were from the Samaritan division with a total of 184 volunteers providing First Aid and Search & Rescue.</i></p>
Restoring Family Links	<p><u>104 requests processed concerning 73 people</u> <i>The RFL unit mobilized two staff members and one volunteer who registered missing persons in the field. In total, 73 requests were processed: 69 from Greece and 4 from abroad.</i></p>
Cash Transfer Programming	<p><u>617 households receiving multi-purpose cash grants</u> <i>By the time this revised Plan of Action was written, three instalments were already transferred (October, November and December) to support vulnerable households with their self-recovery activities.</i></p>

Other actors in country:

The main governmental body for the disaster response remains the **General Secretariat for Civil Protection**, together with the fire brigade, police (Ministry of Citizen Protection – Ministry of Interior), army (Ministry of Defence), Municipalities and other local authorities, and the Ministry of Health and the National Health Operations Centre (EKEPY). At the local level, the Ministry of Health operates local health centres. Municipalities have been involved through the provision of hardware (e.g. water tankers, heavy machinery equipment, etc.) as well as their social support networks and facilities.



Other non-governmental actors include several international and national NGOs and foundations. Coordination meetings with municipalities and NGOs were held regularly (daily/weekly) up to September 2018, to support the continuous assessment of needs, mapping, avoid duplication and ensure the complementarity of services provided. As of today, weekly coordination meetings are still on-going, and the Hellenic Red Cross continues participating as a main actor.

Selection of target population

A reliable reference for originally identifying vulnerable people to be assisted by the Red Cross response, was the draft legal Act of Government published in National Gazette on 26 July 2018¹⁰ in support of fire victims. The Act provides an extended list of specific vulnerabilities. The Hellenic Red Cross coordinated with the social welfare offices of Rafina, Marathonas and Megara Municipalities to access the official lists of affected people.

HRC participated in related coordination meetings (starting with the ones held at the Municipality of Rafina) to fully understand both types of existing needs to respond as well as on any recovery plans on the way.

The target population for this revised Plan of Action, continues to be people directly and indirectly affected by the fires in the municipalities of Rafina, Marathonas and Megara which remains vulnerable and in need. For the cash-based intervention, 617 households were eventually identified and registered. For health and PSS services, the Hellenic Red Cross plans to continue the work with individuals already involved in the door-to-door system and identifying new individuals with the support of the Municipal systems and neighbours who knows realities sometimes hidden indoors. The Hellenic Red Cross will continue the assistance, the monitoring and complexation of treatments related to health and PSS issues; schools and community members of Rafina, Megara and Marathonas Municipalities will also participate in the planned DRR activities.

From the government system in place for the recovery of those affected, the application process for the financial aid from the Ministry of Infrastructure ended on October 30th, 2018. As of today, the delivery of the monetary support is continuing.

Altogether, 4,339 applications were filed in the three affected municipalities of Rafina, Marathon (Nea Makri) and Megara (Kinetta)⁸. The entitled beneficiaries are the owners of houses which have been marked in yellow and red condition depending on the level of damage.

The area of intervention for **health and PSS** is still being coordinated with other actors such as Care. The Ministry of Health/EKEPY originally divided the affected areas into different neighbourhood zones and assigned them to the different actors. The HRC was requested to remain in Kokkino Limanaki – Rafina and Neos Voutzas - Nea Makri (Marathonas), two of the most affected areas. After continuous assessments, the HRC is still considering extending the coverage area to the wider Attica Region to include affected persons that have moved from the site. In that respect, the HRC's Nursing Division, through its Mobile Health Unit, is daily providing door-to-door health services to the people affected and is continuously assessing the present and future needs. PFA was provided through the EPSSU until August 5th. From 6 August, which was the end of the period for PFA provision, the Social Welfare Division started looking, in contact with the Municipalities of Marathonas and Rafina, for the allocation of a space to HRC to provide once a week PSS services (case management) to identified cases based on respective referrals by the Mobile Health Unit, the CTP team, as well as other actors. This space given by the Municipality is still open to receive new individuals. According to the needs assessment and request made by EKKA (National Centre for Social Solidarity), PSS interventions are still needed for the summer residents of the Municipalities of Rafina and Marathonas now living at their permanent houses in Athens and neighbouring Municipalities.

In summary, government legal act and measures, municipality and neighbours' feedback, participation in related coordination meetings as well as direct assessments still on the field remain the main source of HRC targeting approach to the vulnerable population.

⁸ [Press release, 22 August 2018](#), Ministry of Infrastructure, Transport and Networks



Operation Risk Assessment

Adhering to the principle of 'do no harm' is fundamental to how the Hellenic Red Cross approaches this intervention. Below are some potential risks, assumptions and constraints identified and described. Some of these can be planned for and mitigation actions adopted, while others are still evolving and the impact upon implementation of the revised plan of action is yet unknown.

- Length of the IFRC suspension to the Hellenic RC: By January 1st, 2109 the suspension of the HRC will come into effect, meaning that the HRC will *lose its rights as a member of the International Federation of the Red Cross and Red Crescents Societies immediately from that date (Art 12.4)*. *How long this suspension would be in effect, could make a relevant difference to conclude certain activities proposed in this Plan of Action.*
- New activities for the HRC – legal advisory: when it comes to construction, projects become riskier in terms of management. The identified support to the Municipalities regarding the recovery of public spaces and green areas is a great added value for the positive and sustainable impact over the affected communities. However, the HRC has no previous experience dealing with such type of projects. Thus, HRC must exercise the carefulness establishing a solid legal advisory when developing the corresponding agreements with the Municipalities for construction works, contracts with specialized supervisors (engineers or agronomist) or for any further special responsibility needed (i.e. civil responsibility insurance).
- Internal stability of the Hellenic Red Cross: due to the current status of the HRC, it is understandable that, to the internal of the Institution, the managerial level has different priorities than the ones stated in this Plan of Action. However, included in this PoA are certain new activities that necessitate a high level of involvement of the management (development of MoU with Municipalities, contracts for external professionals, approvals and other procurement processes). An appropriate balance must be found internally to keep providing the committed services to the affected population in a timely manner. This would avoid reputational risks for not being able to spend the funds raised at national level, as committed.
- Occurrence of another disaster: Seasonal disasters such as flash flooding and landslides may exacerbate the impact of the fires - all personnel will be aware of the potential need to evacuate working areas with short notice, and proactively take the necessary actions to be safe. Red Cross staff and volunteers will be trained in required safety and evacuation measures.
- Challenges to the PSS referrals pathway: Difficult cases are being identified among the affected population that go beyond HRC capacities to deal with, since they require professionals in the field of psychology and psychiatry. A potential facilitation for the provision of professional services in psychology and psychiatry for those vulnerable could be established and covered by the HRC if required. Closer collaboration and coordination between all actors for the referral of PSS cases remains a significant challenge. To mitigate this, the HRC's own internal referrals pathway from the Cash Transfer Programme, as well as from the Health activities will be strengthened. In addition, people may be unfamiliar with receiving or requesting PSS services, while post traumatic reactions usually only appear months after the event and will require ongoing monitoring identify. Informative material promoting the Red Cross PSS services will be developed and disseminated among the affected population.
- People moving back to their main homes in Attica: A certain percentage of people affected by the fires were summer residents which means that they return to homes elsewhere for the winter. Close collaboration with Health Centres in Rafina and Marathonas (Nea Makri) will help establishing a referral pathway for fire-affected people in need of health services



outside the area of the Red Cross response. Services such as PSS will likely need to extend their geographical reach to meet the needs of fire-affected people who have moved away.

B. Operational strategy

HRC has been an able lead in charge of this operation from the beginning of the response, HRC staff and volunteers remain fully committed to addressing the needs of fire-affected individuals and communities inside and outside the affected areas. HRC continues the operation outside of the framework of the IFRC EA framework.

Currently the overall objective **is to support the needs of 7,598 people**, with a focus on the most vulnerable affected communities with appropriate immediate and medium-term assistance in a timely, effective, and efficient manner. At the same time helping neighbourhoods to recover from the impact of the fires and increase their resilience to future emergencies.

