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# Emergency Plan of Action Final Report

## Kenya: Floods

 International Federation  
of Red Cross and Red Crescent Societies

<b>DREF operation:</b> MDRKE037	<b>Glide number:</b> <a href="#">FL-2016-000042-KEN</a>
<b>Date of Issue:</b> 05 October 2016	<b>Date of disaster:</b> 29th April 2016
<b>Operation start date:</b> 3rd May 2016	<b>Operation end date:</b> 30 <sup>th</sup> June 2016
<b>Host National Society:</b> Kenya Red Cross Society	<b>Operation budget:</b> CHF 296,716
<b>Number of people affected:</b> 34,129	<b>Number of people assisted:</b> 13,150 persons (2,550 households)
<b>N° of National Societies involved in the operation:</b> International Federation of Red Cross and Red Crescent Societies.	
<b>N° of other partner organizations involved in the operation:</b> National Government agencies, Military, Police, National Disaster Operations Centre, National Disaster Management Unit, National Youth Service, St. John's ambulance, Child Welfare Society of Kenya.	

## A. Situation analysis

### Description of the disaster

The Kenya Meteorological department released an early warning on 25 April 2016, warning of heavy rains and storm surges (80% probability) that were expected to affect different parts of the country in the immediate period. The areas expected to experience heavy rains included Western Kenya, Rift valley, Coast and Central highlands including Nairobi. KRCS response teams in these areas were activated. Early warning messages were sent out through TERA SMS platform to communities living in lowland areas of Garissa, and Tana River warning of a likelihood of floods in these areas. Some of the very first areas to be hit included Vanga in Kwale, Kalokol in Turkana (312 households displaced), 230 households in Moyale in Marsabit County (230 households) and 81 households in Laisamis, Marsabit County. Kenya Inter agency rapid assessment was conducted in Vanga in Kwale County that highlighted Non Food items and seeds as the priority needs for the affected populations. From this assessment, 1800 households needed urgent shelter support. From this assessment, cash transfer was found to be feasible. Other areas (Garissa, Bungoma, Baringo, Embu and Murang'a) reported small magnitude incidents that cumulatively affected about 210 households.

On 29 April 2016 at 21.00 hours, reports came in through KRCS emergency operation centre about a collapse of one of the residential buildings in Kibichuni village Huruma location, Mathare ward, Mathare sub- county the Huruma Estate in the North East of Nairobi city. The building accommodated more than 140 families. The building collapse incident involved a seven-storey building that was occupied. The building had one hundred and ninety-one (191 rooms). During the time of collapse 80% of the building was occupied. Adjacent to this building, there were other permanent buildings and a river bordering the collapsed building on the rear side. The classification of the collapsed building was a 'pancake collapse'. As of 3 May 2016, Sixteen (16) deaths confirmed, 135 people treated for multiple types of injuries, and 75 reported missing. 34,129 people had been affected by the time of this DREF launch. KRCS activated response teams composed of search and rescue, counsellors, relief distribution teams, first aiders, ambulances, Tracing and Psychosocial support teams to support the community members in rescue efforts of people reported to have been trapped under the rubble. Three EMS Ambulances and approximately 30 KRCS responders were dispatched in the immediate aftermath of the incident. Subsequent joint assessments were later joined by back up teams from KRCS and other agencies including Military, National Youth Service (NYS), National Disaster Management Unit (NDMU), National Disaster Management Operation Centre (NDOC), Nairobi county government, St. John's ambulance, and Sonko rescue team among others.

On the same day on 29<sup>th</sup> April, several estates in Nairobi were submerged by floodwaters resulting from the heavy rains. Among the areas in Nairobi that were most affected included parts of South C, Mukuru slums (400HHs), Land Mawe (500HHs), and Kinyago slums (150HHs) in Eastleigh. A perimeter wall at Department of Defense (DOD) along Lenana Road collapsed killing 4 people on the spot. Needs assessment were conducted in the 2 affected slum areas within Nairobi.

Heavy rainfall continued to be received in various parts of the country. The forecast was released on 3<sup>rd</sup> May by the Kenya Meteorological department (KMD) indicated a likelihood of continued heavy rains in most parts of the country including parts of Western, Nyanza, Central and Northern Kenya. <http://www.environment.go.ke/wp-content/uploads/2016/05/weather-forecast-may-2016.pdf>

During first week of May, reports on dam water levels indicated that the seven folk dams along River Tana basin were operating at full capacity. Masinga and Kiambere Dams began spilling; KRCS started sending early warnings to communities living downstream along river Tana to evacuate. A few days later the flooded river burst its banks and caused displacements and destructions in upper parts of Tana River whereby several farms were flooded and 900 households displaced. Around the same time in May 8<sup>th</sup>, two landslides were reported in Rwahe and Mukuria areas in Kandara, Murang'a County. Three (3) families had their houses swept away.



**Figure 1: 'Pancake collapsed building'. Photo. KRCS**

Second and third week of May and as predicted, significant amounts of rainfall hit most parts of west Kenya region causing massive displacements of 1335HHs (6,675 people) in Homabay, Busia, Kakamega (Mumias), Kisumu (Nyando, Nyakach and Muhoroni).

Education were amongst the sectors affected where classrooms and latrines were submerged in floodwaters posing great dangers of contamination and outbreak of waterborne diseases. Transport and infrastructure were equally affected. A bridge was swept away by heavy rains along the Kisumu – Londiani road paralyzing transport along the road. In West Kenya, river water volumes continued to rise to alarming levels.

Increased inflows in the 7 folks dams resulted in spillages leading to flooding in the lowland are as of Garissa and Tana River. By 16<sup>th</sup> May 2016, the floods in parts of Garissa (670HHs) and Tana River (5019HHs) counties had displaced a total of 5689HHs. Further to this, livelihoods were affected in terms of families reporting loss of livestock, and damaged / destroyed crops - approximately 1862 acres belonging to 700 farmers were reported to be submerged in the assessments conducted in Garissa and Tana River Counties. In Magarini sub-county, 66 Households were affected in Bura; Bate and Kaya sub-locations after River Sabaki broke its banks. The main Mamburi - Dagamra road was cut off hence affecting the community's access to food and medical supplies in the nearby market.

Cumulatively the floods emergency due to rains and dam spillages had affected 49,522 people (approximately 13,000 households) countrywide.

## Summary of response

### Overview of Host National Society

In April to June 2016 The Kenya Red Cross Society (KRCS) responded to the floods throughout different parts of the country utilising its existing resources, this assistance has been focused on the traditional and recurrent flood areas of Budalangi, Garissa, Nyando and Tana River, where staff and volunteers have carried out assessments, search and rescue, as well as distributed food and non-food items (NFI) to the affected populations. More intensified rains resulted in more severe flooding in areas of Nairobi, Kwale Counties, Taita Taveta and Turkana counties and the needs escalated above what the Kenya Red Cross Society could absorb with its own resources or capacities. Following heavy rains in the evening of the 29<sup>th</sup> May 2016 at 21:00hrs, reports of a building collapse (pancake collapse) in Kibichuni village Huruma location, Mathare ward, Mathare Sub- County in Nairobi were received at the Red Cross Emergency Operation Centre. The A 7-storey residential building collapsed trapping an unknown number of people who were in the building at the time of collapse. KRCS activated response teams composed of search and rescue, counsellors, relief distribution teams, first aiders, ambulances, Tracing and Psychosocial support teams to support the community members in rescue efforts of people reported to have been trapped under the rubble. 3 EMS Ambulances and approximately 30 KRCS responders were dispatched in the immediate aftermath of the incident. Subsequent joint assessments were later joined by back up teams from KRCS and other agencies including Military, National Youth Service (NYS), National Disaster Management Unit (NDMU), National Disaster Management Operation Centre (NDOC), Nairobi county government, St. John's ambulance, and Sonko rescue team among others.

This multidisciplinary team managed the search, rescue efforts as well as a temporary feeding and shelter centre around the clock for a period of 9 days.