The HRC, with support from IFRC, has gone through two linked processes in November and early December 2018 to properly revise this Plan of Action. The first one consisted in the consolidation of all recommendations given as part of different Lessons Learned workshops (for Mandra Floods and the wildfires) as well as from different Task Forces meetings. As a result, a Management Tool⁹ has been developed, for the different units to address their specific recommendations to achieve concrete results in a determined period of time (not associated to the timeframe of this wildfires operation). Several recommendations given along the implementation period have already been addressed, although most of them are still pending to be executed.

All the recommendations gathered (please refer to Annex A – Management Response Tool) have been grouped into 5 topics: **1) Roles and Responsibilities; 2) Development of SOPs; 3) Coordination; 4) NS capacity building and 5) DM system understanding.**

The pending recommendations have become also a source of needs for the revision of this Plan of Action in its component related to the strengthening of the NS.

Main components in this PoA include health interventions, the CTP programme, PSS activities, Disaster Risk Reduction activities (community-based trainings, hazard-specific disaster risk reduction campaigns, re-building of social infrastructure, family response plans, etc.) as well as strengthening of the NS (DM preparedness, supply chain improvement, etc).

These sectors of interventions complement one another, and provides a holistic approach in assisting the affected population now and in future events:

1. **Cash-based assistance:** The main focus of operations is on providing families who have been directly affected by the fires with cash-based assistance to support their **early recovery** from October and for 6 consecutive months to support with the winterisation expenses. This Plan of Action is providing multi-purpose cash grants through bank transfers to 617 affected families to cover basic needs and recurring costs, to help people recover and reduce the sense of insecurity. These families were selected based on social and economic indicators, taking into consideration the Government's assistance plan to the people affected.
2. **Health:** In the **mid-term**, primary health care services will continue to be provided daily through the Mobile Health Unit and have included the vaccination of the older people at home. A phase out period will start from March, after the winter period, so that the beneficiaries by the end of April will be integrated in the public health system. **Psychosocial support** will also be provided in the mid-term, depending on the needs.

⁹ Please refer to Annex 1



More concretely PSS (case management) is being provided at Rafina and Marathonas at home through a mobile unit and in some cases to a space provided by the respective Municipalities and the HRC PSS Service in Athens to identified cases, after respective referrals received by the Health Mobile Unit, the CTP program and Hotline as well as other actors. Special cases could be potentially covered by professional services of psychology and psychiatry.

3. **Disaster Risk Reduction:** Following the severe impact of the fires, HRC maintained conversations with the three affected Municipalities regarding DRR. As the recent natural disasters have shown the need for an **increased focus on preparedness** to avoid future tragedies, the Hellenic Red Cross will carry out activities to support vulnerable communities to better prepare for possible disasters. This intervention focuses on a community-based approach to risk mitigation and preparedness to ensure that communities at risk can have more tools and knowledge to cope with possible disasters. Continuous building of HRC's capacity on disaster response mechanism is a significant step to deliver on this outcome which is covered further under Strategy for Implementation.

An added value to the above is given even more since, Greek Prime Minister Mr. Alexis Tsipras announced on 9 August the establishment of a National Emergency Management Service.¹⁰ The new service will replace the General Secretariat for Civil Protection. This service will be independent and will be subordinated directly to the Ministry of the Interior. In addition, the PM identified the important role and contribution of the Hellenic Red Cross in his announcement and highly ranked HRC next to the Fire Brigade and the port authorities as a considerable member for this National Emergency Management Service.

4. Underpinning these interventions will be the capacity building of HRC's systems, as well as staff and volunteers to increase HRC's efficacy and accountability in delivering assistance to the affected people. Capacity building efforts will include upgrading of systems, in particular, improvement of monitoring, tracking and reporting on inventories and relief items, as well as training of HRC staff and volunteers and establishment of relevant SOPs and procedures in critical aspects of any emergency response system.

¹⁰ Tsipiras: A National Emergency Management Service is Established', 9 August 2018, TV without borders



Detailed Operational Plan

Disaster Risk Reduction

People targeted ^[5]: 6,000

Male: 2,250

Female: 2,250

Requirements (EUR): 540.321

Needs analysis: Greece frequently faces small- to medium-scale disasters such as floods, forest fires and earthquakes. Recent wildfires in East and West Attica affected thousands of people, resulting in widespread livelihood insecurity, psychosocial effect on elderly people mostly, physical injured and destruction of properties and public areas as well as, of course, the huge damage to environment. Loss of lives, homes, family businesses, communal facilities (playgrounds, parks, sports facilities, etc.) and livelihoods have created insecurity and post-traumatic stress. Fires have also exacerbated environmental degradation in terms of pollution, reduction of soil cohesiveness and capacity and deforestation.

Communities affected by the wildfires continue to be at risk of further disasters, and there is a need for community preparedness and risk reduction measures alongside recovery work to ensure that communities are better prepared to face and reduce the impact of future events.

Methodology of implementation: Raising community awareness of hazards and potential vulnerabilities and the measures they can take to prepare and mitigate these, will encourage people to plan and be better prepared in future. CBDRR activities will help communities identify vulnerabilities and capacities to strengthen their resilience to disasters. HRC has developed and will deliver a **community-based training package, called “I know and act better”**, including an integrated DRR scheme for individuals and community levels. The package involves two stages of trainings: Stage 1 (for individuals), which includes elements of RFL, First Aid, PFA and Protection. Stage 2 (for families), which will include the development of family disaster plans¹¹. This training package will be rolled out to families in the affected municipalities to encourage them to develop family disaster plans, supporting them to be better prepared for future disaster. HRC seeks to ensure that prevention of separation and RFL basics, as per Movement regulations, are included in family planning, this should be done in close coordination with RFL instructions to ensure consistency and excellence in the service provided.

A smartphone application is also planned to help people prepare family disaster plans. Using the app people will be able to see disaster preparedness checklists, make preparedness and risk reduction plans, register safe locations, list Red Cross operating points and branches as well as RFL services, and raise community awareness of disaster preparedness. The app can also be used to keep in touch with other users in the same area enhancing community collaboration. In times of emergencies, the application will also be able to share official information (either from HRC or government agencies) of places and sources where affected population can access help (e.g. it can show where HRC FA points are, where to get food or find a shelter), and will also allow users to share their own information (e.g. messages like: “I am safe and well”, “I have reached this safe location” or “I am in distress in this location”). These services should also be linked to the RFL

¹¹ Family disaster plan is a standard tool to be used by families to be better prepared in case any event occurs. Checklist, emergency contacts and vital information should be gathered in a template.



preparedness strategy such as the 'safe and well' messages. This activity can use as a basis the already existing similar apps that have been developed in other national societies (e.g. American Red Cross)

In order for affected population to receive accurate information in a timely manner, HRC could consider to upgrading the app usage to enable family contact. All 'Safe and Well' messages and 'I am alive' should be registered with the Tracing Service (TS) - also on line registration is possible through other Movement tools – integrate apps and increase potentials.

By allowing anonymous location data to be recorded, the app could also be used by the HRC to gather a very rapid mapping of emergency needs.

A **disaster risk reduction-focused communication campaign** has been developed to share key preparedness and prevention or mitigation information for various common hazards in the region. This will be shared through social media, local authorities and printed material for peer-to-peer dissemination. DRR-related materials will target 6,000 people (general affected people and school children in affected areas). Campaigns will commence alongside the Stage 1 community trainings.

Eco-friendly bags containing three comic books with DRR messages for the most common hazards (floods, earthquake and fires) and an individual first aid kit will be delivered to 6,000 people and students in the affected areas alongside the awareness campaign. Additionally, 40 schools in the affected areas will receive posters with key messages and a school First aid kit. All materials are being validated by the Ministry of Education and the corresponding Municipalities.

To support mitigation against future fires, HRC to do reclamation / development works in fire stricken communal areas in order to reclaim them as green community spaces. As part of this activity the HRC will replace burnt trees with species that are more resistant to fire. This activity is being designed in collaboration with municipal engineers and agronomists who will evaluate the spread of burnt trees and their locations and will indicate to the HRC the areas of interest for development in their respective municipalities. Upon verification of development locations, HRC will hire professional services to obtain the necessary documentation and permissions for this activity to go ahead. The plantation activity will aim to both reduce the flammability of green spaces but will also help protect against flash flooding and landslides by enhancing soil capacity against corrosion. The Hellenic Red Cross seeks to involve the schools' students and personnel in the reforestation efforts of their own neighborhoods, with the aim of also having a positive impact in the psychological condition of affected population not only for the fact that they will physically participate in this activity but also because recovering green areas will offer a more positive environment to live in.