The organization led assessment teams including multi agency multi sectoral teams and its own red cross action teams in various county branches in conducting assessments where needed. Kenya Red Cross Society also worked with partners who complemented the DREF operations through provision of various humanitarian goods and services such as food and non-food items, health, water and sanitation support.

Below is a summary of the total number of people supported through this DREF operation;

Sector	Population(persons)	Population(households)
Search and Rescue	140	28
Psychosocial support	1,208	242
Shelter support (Non Food Items)	12,750	2550
Cash transfers	3,500	700
Restoration of Family Links	122	24
<b>Total</b>	<b>17,720</b>	<b>3,544</b>

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

The International Federation of Red Cross and Red Crescent Societies (IFRC) has an in country presence in Kenya, through its Africa Regional and East Africa and Indian Ocean Islands (EAIOI) Country Cluster Offices, which is located in Nairobi. The IFRC EAIOI Country Cluster office supports operations in 15 countries in the region, including KRCS. Following the escalation of the flooding, an alert was issued using the IFRC disaster management information system (DMIS) on 30 April and 1 May 2016. On 1 May 2016, an operational strategy call was convened with colleagues from the Africa Region, EAIOI Country Cluster and KRCS. It was agreed that Disaster Relief Emergency Fund (DREF) was an appropriate modality to support the costs of the response to date, as well as provide additional cash, relief and shelter assistance to those displaced in Nairobi, Kwale Counties, Taita Taveta and Turkana counties. The IFRC Africa Regional and EAIOI Country Cluster office mobilized 2 members of staff to support the Kenya Red Cross Society with the preparation of the DREF request. PNS hosted by the KRCS include the American, Austrian, British, Danish, Finnish, German, Japanese and Norwegian Red Cross. The ICRC regional delegation is also hosted in Nairobi, which serves as a hub for operations in Eastern and Central African countries. As of 3 May 2016, there was no indication (to KRCS) that any support to the response to the floods was to be forthcoming from either PNS or the ICRC

### Overview of non-RCRC actors in country

KRCS continued to work with different partners throughout the DREF operation. In Huruma collapsed building operation, the mass casualty incident protocol was followed which recognizes the government as overall in charge of the operation and Kenya Red Cross Society played a role of medical evacuation (first aid and triage). Partners on the ground included the Military, National Youth Service (NYS), National Disaster Management Unit (NDMU), National Disaster Management Operation Centre (NDOC), St. John's ambulance among others. Regular monitoring and reporting of the continual rains and the seven folk dams along River Tana basin that are at full capacity was done. KRCS collaborated closely with the Kenya Electricity Generating Company and Kenya Meteorological Department to ensure communities living downstream received early warnings before and during spillages. KRCS has received donations from supporters, county and national government and strategic partners such as UNICEF, IOM and UNFPA as informed by actual needs of the affected community. The items received include assorted food, non-food items, and clothing, reproductive health kits amongst others.

### Needs analysis and scenario planning

Floods in Kenya affect areas along the riverine and the areas located on the plains in Nyanza, lower parts of Tana River and coastal region that often result in damage to crop farms, disruption of transportation networks and pose danger to human and livestock health.

Kenya Red Cross Society through its network of staff and volunteers continued to conduct needs assessment in areas that continued to receive above normal rains that caused flooding. As predicted by KMD, western parts of the country including Siaya, Busia, Trans Nzoia and Kisumu received heavy rains, which caused major displacements of people living along the riverine. Garissa in North eastern, Kilifi in Coast and Baringo in South Rift were also hit by the floods due to heavy rains and dam spillages. Central parts of the country in Rwathé and Mukuria areas in Muranga County were hit by landslides that swept away a number of houses.

By first week of June 2016, 40,318 people were staying in various displacement sites across the country. The most affected areas included Tana River, Garissa and Busia counties. Busia County in particular experienced flash floods because of the flow back of water from the lake, which affected communities in Budalangi, a rare phenomenon last experienced 20 years ago. The IDPs in these three counties left to their respective homes during the second week of June 2016. KRCS engaged other partners including UNICEF, IOM, UNFPA, county and national government to support with the increasing humanitarian needs.



The Huruma Collapsed Building Operation was closed down on Sunday 7th May 2016, with final figures of 140 injured, 51 dead, 2 missing and 256 household displaced.

### Risk Analysis

Risks in other flood locations were much lower. The collapsed building site being located in an informal settlement, both the security and access did not allow for the excavation works on the debris to be implemented. Support from the security forces i.e. the Police and the Paramilitary National Youth Service was requested to cordon off the area of operation. Some of the illegal structures had to be cleared off by the Nairobi county officials to provide access to the site.

Heavy-duty earth moving equipment had to be hired to help dig through the debris with a lot of care needed not to cause harm to the trapped casualties. To this end, specialised personnel from the military were enlisted to lead the process thus reducing risks.

Psychosocial support for both the victims and the responders was deemed necessary considering the extent of injuries and fatalities projected. This was in addition to a rota system of front line exposure to avoid burn out of the personnel.

Hazards emanating from the rescue environment included dust, falling objects and sharp objects. Exposure to these hazards was mitigated through the procurement of various personal protective equipment for the entire rescue teams and mandatory safety briefings were held for all responders. The combined effect of the measures outlined herein kept the injuries suffered by both the rescuers and the victims at a basic minimum.

Mobile cash transfers disbursed in batches opted for as the most secure option to prevent theft instances amongst the beneficiaries who were sharing close sleeping quarters in open halls. This was highly successful as there were no complaints received about actual cash losses while assets reported as lost.

## B. Operational strategy and plan

### Overall Objective

This operation was carried out with an aim of providing lifesaving response and immediate support for communities in Kwale, Nairobi, Taita Taveta and Turkana counties who had been affected by the heavy rains, collapsed building and flooding.

### Proposed strategy

The proposed strategy was to support the KRCS in assisting floods affected people with immediate early warning, search and rescue, relief, shelter, PSS and tracing services.

Assessment exercises involving a team of Red Cross volunteers, staff and representatives from both the county, National government and other agencies were conducted in various counties using the 24hrs, 72hrs and Kenya Inter agency rapid assessment (KIRA) data collection tools one day, 3 days to 14 days after the emergency. KIRA employed KII, FGD and direct observation tools in the displacement sites.

Kenya Red Cross Society has an accountability to beneficiary framework that advocates for more accountability and transparency in how does its activities through involvement of beneficiaries and other relevant stakeholders in project and operations. In this operation, the affected communities were consulted as to what their priority needs were through available data collection tools used at the time. In Huruma for instance, men were asked as to what topped their priority needs list and they mentioned information about the ongoing search and rescue operation and the status of their loved ones who were still trapped in the rubbles. The following morning KRCS and a few other partners the local authority

amongst others met the affected displaced households at Huruma CDF hall and relayed the information. This is just one among many examples of how the beneficiaries were involved in the operations activities.

In Mukuru, affected communities held meetings to devise a set of criteria used to select cash transfer beneficiaries. During post distribution monitoring, beneficiaries were able to explain how they used their cash entitlements and were able to voice some of the challenges they experienced such as the need for psychosocial support needs amongst their children who were still experiencing nightmares and were frequently hallucinating. Beneficiary complaints and feedback mechanisms set helped in receiving complaints and giving feedback instantly or after sometimes.

KRCS worked with other partners to support to meet some needs, which could otherwise not be met. For instance, following reports from some of displaced person on their loss of antiretroviral medications, KRCS liaised with National Aids and STI control program and the sub-county coordinator to link people to receive treatment.

## Operational support services

### Human resources (HR)

One program manager based at the headquarters was in charge of this operation and liaised with other technical lead staff from the various departments including health, WASH, finance, Public relations, supply chain and procurement and organization development.

Two hundred and fifty-nine (295) volunteers and 29 staff from Nairobi, Kajiado, Kwale, Taita Taveta, Malindi, Siaya, Busia, Trans Nzoia, Migori, Turkana, and Murang'a county branches were involved in the operation. These volunteers reported directly to the county coordinators or their assignees.