The HRC is also planning to support the rebuilding or redevelopment of playgrounds, sport areas, or any other communal facility, which has been affected by the fires especially in public schools or open areas. Playgrounds and open sports facilities are essential safe spaces for children to play and learn and for adults to socialize, exercise and relief from stress, and as open public spaces they can also be used as community muster stations during disaster response. The HRC will collaborate with the technical department of the municipalities to establish locations and any appropriate ISO specifications for these facilities. Wherever possible, playground or sport reconstruction can be implemented jointly alongside the aforementioned development of green community spaces, to create a public area for community members to enjoy and combine the benefits of both activities into a unified one, with a stronger impact.

In addition, based on assessment information collected through meeting with officials of all 3 municipalities, the HRC will support local communities to strengthen their preparedness for timely and effective response to disasters by providing them essential equipment or technical expertise that will increase the response capacity of the community towards a wildfires operation.

Population to be assisted: The population the HRC is working with, is from communities affected by the fires in eastern and western Attica (four settlements in Marathon, three settlements in Rafina and three settlements in Megara municipality). The disaster risk reduction communication campaign will mainly target schools.



HRC Disaster Management System:

With the new National Emergency Service, expected to be formed in Greece and the announcement that the Hellenic Red Cross will be a relevant part of its implementation, it is awaited that the Hellenic Red Cross needs to significantly invest in the development and dissemination of its internal DM system.

From the Lessons Learned workshops and several Task Force meetings about Mandra and Wildfires operations, majority of the recommendations given drove to the further development and sustainable consolidation of the new HRC DM system.

P&B Output Code	DRR Outcome 1.1: Communities in high risk areas are prepared for and able to respond to disaster	Community preparedness plans in place											
	DRR Output 1.1: Communities take active steps to strengthen their preparedness for timely and effective response to disasters.	# people reached with public awareness and education campaigns using harmonized messages to reduce, mitigate and respond to identified risks # of people reached through RCRC programmes for DRR and community resilience (excluding public awareness and education campaigns) # of Disaster Preparedness applications developed											
	Activities planned Month	1 Aug	2 Sep	3 Oct	4 Nov	5 Dec	6 Jan	7 Feb	8 March	9 April	10 May	11 Jun	
AP001	Development/Adaptation of training packages for family response plans												
AP001	Training in Family response plans (workshop, training for staff & volunteers, community training)												
	Purchase of essential equipment in order to increase response capacity of the municipalities.												
AP001	Communication with app developers for the DP application (RC internal or external)												
AP001	Identification of DP application content and functions.												
AP001	Disaster Preparedness Application Development, launch and promotion.												
AP001	Hazard specific DRR Communication Campaigns to municipalities with community/geographical/administrative similarities. Promotion of trainings.												
AP001	Community Celebration of Red Cross day, May 8th												

HELLENIC RED CROSS PLAN OF ACTION – WILDFIRES OPERATION



AP001	Community Trainings with elements of basic First Aid, basic PFA and RFL												
AP001	Outreach activities to approach and define the target group.												
AP001	Development of community training modules of Stage I training for HRC staff and volunteers.												
AP001	Preparation of the PowerPoint presentations and teaching materials needed.												
AP001	Training materials costs for vols/staff (FA/PSS/PFA, RFL): folders, usb, pens, printing material, stationary etc, coffee breaks, travel cost.												
AP001	Organisation of training space and venue with Municipalities.												
AP001	Delivery of Stage I Community Training with elements of basic First Aid, basic PFA, RFL and protection.												
AP001	Coordination among units involved.												
AP001	Reconstruction / recovery of social/public infrastructure for communities. Subcontracted by Municipalities.												
AP001	Communication with Municipal staff to finalise social infrastructure specifications.												
AP001	Communication with Municipal staff in order to finalise reclamation / development of green areas and communal facilities												
AP001	Reclamation-development of fire-stricken areas into green community spaces (purchase of trees for plantation, benches, lighting equipment, earth works, various associated supplies etc.)												
AP001	Collaborate with specialists (agronomists, engineers et.) to develop proposals or studies relevant to the development of green areas or communal facilities.												

P&B Output Code	DRR Output 1.1 (a): Strengthen RFL capacity to respond and increase RFL resilience of communities	11 districts in Attica are well informed and prepared for RFL 150 HRC volunteers trained on RFL 5 RFL kits/backpacks ready to be mobilised 1 RFL box, 1 RFL mobile unit established 3 RFL persons ready to be deployed Material is adapted											
		Activities planned Month	1	2	3	4	5	6	7	8	9	10	11
AP001	Ensure that sufficient RFL equipment is in place.												



AP001	Initial assessment in the first month and assess all existing communication tools and resources within the National Society										
AP001	Create the content of RFL kits.										
AP001	Creation of visibility promotion material for outreach to communities and interlocutors to strengthen the contacts that have been established during this emergency, to create RFL leaflet for disasters.										
AP001	Development of RFL training package (ToT) and roll-out of trainings.										



Cash Transfer Programme

People targeted: 617 households (1.516 people)

Male: 720

Female: 796

Requirements (EUR): 1.053.341 (only HRC contribution)

Population being assisted: The CTP of the HRC is working with 617 vulnerable households directly affected by the wildfires in East and West Attica. The total amount to be transferred will be EUR 3,000 per household (a total of approx. EUR 1.85 m) over a period of six months.

The **cash-based intervention** was based on criteria ensuring assistance targets the most vulnerable. Criteria was set by the HRC CTP team and combine context-specific and social welfare criteria as follows:

- Main residence (Property user: owner or tenant)
- Total or partial damage (designated by the authorities as "red" or "yellow")
- Older people (pensioners over 65 with the main or a secondary residence affected as above)

Priority was given to those who met at least one of the following vulnerability criteria:

- Unemployed.
- Families with multiple children.
- People with disabilities.
- People with serious health problems.
- People and families on low income.

Targeting criteria was drawn up in discussion with local authorities, with whom HRC continues to work alongside in close coordination.

The following measures were announced by the Government of Greece to provide cash support to people affected by the fires:



- a) One-off EUR 586.94 grant through affected municipalities for basic needs.
- b) One-off EUR 5,000 for homes and 8,000 for businesses for reconstruction work.
- c) One-off EUR 5,850 through affected Municipalities for electric appliances.
- d) One-off EUR 1,200 for telecommunication needs.
- e) One-off payment of two extra monthly pension payments to pensioners directly affected by the fire.
- f) For employees and workers unable to work because of the fires, approx. EUR 360 per month (depending on family size) and a lump sum of 45 days of unemployment allowance equal to approx. EUR 650 as one-off payment.

There have not been official announcements reported by the Government beyond August 2018 on the progress of these payments. All allowances and cash assistance were part of the Legislative Act that was announced immediately after the fires. However, in early December, it was announced that a cash assistance of 6,000 euros will be transferred as one-off payment to those injured by the wildfires, who have been hospitalized for more than 48 hours or are still at the hospital. Heavier provisions such as reconstruction of houses has been delayed.

As described above, almost all forms of State cash assistance so far, are being given as one-off payment

Cash assistance being provided by the HRC is complementary to the Government's. The regular HRC payments, that will be provided over a 6-month period, seek to offer affected and vulnerable households with a steady and reliable cash flow to gradually regain resilience and return to normality. The programme was well received by all three municipal authorities who supported the HRC registration process through the provision of space and equipment.

Needs analysis update: Cash Transfer Programming (CTP) was identified by the HRC National Disaster Response Team (NDRT) assessment as a priority response option to assist affected people in their recovery.

Local markets were functioning, with basic household items widely available. In addition, all affected areas are close to Athens and other urban areas where markets for all kinds of items were unaffected. Online purchases and delivery services were also available, particularly for people who may have reduced or limited mobility (i.e. older people, people with disabilities or those who lost vehicles in the fire). All those affected had bank accounts making the bank transfers the quickest and most suitable mechanism for the Red Cross cash assistance.