Nairobi branch engaged the highest number of volunteers due to the magnitude and scale of the Huruma collapsed building incident. This operation is considered a mass casualty incident as it attracted public attention. At Huruma response, two 12-hour personnel shifts were deployed on a daily basis comprised of a minimum 2 drivers, 2 operators, 2 Emergency Medical Teams, staff and 30 multi-disciplinary volunteers (tracing, search and rescue, psychosocial, logistics, reporting and administration) with surge capacity teams on standby for deployment when needed from the National Society.

The teams were headed at site level by an incident commander (code-named Tango 1 or task force chief in incident command terminology) deputized by a team leader.

### Logistics and supply chain

KRCS land cruiser vehicles were used to ferry staff to the assessment, distribution sites and coordination meetings. Hired large truck vehicles were used to deliver relief items to the distribution sites. For Huruma response, in addition to the 4 other agencies ambulances available (Nairobi City County, St Johns Ambulance, Child Welfare and Avenue Park) E-plus ambulances from the National Society fleet were stationed at the collapsed building site during the search and rescue exercise. They served as the key evacuation vehicles for all the hospital referral cases owing to the personnel and equipment suitability. This was in addition to 2 roving vehicles serving the site personnel and supplies needs. A temporary warehouse manned by Red Cross personnel was established at the temporary shelter, which served as the receipt and final dispatch areas for all donations and supplies for both the responders and the hosted displaced community.

Procurement for Non Food Items (dignity kits, kitchen sets and beddings) as well as operational safety supplies (gloves, facemasks) was done using the standard Red Cross policy and pre-stocked. Clothing items and shoes were provided courtesy of Tom's shoes and other good Samaritans.

### Communications

Flood related activities and information were shared through KRCS website and social media platforms including twitter and Facebook. Six situation reports were compiled and shared by email to partners, as well as through KRCS website <http://www.redcross.or.ke/index.php/news-event>. Coordination platforms served as a good media of information sharing. Media relations were coordinated from the director of external relations office as provided for by the National society's protocol. This was even as the Huruma Collapsed building operation assumed national importance and thus attracting immense media coverage as evidenced by coverage carried through visual, social media, print, and radio in all broadcasting stations.

For the Huruma collapsed building operation, all the duty team leaders and managers were interviewed as they gave primetime news and hourly updates on national television. Major interviews were held both on mainstream radio and on television station where 3 managers addressed the nation on both the incident and related emergency issues.

A child rescue story on day 5 went viral on social media with the rescues efforts being attributed to the National societies work as the lead agency in the medical emergency rescue. The National society duty team leaders flanked the inter agency incident commander who for 07 days of the search and rescue efforts was aired across the stations. Moreover, in cooperation with IFRC as case study was issued about the lessons learnt on CTP in emergency situations (see PMER section below).

KRCS also maintained consistent flow of information to ensure that the public was informed at each stage of the operation. This was done through a variety of channels including the official KRCS website and social media platforms and through mass media interviews. The messages focussed not only on the operations update but also on sensitization of the public with general flood safety.

## Security

One onsite security related incident occurred during Huruma collapsed building operations with residents trying to access the cordoned off area during a visit by prominent political leaders. This led to the use of force and tear gas to disperse the rowdy mobs. One of the undesirable effect of this was five soft tissue injuries recorded amongst the residents and police officers.

Cases of interference with the building collapse site were effectively managed by the heavy presence of security forces.

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

Two visits were made by officials from the Africa zone including the director to the incident site to support the teams through open consultations and updates of the operation.

An after Action Review took place for 2 days after the operation. The aim of the exercise was to enable staffs and volunteers reflect and assess on what went well and what did not go well thus to harness learning and improving future performance, within a spirit of learning and sharing. The issues recommended for improvement-included triage to be established near the scene to avoid movement of the injured. Self-deployment was pin pointed as one of the challenges experienced in Huruma Operation. This is because of proximity of the operation area to the various response teams. Every available responder wanted to support thus we ended up having many volunteers coming to support than usual. This kind of a challenge will be streamlined when the RCAT guidelines is finalized.