As the needs of affected households varied significantly, multipurpose cash grants were considered the most suitable option providing flexibility for people to prioritize spending based on their specific situation. The multipurpose cash grants care designed to cover basic needs such as food, clothing, replacement of basic household equipment, recurring costs and utility bills ^[1]. The grant amount was calculated based on average household needs for food, clothing, utilities and household equipment. Six equal monthly tranches of 500 euros will be distributed (three already completed), providing a sense of economic security for the period of the implementation and enabling households to more reliably plan their finances. The increase in the number of tranches from five to six was decided taking into account increased expenditures during the near winter, the variety of needs, the very positive feedback from Municipalities and beneficiaries for the implementation so far and actual availability of funds.

In order to know selected families' feedback on the intervention so far, a Post-Distribution Monitoring (PMD) survey is planned to happen the second week of December in the three Municipalities. Based on the analysis of this first PMD results, the HRC will take any measure required to improve the system seeking maximum excellence in the provision of the service. Additional monitoring activities such as Focus Group Discussions will also take place along the coming months.

[1] See <http://www.statistics.gr/living-conditions-in-greece> and also see <https://www.numbeo.com/cost-of-living/in/Athens3>



Progress to date: during the first 2 months, the Hellenic Red Cross made important efforts to apply the selection criteria agreed (detailed below) for the identification and registration of the vulnerable families to be assisted by this intervention. In coordination with local authorities, the registration processes in the three municipalities were carried out, eventually reaching a total of 617 vulnerable families. A highly professional process was undertaken by the HRC CTP team thanks to the previous experience of the HRC in cash disbursement throughout the different cash projects and operations in country (i.e. assisting refugees and host population). During the registration process in the three Municipalities, the CTP team counted on the presence of the PSS services of the HRC who helped immensely in the containment of emotional moments lived by some affected families and the identification of so-far 'hidden' patients. The HRC cash team will continue working closely with Municipalities and social services.

Three instalments (1,500 EUR in total) have already been transferred to registered 617 families: the first one took place on October 18th; the second on November 2nd and the third one on December 3rd. No serious incidents have been reported so far through the established hotline or any other means. The outstanding instalments are planned to happen the first week of the following months of 2019: January, February and March. In these past months, HRC has dealt with special cases such as the need to replace registered head of households due to decease. The continuous monitoring and coordination among the HRC divisions and local authorities allowed the corresponding check of information to maintain transparency and accuracy of the cash-based intervention.

Based on the 2018 HRC CTP Plan of Action for capacity building of HRC branches in Cash Transfer Programming using mobile data collection, jointly developed by the Hellenic and Belgian Red Cross, HRC CTP team piloted mobile data collection for the registration process, exit surveys and PDMs in the wildfire's response. Three registration teams were using 6 devices of mobile data collection for the registration process and the exit surveys in all three affected municipalities. The Cash team used KoBo and excel to collect and analyze the data. Upon termination of the process and completion of the cash-orientation workshops, the acquired equipment will be distributed among different HRC CTP-trained branches for the strengthening of their Disaster Response system.

Help desks were set up in each municipality to help people selected for the cash grants through the provision of information about the programme, its objectives and selection criteria. The help desks were maintained throughout the registration process.

A dedicated **CTP telephone hotline** is also available to provide access to information and also to function as a feedback and complaints mechanism.

CEA is integrated at each stage of the design of the programme to ensure quality throughout (briefing of the help desk and CTP telephone line staff, inputs and guidance on the information materials).

Communication: Announcement of the cash programme and its criteria have been shared at the local level so that people are aware in advance about the programme before registration. An **information package** including a brief description of the programme, FAQ, and selection criteria, along with necessary supporting documents, was provided to all registration teams (HRC staff and volunteers), who additionally received standard operating procedures for their activities. Briefing and debriefing sessions took place on a daily basis to ensure that teams were fully aware of the process and to identify potential problems and solutions. A description of the programme and FAQs was also shared with people accessing the HRC help desk. All communications materials were prepared in coordination with the HRC CEA Coordinator.

Post Distribution Monitoring will commence second week of December, using questionnaires to measure impact of the programme and people's satisfaction with its activities. The analysis of the results will help HRC to identify if any sense of dependency is among the assisted population. Not to create dependency with this programme is critical for the success of the intervention.



Cooperation with the Authorities: The HRC participated in coordination meetings organized by the Prefecture of Attica at the municipality level, and followed up on the priorities set by the Government in the different sectors. In view of difficulties related to the General Data Protection Regulation (GDPR) regarding the sharing of previous Government registrations at the municipal level and lists of recipients of support, the CTP team initiated a discussion on the signing of programmatic agreements between the HRC and Municipalities of Marathon, Rafina and Megara. These agreements would enable information sharing and open the way for future cooperation in fields such as Disaster Risk Reduction, community-based programming, and health activities etc. Unfortunately, this process is delayed internally to the HRC but it is expected to resume in coming months.

The CTP system now in hands of the HRC, is also an opportunity for the HRC to use its funding scheme for emergencies to channel funds raised both domestically and internationally directly to people in need.

P&B Output Code	Cash Transfer Programme Outcome 3: Communities, especially in disaster and crisis affected areas, are able to cover their basic needs	617 households able to cover basic needs, mitigate insecurity and support self-recovery											
	Output 3.5: Households are provided with unconditional/multipurpose cash grants to address their basic needs.	617 selected households supported with multipurpose cash grants (to cover basic needs, food, household equipment, utilities and other recurring cost)											
	Activities planned 2018/19 Month	1 Aug	2 Sep	3 Oct	4 Nov	5 Dec	6 Jan	7 Feb	8 March	9 April	10 May	11 June	
AP081	Conduct an in-depth assessment of municipalities affected by the recent fires, including a market assessment												
AP081	Cooperation with the authorities (meetings with key persons of the affected Municipalities, Ministry of Labour, Ministry of Finance, Ministry of Infrastructure, Prefecture of Attica, Data Protection Authority). Information on the State's assistance (amount of the financial assistance, criteria, time frame of their activities), request of access to beneficiaries' lists (combine with RC lists in order to cover all the vulnerable/ affected people).												
AP081	Set the selection criteria for households to be included in the programme												
AP081	Set up selection/registration teams												

HELLENIC RED CROSS PLAN OF ACTION – WILDFIRES OPERATION



AP081	Create electronic systems and tools a) to register beneficiaries b) to support the programme monitoring and c) to support future CTP interventions (forms, maps, etc.)											
AP081	Selection of beneficiaries (through accessing the list of beneficiaries identified by the State or through HRC primary data collection from affected households - application process)											
AP081	Data processing (prepare excel files/forms, work on beneficiaries' data, produce statistics, filter values i.e. income)											
AP081	Set up registration points to register beneficiaries (3 points at the affected municipalities: Municipality of Marathonas, Municipality of Rafina and Municipality of Megara)											
AP081	Create list of beneficiaries											
AP081	Organise / run a help desk at each registration point (3 help desks)											
AP081	Establish / run a CTP hotline (based at the HRC HQs)											
AP081	Develop and disseminate encashment plan											
AP081	HRC Finance Department to prepare payment files (based on the existing cooperation with "Eurobank")											
AP081	Distribution of multipurpose cash grants (conduct bank transfers in 5 tranches)											
AP081	Prepare and conduct Post Distribution Monitoring activities											



AP081	Reconciliation (cross check beneficiaries list/bank transfers)											
AP081	Conduct a lessons-learnt workshop											
AP081	Final Report											



Health
People targeted: 1,225
 Male: 600
 Female: 625
Requirements (EUR): 155.809

Population being assisted: HRC health team has been operating in Rafina (Kokkino Limanaki district) and Nea Makri (Neos Voutzas District), with other health actors covering needs in other affected areas. The Mobile Health Unit of the Nursing at home Service, is attending people in need of medical services in their homes. Alongside physical medical attention, PSS is a major long-term priority. The PSS Mobile Unit will continue visiting people with identified needs following referrals from the HRC Health Mobile Unit and other actors. The National Centre for Social Solidarity identified PSS needs in people affected by the wildfires who have moved to live in urban areas of Attic, on demand. The PSS Mobile Unit will continue providing PSS visits to people who have moved as required. PSS/case management, follow up, involvement of affected people in PSS activities, in-kind help and referrals will also continue to be provided by the HRC PSS Service.

People targeted include those who have been both directly (e.g. loss of relatives, property, stress due to loss of livelihoods), and indirectly (e.g. witnessed destruction, etc) affected by the disaster. To support a return to normality, appropriate psychological interventions will continue being implemented. Specialized support for dealing with natural disasters and trauma will continue to be offered, and when necessary, referrals will be done to specialized actors according to the specific PSS needs of the individuals.