The CTP case study titled 'From preparedness to rapid emergency cash transfer programme; the lessons learnt from KRCS Flood response' was documented, published and available on IFRC web site. [http://www.ifrc.org/Global/Documents/Africa/201606/20160517\\_Kenya%20Floods%20Case%20study-%20Nairobi.pdf](http://www.ifrc.org/Global/Documents/Africa/201606/20160517_Kenya%20Floods%20Case%20study-%20Nairobi.pdf)

The key lessons learnt that the paper addresses included;

- A rapid needs assessment contributes to an effective and timely response
- Pre-existing cash transfer structures are important for quick access and disbursement of funds
- Capacity building of staff and volunteers in cash transfer programming enables faster response
- Use of cash transfers and mobile phones is dependent on context

## C. DETAILED OPERATIONAL PLAN

### Early warning & emergency response preparedness

Early Warning & emergency response preparedness
<p><b>Outcome 1:</b> Immediate risks to the population in flood-affected areas of Kenya are reduced, for a period of 2 months</p> <p><b>Output 1.1:</b> Provision of search and rescue; and medical evaluation in flood affected areas.</p> <p><b>Planned activities</b></p> <ul style="list-style-type: none"> <li>• Search, rescue and emergency evacuations in the affected areas</li> <li>• Support to emergency operations centre including TERA messaging and analysis of feedback</li> <li>• Surveillance and reporting on early warning information from Kenya Meteorological Department and KenGen</li> </ul>
<b>Achievements</b>

- Response efforts in Huruma employed an inter-agency approach to address search and rescue needs. Incident command system, search and rescue efforts took place from 29th April 2016 at 2100hours to 10th May 2016 at 1500hours involving local community, officers from National Youth service (NYS) and Kenya Defence Forces, Nairobi City Fire services, National Disaster Management Unit (NDMU), National Disaster Operation Centre (NDOC), St John Ambulance, Sonko Rescue Team, Medicine San Frontiers and Kenya Red Cross Society amongst other agencies. KRCS ambulances were used to carry out medical evacuation/transfer of Huruma survivors to hospitals within Nairobi. The Huruma collapsed building had 208 households (approximately 600 people). As a result of the searches, 140 people were rescued alive from the rubble, 49 bodies retrieved, 2 people died in hospital totalling to 51 people confirmed dead due to the collapsed building. Other than human beings, also animals were rescued alive including 10 rabbits, 2 geese, 3 chicken and 1 cat.



Figure 2: Search and rescue efforts with other partners at Huruma Collapsed Building. Photo KRCS

Internally, the constitution of the personnel teams in the site incorporated a few members who had been trained in the recent past with the aim of equipping them with practical experience. After the closure of the search and rescue mission, day 7 was set as a viewing day for the community as part of disaster risk reduction information sharing. More than 1,200 residents went through the site with the incident commander and the community lead focal person (part of the rescue team for the entire period) taking them through the process that the team

Two herders drowned into the flooded River Tana on 31st May 2016 after their Canon wooden boat capsized. The incident happened at Jarirot location, 20km from Garissa. Kenya Red Cross Society Red Cross Action Team members searched and retrieved bodies using a speed boat from KRCS Garsen sub branch in collaboration with the local community, Garissa county and national government. From the exercise, it was noted that there was a need to have a speedboat in each KRCS county branch for speedy search and rescue efforts amongst communities living along the rivers in the country.

- Kenya Meteorological Department and Climate Prediction Centre disseminated early warning information both internally and externally through weekly and biweekly situation reports. It was importantly to note that rains ceased in most parts of the country as predicted in the month of May except the Western highlands, parts of central Rift Valley and the Coastal strip which suffered from floods that caused displacements, loss of human lives, destroyed infrastructure including schools and disrupted livelihood activities.

The weather information received in May warranted for dissemination of floods warning SMS alert messages in the above-mentioned areas. Majority of the families who received the messages moved to higher and safer grounds while others mostly in Tana River became unresponsive and incurred losses due to the back flow of River Tana. 579,099 sms were sent through SAFARICOM and 203,029 through Airtel in Coast, North Eastern, South Rift and Western parts of the country. These messages read ***'Flash floods warning in this area due to heavy rainfall Move to higher ground when you notice above normal water levels. Emergency No.119'*** in English and ***"Mkaazi karibu na mto unashauriwa uhamie sehemu ya juu mafuriko yaja na yanaweza kukuadhiri wewe na familia. Idadi dharura 1199"*** in Swahili.