Older people, children and parents directly and indirectly affected by the fires have also been identified as a priority for support through social activities towards their resilience building as well as the community cohesion enhancement.

Needs analysis: Initial health needs included: burns (from minor to severe), respiratory issues (due to prolonged smoke inhalation), eye inflammation as well psychological issues relating to trauma during the fires and post traumatic reactions. Other issues included people losing their means of transport and being unable to access health services (e.g. for people with chronic diseases requiring regular care), and for a period of more than two-month disruption to water and electricity supplies occurred. Primary health care and PFA services were provided at people’s homes in the affected areas through mobile medical units (Emergency Health Unit & Mobile Health Unit) and the mobile Emergency PSS Unit.

Current health needs include monitoring the wellbeing of people previously visited by the HRC Emergency Health Unit, as well as attending to new referrals and providing vaccinations to older people protecting against flu and pneumococcus, as recommended by the National vaccination program.



- First aid: A number of people living in the worst affected districts sustained injuries and minor burns requiring first aid (FA). Samaritans provided FA within a few hours of the fire and continued to do so through 24 hours shifts. FA services were provided for six days from the onset of the fires (from Monday to Sunday) until they were no longer required.
- Mobile Health Unit: The medical team of the Emergency Health Unit treated people, during the first 6 days, with fire-related health problems who were coming to the Municipality hall for information and support. After receiving referrals of people with acute health problems in need of medical services but unable to leave their homes, the Emergency Health Unit started providing health services through home visits. It was also identified that people with chronic problems, e.g. diabetes, asthma, hypertension and disability, needed similar at home services. As the emergency health unit was unable to prolong its stay, the HRC's "Nursing at home" Mobile Health Unit was deployed to take over.
- Nursing at Home: Staff from the HRC Nursing at Home Service took over the continuity of medical services at home for people with acute fire-related medical needs which did not require hospitalization, as well as for people recently discharged from hospital. This came alongside the need to care to for people with chronic needs who were both directly (burns, injuries, respiratory and eye problems) and indirectly (due to disruption of normal living and treatment routines) affected by the fires. Nursing at Home staff have also been supporting the vaccination of older people. To ensure a smooth transition, the Nursing at Home service will gradually phase out as people's capacity to address their own health needs, and access the public health system themselves, is restored.

The phase out will start after the winter period, that is from March, so that by the end of April the beneficiaries will be fully integrated to the public health system. To ensure the smooth transition and the wellbeing of the people visited by the HRC mobile health unit of the Nursing at home Service the existing community network, that is those people's neighbors, will be utilized and even strengthened, through the provision of first aid manual and kit by the HRC. This would aim to further increase the current interest and commitment shown by the neighbors so that they would be alert in case of a potential relapse.

- Psychological first aid (PFA) and psychosocial support (PSS)
 - PFA Mobile Unit: The PSS/PFA Mobile Unit was deployed door-to-door providing PFA services in the early stages of the disaster until 5 August.
 - PSS provision at space provided by the Rafina Municipality: PSS/Case management and follow-up by HRC social workers, provided to people with identified needs. Nowadays, the space has been allocated and the HRC services are to be provided on demand.
 - PSS provision at home in urban areas in Attica: The PSS Mobile Unit provides PSS and case management follow-up to people with identified needs following referrals from the HRC Health Mobile Unit, the CTP programme and Hotline, as well as other actors.
 - PSS provision via the HRC PSS Service in Athens: PSS/case management, follow up, involvement of affected people in PSS activities, help in kind, referrals, are happening on demand.
 - Origination of events for children and parents: [Several events are being implemented for children and parents from December until the end of the implementation period \(i.e. activities with children from the public kindergarten at Rafina and provision of counseling for their parents upon request\)](#)
 - PSS activities for elderly people: Community PSS activities will be organised for older people (excursions, theatre performance attendance, city walks etc) in connection with the HRC Open Care Centre for Elderly (KAPI).
 - PSS representation at Coordination meetings: HRC SWD PSS focal person regularly participates in Coordination meetings organised by Municipalities to follow up on PSS matters, issues and needs.
 - Specialized PSS provided to HRC volunteers exposed to intensely traumatic experiences during the first response.

Progress to date:



From the beginning of the fire response operation until the end of November, the HRC mobile health Units (Emergency Health Unit and Nursing at home mobile health unit) have provided primary health care services to a total of 305 people residing at the fire affected Municipalities of Marathonas and Rafina, in need of health services due to the direct and indirect effects of the fires, as described above. The current active caseload of people being visited by the mobile health unit is 98. In total 1.661 health services have been provided including medicine administration, clinical examination, health education, follow up and vaccination. With regard to vaccination, a total of 57 persons were vaccinated with the flu and PCV vaccines which accounts for the 85% of our beneficiaries over 65 years old.

The PSS/PFA mobile unit has provided PFA, initially, and PSS services to a total of 327 people in need of psychological support. In addition, 45 kindergarten children have been included in frame of PSS events, with the provision of an entertaining performance.

P&B Output Code	Health Outcome 4.1: Vulnerable people’s health and dignity are improved through increased access to appropriate health services.	# of people reached by NS health services											
	Health Output 4.4: Communities are supported by HRC to effectively respond to health and psychosocial needs during an emergency	# of primary health care services provided through Emergency Health Unit # of primary health care services provided through Nursing at home # of first aid services 480 search and rescue volunteer hours											
	Activities planned Month	1 Aug	2 Sep	3 Oct	4 Nov	5 Dec	6 Jan	7 Feb	8 March	9 Apr	10 May	11 June	
	<u>First aid and search and rescue services</u>												
AP022	First aid posts set up												
AP022	Provision of first aid												
AP022	Search and Rescue services												
	<u>Health care & treatment in emergency (Mobile Health Unit)</u>												
AP022	Provision of primary health care												
	<u>Nursing at Home</u>												
AP022	Provision of primary health care												
AP022	Referrals												
AP022	Timely and relevant information provision to the beneficiaries												
AP022	Provision of vaccinations												
	<u>Nursing at Home - phase out stage</u>												
AP022	Provision of primary health care until all beneficiaries are fully integrated in public health system and are able to take full responsibility of their health.												



AP022	Handover to community members (manuals of First aid and other materials)												
AP022	Referrals												
P&B Output Code	Health Output 4.4: Communities are supported by HRC to effectively respond to health and psychosocial needs during an emergency (PSS)	# of psychosocial support and psychological first aid services # of children / parents participated at the Fists / Events # of beneficiaries participated at the Community PSS activities											
	Activities planned Month	1 Aug	2 Sept	3 Oct	4 Nov	5 Dec	6 Jan	7 Feb	8 Mar	9 April	10 May	11 June	
AP023	Deployment of PSS/PFA Mobile Unit (PFA only first days)												
AP023	Refreshing training on PFA for HRC volunteers and staff												
AP023	Outreach to affected population												
AP023	PFA provision.												
AP023	PSS provision to identified PSS needs cases in space provided by the Municipality of Rafina.												
AP023	PSS provision to identify cases PSS needs via home visits at the urban area of Attica.												
AP023	Referrals / connection of beneficiaries to the HRC PSS Service via the PSS Mobile Unit PSS homes provision.												
AP023	Fests / Events organisation for children / parents.												
AP023	Community PSS activities organisation for elderly people (excursion, theatre performance, city walk, common activities in connection with the HRC Open Care Centre for Elderly (-KAPI-).												
AP023	Establishing a methodology of capturing and collecting the feedback <u>from people assisted</u> (survey in coordination with CEA)												
AP023	Procurement of electronic equipment for PSS												
AP023	Potential psychology and psychiatry professional service based on referrals.												



Protection, Gender and Inclusion

People targeted: 73 RFL (with RFL targeting affected communities) + 250 HRC staff/volunteers for Protection

Male: 33 (RFL)

Female: 40 (RFL)

Requirements (EUR): 11.487

Progress to date: The RFL team followed up on all requests to locate missing people. Up to 104 RFL cases were addressed concerning 75 people since the onset of the event. Elderly, very young children and people with chronic illnesses have been amongst the most affected. As of end of December 6th, 2018, four protection trainings were carried out reaching 89 volunteers and staff from nursing (64) and Social Welfare (25) divisions were refreshed on RFL and Protection principles and policies of the Red Cross, to ensure its compliance during the ongoing response (3-hour sessions). This included improving comprehension of the RFL Code of Conduct, the RCRC Code of Conduct and Child Safeguarding Policy. It also included topics about communications and keeping the scene of any incident, safe and clean. Additional training is already scheduled to have 15 new SWD volunteers aware of protection during December 2018.

Affected communities were also made aware of common vulnerabilities and protection issues, the needs of vulnerable groups and possible actions to prevent further risk to vulnerable people during a crisis.

Materials for the dissemination of RFL and protection components have already been developed and are ready to be used in the upcoming planned activities. The translation into Greek language of the RFL Code of Conduct has been done.

Protection policy paper has been developed for the HRC and is in the process to be approved by the governing board.

In order to reach the awareness of affected community members, the HRC included a 1,5-hour protection component in their Stage 1 package for the Community trainings that will start taking place starting January 2019. Topics included in the presentation are: what protection is, vulnerabilities, referral pathways and relevant policies. Staff and volunteers are receiving the same material through a 3-hour session which includes the Code of Conduct and Child Safeguarding Policy, in all the already done or still planned DRR trainings such as the NDRT, BDRT, any other internal HRC training and new volunteers' induction.

In regard to internal protection of data, the IT unit in the HRC has gone through a good research and wrote a proposal approved now by the governing board of the Hellenic Red Cross.

Needs analysis: At the beginning of the crisis, the primary protection concerns were the high number of missing people and people trying to find their relatives. Restoring Family Links (RFL) was an essential component in the emergency. The HRC executed RFL services reaching a total of 73 cases including some requests coming from abroad.

For the longer-term there is still a need for increasing RFL and protection understanding and preparedness within the HRC units and services, including the management level of the NS. Specific protection activities are still required for both the community and the HRC staff and volunteers, that are part of the recently created emergency response mechanism, to ensure the needs of the most vulnerable people are constantly considered in the ongoing response and for future events. A concrete dissemination plan is to be developed in coordination with DM officer and other division coordinators. For the preparedness of RFL,



Identified challenges for RFL: in times of crisis, what RFL is and the types of services that can be provided, are not well disseminated to local authorities nor even internally to the Hellenic Red Cross. As a result, it is often neglected in preparedness planning and not well-integrated with relative activities/services such as Search and Rescue, Health Services and PSS for the future. Coordination at the very first stages of a crisis, is critical to properly provide quality to sensitive services such as the accompaniment of families through the identification of dead, as an example. Hellenic Red Cross emergency response teams, such as rescue or the health teams, should be better informed about RFL IT-Communications. RFL understanding should be strengthened through:

- Improve coordination with the Hotline for RFL-hotline.
- Improve the liaison between the operational lines and the incoming RFL requests
- Considering re-establishing contact.
- Better understanding of the RFL Network capacities in emergencies (Family links web-page, e-registration, network coordination and support)
- Better link between RFL and PSS services (i.e. develop an accompanying service to go along the families of the missing ability for the HRC (inter-service))

When it comes to Protection, despite the enormous efforts done so far, there is still a need to mainstream the topic across the HRC at all levels that are or will be part of the recently created national response mechanism. This increased knowledge will help to improve prioritization and more appropriate responses of the HRC in any response. The aim is that all activities run by the HRC in the ongoing and future actions, are informed by protection aspects. Equipment such as portable mini-computer for protection-related dissemination sessions, is an identified need.

During December 2018 and January 2019, pilot trainings will take place for 50 volunteers in Attica region. Additional dissemination sessions to reach other regions in Greece are required to mainstream the knowledge and practice across the HRC branches and enhance the capacity for future crisis.

During March and April 2019, three common trainings (PFA, protection and CEA) for staff and volunteers will take place in HRC branches of Lesbos, Larisa and Lamia. In the same time, the trained PSS staff, will mainstream the knowledge across the HRC branches supported by Protection FP. From 2019 on, the protection component will be included in every Social Welfare Division's volunteers training, in all branches.

Specific identified need as a protection measure, is the translation into Greek language and proper dissemination across the staff and volunteers of the most relevant policy papers such as the Code of Conduct (which has already been done), data processing regulations or how to deal with social media among other relevant. Data protection protocols and regulations development and implementation is also an outstanding need to consolidate internally to the HRC. Steps to continue moving forward can be done considering the proposal approved now by the governing board of the HRC.

RFL unit already works with four templates to get different types of consent when working with affected populations in a response and for mapping organizations and vulnerable groups in the early days of any emergency. These templates could be acquired by the entire HRC response mechanism to raise common information in a rapid assessment process in the early stages of an emergency response.

The full understanding and commitment from the Managerial level of the HRC is crucial to move forward with these components.



P&B Output Code	Protection, Gender and Inclusion Outcome 6.1: 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	# of people reached with RFL services										
	Output 6.1: NS programmes improve equitable access to basic services, considering different needs based on gender and other diversity factors.	# of staff/volunteers attending the trainings. # of programmes meeting the data protection and referral pathway protocol requirements.										
	Activities planned Month	1 Aug	2 Sep	3 Oct	4 Nov	5 Dec	6 Jan	7 Feb	8 March	9 April	10 May	11 June
AP031	Conduct an assessment of specific needs of the affected population based on criteria selected from the minimum standard commitments on gender and diversity											
AP031	NS staff and volunteers have been informed about the principles of Red Cross movement and protection policies (as part of the RFL/FA/PFA training package)											
AP031	Support different sectors on upholding minimum standards of the new European general data protection regulation (GDPR)											
AP031	Ensure that basic protection training of NS staff, volunteers and community on PGI is included into the general training package											
AP031	Support sectoral teams to ensure collection and analysis of sex-age and disability-disaggregated data											
AP031	Support NS to establish protocols for safe and ethical way to respond to protection concerns (abuse and others) based on recognised good practices and national referral pathways. It includes embracing and disseminating the international RFL Code of Conduct (Data Management).											
AP031	Internal protection training for SWD volunteers as part of training for new volunteers and as specific training for other volunteers											
AP031	Provision of common trainings (PFA, protection and CEA) to SWD staff and volunteers, in 3 HRC branches (Lesvos, Lamia and Larisa).											
AP031	Internal protection training for Nursing Division volunteers											



P&B Output Code	Protection, Gender and Inclusion - Outcome 1: Restoring family links ¹²																			
	Output 1.1: Assess and identify needs					Output 1.2: Providing RFL services					# of requests received - 104 cases									
	Activities planned										1	2	3	4	5	6	7	8	9	
Month																				
ICRC funding	Get in touch with regional ICRC Delegation.																			
ICRC funding	Registration of missing and putting monitoring system in place (both in field and in the office)																			
ICRC funding	Streamlining communication through the tracing services																			
ICRC funding	Visits to hospitals and to the forensic authorities																			
ICRC funding	Dealing with requests from abroad																			
ICRC funding	Following up in cooperation with authorities																			
ICRC funding	Ensure mobility of RFL services (transportation etc).																			

Strategies for Implementation Requirements (EUR 507,708)

Volunteer Management:

The HRC has different groups of volunteers, and ways of management (per division or unit) but not an overarching standard. This is a huge challenge when it comes to implementation and standardization of volunteers' management.

It has been identified, in the different lessons learned workshops and monitoring meetings, that the management of volunteers is a critical matter to improve for the HRC. From ensuring the wellbeing of the volunteers while in the field and once the response is over, to provide the proper equipment, insurance and training to perform their assigned tasks accurately, many recommendations have been identified.

In Greece, there is no specific law or regulation related to volunteering. However, the Red Cross Movement has a comprehensive package in this regard, being the volunteer service one of our seven Principles.

¹² Outcome and output newly designed as no standard for RFL output for non-migration related services was found.



The insurance scheme currently being provided for 5,500 volunteers of the HRC is to expire by the end of December 2018. With 5,500 active HRC volunteers (approx. 2,000 Samaritans, 1,550 in Social Welfare, 2,000 in Nursing), the HRC is in urgent need to find a formula to put in place beyond that date.

All volunteers should know their rights and obligations and should receive proper teaching on the most relevant topics for their specific assigned tasks, since this is mandatory as part of the global Red Cross volunteering policy. Establishment of a consistent volunteering policy is to be developed, submitted and approved by the relevant internal authorities of the HRC.