#### Challenges

- Some communities were unresponsive to the sms alerts and were caught up by the floods.

#### Lessons Learned

- It's important to employ different methods of sharing early warning messages such use of local leaders and mega phones

## Quality Programming / Areas Common to all Sectors

<p><b>Needs assessment</b></p> <p><b>Outcome 2:</b> Continuous and detailed assessment and analysis is used to inform the design and implementation of the operation</p> <p><b>Output 2.1:</b> Initial needs assessment are carried out in consultation with beneficiaries to inform the preparation/revision of the Emergency Plan of Action; and continuous coordination with all stakeholders</p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Participate and co-lead in conducting Kenya Inter Agency Rapid Assessments (KIRA)</li> <li>• Participate in key coordination meetings with national and County governments and key stakeholders</li> </ul> <p><b>Output 2.2:</b> The management of the operation is informed by a comprehensive monitoring and evaluation system</p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Develop monitoring and evaluation plan for the operation</li> <li>• Conduct operations review/lessons learned</li> </ul>
<p><b>Achievements</b></p> <ul style="list-style-type: none"> <li>• The Emergency Plan of Action MDRKE 037 developed and published on 3<sup>rd</sup> May 2016 was informed by four rapid needs assessments. Later six more assessments including multi agency multi-sectoral assessments known as Kenya Interagency Rapid Assessments (KIRA) were conducted and report shared with wider humanitarian community. KIRA were undertaken in Vanga, Tana River, Baringo and Garissa counties. These assessments involved county and national government personnel as well as representatives from INGOs. Rapid Market Assessment and cash feasibility assessments were done alongside needs assessments in Huruma, Mukuru, Tana River and Vanga gave positive results on use of cash transfers. By the time of disaster, food and other critical market items were available in close by markets at a fair price. The communities showed preference of cash over in kind and available payment service providers (including traders and MPESA agents) showed willingness to participate in cash transfer programming.</li> <li>• The shared KIRA and other assessment reports served as advocacy tools, which then attracted respective county/national governments and other partners to support floods affected communities. UNICEF supported in provision of WASH items for Turkana, Garissa, Tana River counties. IOM provided Non Food Items for 290 displaced families in Turkana. County and National government in Siaya, Trans Nzoia sub-county, Garissa/Tana River counties provided food and Non Food Items, which were distributed by KRCS volunteers</li> <li>• KRCS participated in county and national coordination meetings on floods emergency, two at national level and approximately five at county and sub county levels. In these meetings, KRCS provided floods situation updates, response undertaken and the gaps. The organization used these meetings for advocacy and resource mobilization. In agreement with other partners at that time, UNOCHA set up coordination hubs in eight regions in Kenya for 2017 election preparedness and response where different agencies volunteered to be hub leads for the respective forums. West Kenya region had UNICEF as hub lead in Kisumu and have maintained this leadership role to date. The hub currently used for coordination of all emergencies within West Kenya region and is works perfectly well.</li> </ul> <p>Kenya Red Cross Society standing agreement with its strategic partners including UNICEF, IOM and UNFPA came in handy during this floods operation period. UNFPA funded reproductive health stocks distribution took place in Siaya and Busia reaching a total of 156 females and 44 males.</p> <p>A monitoring and evaluation plan was developed, reviewed and used to monitor progress for the MDRKE 037 operations</p>
<p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>• Assessment reports highlighted livelihood support needs but the national society could not support those due to the limits of the DREF</li> </ul>
<p><b>Lessons Learned</b></p> <ul style="list-style-type: none"> <li>• Sharing of reports with partners increased a lot of complementarity and synergies where other partners supported other needs not covered under the DREF</li> </ul>

## Shelter and Settlements (and household items)

**Needs analysis:** Floods destroyed houses and swept away household items displacing populations that ended up in IDP camps in various places across the country.