Volunteers from all four divisions (as per above) are being trained in FA, PFA, RFL and protection during the implementation period of this operation.

Communications:

As part of the planned activities to increase HRC visibility and trust building, a documentary film has been produced telling the story of people affected by the fires and the role of the HRC in responding to the disaster. This documentary is expected to help promotion of the disaster preparedness as part of the profile of the HRC. A 11 minute-long and a short version have been produced. The promotional actions to broadcast the documentary are to happen at national level.

To improve HRC's visibility, credibility and public standing, a comprehensive and user-friendly website trying to include capacity for digital donation is being developed and is expected to be launched before the end of the operation. A Facebook page has also been developed and is pending approval to be published.

In addition to what was originally planned in this Plan of Action, communication component has also been focus of several recommendations during the lessons learned workshops and relevant meetings of the Task Force:

- At the very beginning of the event, the HRC needs to develop coordinated key messages to share to the public to communicate their actions and needs; the messages need to be developed based on the information received by the teams in the field.
- A focal person and/or spoke person needs to be predetermined to avoid the dissemination of non-agreed messages to the public.
- There also must be focal points at the field for PMER, Information management **and communications responsibilities** to alleviate the role of the Field Team Leader.
- Build the capacity of the HRC in Media-related matters is essential: field and management staff and volunteers should be made aware on how to deal with media. Media training should include simple tips on how to take appropriate pictures and deal with Media.
- Social media guidance and training for volunteers and staff is needed: the development and dissemination of related guidelines from the FICR¹³ could be translated and incorporated to regular HRC trainings and briefings.
- Managers in the field should remind people the rules for appropriate behaviour.

To fulfil these recommendations above, the current HRC communications team requires capacity building and technical guidance, internal clarification of roles and responsibilities as well as some equipment and software to provide professional services as required.

Disaster Preparedness:

The recently created Response system in the HRC, which includes DRR, is taking its inception steps to consolidate a common understanding among the HRC divisions and units as well as across HRC program and management levels. Although out of this operation, in February 2018, an internal-to-HRC assessment was

¹³ ICRC/IFRC, 2017. How to use social media to engage with people affected by crises - a brief guide. <https://www.icrc.org/en/download/file/57272/icrc-ifrc-ocha-social-media-guide.pdf>



run, which evaluated indicators about the level of Preparedness for Effective Response (PER) the NS had at that time. A specific report and a concrete plan of action were delivered, with support from IFRC, for the Hellenic Red Cross to move towards the development of the most critical aspects. This PER Plan of Action is expected to be updated in April 2019. In June 2019, a Post-operation evaluation is planned to take place based also in the revised PER Plan of Action.

Besides the abovementioned, many recommendations provided during the different lessons learned workshops and Task Force meetings, also speak about the response system in the same line as the ones already identified by the internal self-assessment. These recommendations can be grouped in five main topics: 1) Roles and responsibilities; 2) Development of SOPs; 3) Coordination; 4) NS capacity building and 5) Disaster Management system understanding.

Undoubtedly, the wildfires' response presented an opportunity to further build the HRC capacity to be better prepared to respond to emergencies, following internal previous learnings and definition of steps to take. The finance team has already worked on the development of some protocols to follow in case of emergency for the timely mobilization of operational cash as well as the establishment of an emergency fund to guarantee cash availability at any time. Despite some additional advances were achieved such as the opening of a specific bank account for raising funds for the concrete response in the wildfires, the systematization of procedures and roles and responsibilities is still to be consolidated. The definition of roles and responsibilities as well as the channels of communication/coordination public relations, finance, resource mobilization, emergency coordinator/Field Team Leader and Logistics (mobilization table and so on) are to be defined and incorporated as a regular system.

In order to optimize the efficiency in managing finance-related matters, the finance team of the HRC would need to increase its capacities in Project Management and specific budget management tools (i.e. Excel to start).

An NDRT training was run in June 2018 with 30 participants from the headquarters. Three Field NDR Team Leaders are also identified based on the Competency Based Framework. An Emergency Needs Assessment induction took place in late November with the participation of 18 staff and volunteers from different branches and the headquarters.

To give continuation to the national-wide system, several commitments for next-steps were reached such as a list of SOPs and common templates to be developed and disseminated across the branches through the BDRT pending trainings.

The also HRC acknowledges the need to disseminate all the progress done so far in the DM development to all levels of the organisation through special orientation workshops. In these DM workshops, held in all major branches in the HRC network (open to participation in both staff and volunteers) the main design philosophy and key concepts of the newly developed DM system will be presented. These workshops will serve as a preparation stage towards the implementation of other significant DM activities (branch contingency plans and response teams) and will also help spread the ideas and concepts of DM, thus creating motivation for participation in all other subsequent activities. The idea is to form a well-informed network of DM staff and volunteers who will, in turn, spread the knowledge of the new DM system to all the organisation but also to local partners in Civil Protection (Municipalities, Regional Administrations, Fire Service, etc.) Following this activity then the next phase will be the development of Contingency Plan workshops and Branch Disaster Response Teams in selected main branches of the HRC network in order to enhance the DM surge capacity through the creation of more surge capacity levels and its preparedness towards a catastrophic event on a nation-wide level.

As continuation of the Disaster Response Planning, three contingency plans have been identified as a priority for development (2/3 already developed) addressing fires, floods and earthquakes scenarios, in collaboration with the General Secretariat of Civil Protection.

Complementary preparedness initiatives included in this wildfires Plan of Action and still pending to implement are:

- Development of HRC's Disaster Management Policy framing the National Society's mandate.



- Training of staff and volunteers for Emergency Health Unit (EHU) and Emergency PSS Unit (EPSSU), including protection and key RFL/RFL basics. Planned to happen in 2019.
- BDRT trainings in three branches (Thessaloniki, Lesbos and Crete). The first one, in Thessaloniki, is planned to take place in January 2018.
- Include RFL prevention of separation and preparedness as part of the topics to systematically disseminate across the response system, reaching all levels in the HRC.

Seeking synergies among the different divisions and support services units within the HRC is a key element to increase the impact of internal development and to reach more efficiency in the response.

Supply Chain:

Logistics is not existing as such in the HRC what makes challenging the centralization of responsibilities when it comes to support an operation in this regard. However, procurement processes, provision of vehicles and warehousing management is happening in support of this operation by the corresponding unit/person within the Hellenic Red Cross.

From the lessons learned workshops and Task Force meetings, certain recommendations were also given to the procurement, fleet management and warehousing areas of responsibilities, basically development of Standard Operational Procedures (SOP) with the aim of optimizing the response system of the HRC:

- To have the capacity to allocate vehicles, drivers and fuel for the timely deployment of NDRTs.
- How to quickly mobilize goods.
- How to fast track internal procurement processes in case of emergency.
- Establishment of a Mobilization table to identify articles that need to be bought to cover the needs of the affected population in case of emergency.
- To standardize what kind of donations the HRC accepts (based on needs) and what kind of donations should not be promoted or even refused
- Work in times of pre-crisis in the negotiation and development of model contract for providers/companies, including the main conditions suggested by the HRC.

The Principles and Rules for Humanitarian Assistance by the Red Cross provides a good starting point for the definition of some of the main topics.

At the time of writing this document, several planned activities are advanced:

- The procurement of two 40 feet containers to be located in the HRC main warehouse is ready to be launched upon approval. It is expected to be finished by February 2019.
- A proposal for the standardization of hygiene kits and baby kits is ready to be submitted for approval to the board. Other relief items need also to be standardized.
- To define the contingency stock that the HRC will keep in the warehouse for emergency.
- The materials for the warehousing training is already developed and the staff have commenced the pre-training tasks on November 19th.
- The proper maintenance of the vehicles being used in the operation (two minivans and the two emergency units for Health and PSS) is being considered in order to keep them in optimal conditions for future events.

To enhance the Preparedness for Response, the HRC is still pending to implement the following activities of the Plan of Action:

- Expansion of warehousing space to help in receiving goods, proper stock management, and transportation of items^[7];



- Upgrading of warehousing systems to better track and report items;
- Development of information materials on managing small and individual donations.

Community Engagement and Accountability:

In coordination with the specific focal points per component, Community engagement and accountability (CEA) is mainstreamed in the operation. CEA helps put disaster-affected communities at the centre of Red Cross actions by integrating communication and participation throughout the operation. CEA ensures that people receive potentially life-saving information in a timely manner, that negative behaviors identified by the community are attended to and addressed, and that people’s concerns are communicated and tackled. With a hotline set since at the early stages of the response, feedback from community members is supporting advocacy and improve the delivery of services, namely the CTP, health and PSS services. Support to the health team was focused on the timely and relevant provision of information to people, e.g. leaflets developed on how to mitigate health risks in the aftermath of the fires, have been designed with input from the CEA focal person. For PSS, efforts have included the provision of a space for feedback collection in templates/forms, and support to ensure feedback is adequately documented and can be systematically addressed. For CTP, CEA is supporting the service through the help desks and conduction of Post Distribution Monitoring surveys.

Planning, Monitoring, Evaluation and Reporting:

Despite the huge efforts done to fulfil the reporting commitments related to this operation, there is still a gap within the HRC in terms of PMER that needs to be filled. Internal advocacy for the designation of a dedicated PMER person in HRC is required. PMER component comes on hand with accurate information management procedures. The recommendations given through the different channels already mentioned, suggested the following to improve the Response mechanism:

- To improve the Information management, registration of beneficiaries and reporting mechanisms.
- To assign focal points at the field for PMER, Information management (and communication) responsibilities to alleviate the role of the Field Team Leader.
- Create a unified system for more effective collection of information and information sharing that consolidates the updates from all services within the HRC.
- To establish an information management system that facilitates the information sharing and registration of beneficiaries.
- To develop mechanisms to avoid duplications when reporting (i.e. in distribution of relief items)
- To develop guidelines and toolkits for more efficient data and reporting system for all sectors, with templates for reporting and assessments.
- To establish a **Monitoring and Evaluation** system within HRC.

P&B Output Code	Outcome S1.1: 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	100% of volunteers are protected through training, development, and institutionalized mechanisms.										
	Output S1.4: Hellenic Red Cross has effective and motivated volunteers who are protected	150 of HRC volunteers insured beyond December 2018 100% of volunteers aware of individual roles and risks of operation. 100% of volunteers accessed psychosocial support when needed.										
	Activities planned Month	1 Aug	2 Sep	3 Oct	4 Nov	5 Dec	6 Jan	7 Feb	8 Mar	9 Apr	10 May	11 Jun



AP040	Ensure that volunteers are insured beyond December 2018												
AP040	Provide complete briefings on volunteers' roles and the risks they face*												
AP040	Refer volunteers to psychosocial support service where needed*												
AP040	Ensure volunteers are aware of their rights and responsibilities*												
AP040	Ensure volunteers' safety and wellbeing* ^[8]												
AP040	Translation of documentation and training materials (except online) into Greek language, including the Principles and Rules.												
AP040	Translation of online platform of one - two essential Red Cross online trainings into Greek language.												
P&B Output Code	Output S1.7: NS capacity to support community-based disaster risk reduction, response and preparedness is strengthened	100 volunteers and 45 staff trained 3 Contingency Plans developed 1 Disaster Management Policy developed 5 RFL kits/backpacks ready to be mobilised 1 RFL box, 1 RFL mobile unit established.											
	Activities planned Month	1	2	3	4	5	6	7	8	9	10	11	
AP002	Development of a Hellenic Red Cross Disaster Management Policy												
AP002	Development of three regional contingency plans for fire, floods and earthquake hazards.												
AP002	Training for BDRTs for three Branches of the Hellenic Red Cross												
AP002	Emergency Assessment training for HRC staff and volunteers												
AP002	Lessons Learnt DM Wildfires.												Jun
AP002	Preparedness for the Effective Response (PER) Post Operation Evaluation.												Jun
	Principles and Rules of Humanitarian Assistance - printing materials and dissemination, including couriers to branches.												
AP002	Strengthening warehouse-provision of emergency response equipment.												
AP002	Disaster preparedness/Disaster response mechanism orientation training for volunteers and staff of selected branches ¹⁴												

^[8] All activities marked * does not have a specific output code because these activities will be integrated across all programmes in their respective training sessions.

¹⁴ In order to reach more branches, they will be grouped by proximity in order to participate in 'regional' trainings.



AP002	Equip the National Society for an effective delivery of RFL services.												
AP002	Training of the Emergency Health Unit												
AP002	Training of the Emergency PSS Unit												
P&B Output Code	Outcome S2.1: Effective and coordinated national disaster response is ensured	100% of national surge capacity mechanism has its SOPs ready.											
	Output S2.1.1: Effective response preparedness and NS surge capacity mechanism is maintained	100% of the HNS surge needs are covered.											
	Activities planned Month	1	2	3	4	5	6 Jan	7	8	9	10	11 Jun	
AP046	Surge support implemented by HRC Development of SOPs for national DM surge system.												
P&B Output Code	Output S2.1.4: Supply chain and fleet services meet recognized quality and accountability standards	75sqm expansion of WH space 15 trained HRC staff on logistics & warehouse management 20 HRC Branches training material on logistics & warehouse management											
	Activities planned Month	1	2	3	4	5	6	7	8	9	10	11	
AP050	Transportation & Distribution of relief items												
AP050	Fuel provision												
AP050	Maintenance/Service of the vehicles (trucks, mini vans and Emergency health and PSS units)												
AP002	Procurement of two Warehouse 40ft Containers to increase storage capacity at the warehouse												
AP002	Upgrading of the inventory system which involves equipment etc												
AP002	Standardization of relief items according to technical specifications												
AP042	Training of the HRC Warehouse staff												
AP042	Development of training material on warehouse management												
AP002	Development of information material regarding individual donations												
P&B Output Code	Outcome S2.2: The complementarity and strengths of the HRC units and divisions are enhanced	100% of operations where coordination is optimized											
	Output S2.2.1: In the context of national emergencies the HRC enhances their operational reach and effectiveness through new means of internal coordination.	100% of programmes that include CEA components											



Activities planned		1	2	3	4	5	6	7	8	9	10	11
Month												
AP051	HRC internal Coordination activities (among units and divisions)											
AP084	Ensuring that CEA is mainstreamed into each programme											
AP084	Supporting programmes to ensure that necessary and relevant information is being provided to communities											
P&B Output Code	Outcome S3.1: The Hellenic Red Cross uses their unique position to influence decisions at local, national and international levels that affect the most vulnerable.	150 of new volunteers % increase of visitors to website										
	Output S3.1.1: HRC is visible, trusted and effective advocates on humanitarian issues.	# of publications in national media (regarding the documentary) # of side events before, during and after the launch of the documentary.										
	Activities planned	1	2	3	4	5	6	7	8	9	10	11
Month												
AP053	Development of NS website with good search engine optimization						Jan					Jun
AP053	Videographer/filmmaker for NS documentary.											
AP053	Promotion/marketing of film.											
AP053	Marketing campaign (to attract new volunteers).											
AP046	Short term communications deployment.						Jan					
P&B Output Code	Outcome S3.2: The programmatic reach of the National Society is expanded.	Amount of funding mobilised by NS										
	Output S3.2.1: Resource generation and related accountability models are developed and improved	Monitoring plan established for programmes # of reports generated for this Operation. HRC has a PMER focal point										
	Activities planned	1	2	3	4	5	6	7	8	9	10	11
Month												
AP058	Work on reporting and donor accountability											
	Principles and Rules of Humanitarian Assistance - printing materials and dissemination, including couriers to branches.											
P&B Output Code	Outcome S4.01: The HRC enhances its effectiveness, credibility and accountability	100% of operations where established processes and procedures are followed										
	Output S4.1.3: Financial resources are safeguarded; quality financial and administrative support is provided contributing to efficient operations and	100% of financial KPIs are achieved										



ensuring effective use of assets; timely quality financial reporting to stakeholders												
		Activities planned Month										
		1	2	3	4	5	6	7	8	9	10	11
AP064	Finance work.											
AP065	Administration work											
P&B Output Code	Output S4.1.6: Audit and risk management	100% compliance with HRC procedures. # of low-level recommendations coming from the audit.										
	Activities planned Month	1	2	3	4	5	6	7	8	9	10	11
AP068	Internal audit											
AP069	Legal support											

Budget

Aa Summary of the budget for this Plan of Action is available upon request to the following contact persons:

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

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