**Population assisted:** 700 households in Mukuru slums received unconditional cash transfers of Ksh. 6,500, 150 households received Ksh. 15,000 for rental support and purchasing of other household items. This response supported 150 families rescued from Huruma collapsed building with assorted Non-food Items

### Shelter and settlements

**Outcome 3:** Immediate relief and shelter needs of the target population in flood-affected areas of Kenya are met, over a period of 2 months (Target: 13,150 people / 2,550 families)

**Output 3.1:** Target families are provided with NFIs and emergency shelter items Target: 12,000 people / 2,400 families)

#### Activities

- Procure/replenish selected components of NFIs for 2,400 HHs including: blankets – thermal (2 pcs per family), kitchen sets (one pc per family), jerry cans (one pc per family), mosquito nets (two pcs per family), soap (2 pcs per family) and tarpaulins (1 pc per family) (Target: 2,400 families)

**Output 3.2:** Target families Huruma Estate Incident are provided with NFIs.

#### Activities

- Identification and registration of target households
- Distribution of NFIs to survivors of the Huruma Estate incident including blankets – thermal (2 pcs per family), dignity kits (two pcs per family; male/female), mosquito nets (two pcs per family) and soap (2 pcs per family). (Target 150 families)

**Output 3.3:** Target families in Huruma Estate Incident and in Mukuru slums receive one off cash transfer for rent and household items (Target: 700 families)

#### Activities

- Identification and registration of target households
- Conduct beneficiary communication on relevant CTP procedures
- Disbursement of cash transfers using mobile money platform
- Conduct post distribution monitoring

### Achievements

- Selected components of NFIs were procured and replenished. As described above.
- **150 sets of NFIs** were procured and supplied to 150 families affected by the Huruma Estate incident. These items comprised of blankets – thermal (2 pcs per family), dignity kits (two pcs per family; male/female), mosquito nets (two pcs per family) and soap (two pcs per family) to provide immediate support while located in temporary evacuation sites outside Huruma CDF hall and nearby primary schools.
- **A one off unconditional cash transfers** of Ksh 15,000 were provided to 150 households in Huruma and Ksh 6500 to 550 households in Mukuru. The needs assessment had indicated that floods affected households had lost household items, those in Huruma has lost everything in the collapsed building, and so they needed immediate shelter support. The unconditional cash facilitated these households to secure alternative rental housing space as well as cover any other household expenses. In Huruma, the process of registration and confirmation was delayed for a period of four days. The first disbursement targeting 150 beneficiaries was conducted on the 05<sup>th</sup> day owing to a myriad of issues including loss of identification documents, mobile phones and the physical location of the various casualties immediately after the collapse (casualties being managed in three different hospitals and part of the displaced being accommodated in various localities by good Samaritans). When the first disbursement was conducted, it was noted that some

of those affected were replacing their lost mobile phones and had registered new sim cards. Thus, this necessitated the cleaning up of the register to capture automatically reversed transactions. Some unscrupulous and/or desperate persons from the neighbouring buildings that had received eviction notices after the collapse but had not been directly affected by the collapse, manoeuvred their way into the register where four of them received disbursements. The matter was resolved amicably with the assistance of the local leadership with the four reimbursing the monies.

Disbursement in Mukuru happened on the 4<sup>th</sup> day after the floods to 550 households via their mobile phones. Some other beneficiaries used alternate beneficiaries who signed a form committing to surrender the funds to the principal beneficiary upon withdrawal from MPESA agent. This aided in reducing loss of cash to unintended beneficiaries.

The operation involved an integrated beneficiary feedback and complaints mechanism, which made it responsive to the needs and views of the persons targeted. The modes of communication for this mechanism were through mobile phone with a manned dedicated phone line launched, and one on one-feedback sessions held as the activities progressed at an open information desk. Volunteers received and recorded the complaints operated from the desk around the clock. An extract of some of the commonly occurring complaints is as follows;

COMPLAINT	FREQUENCY	ACTION AGREED UPON WITH MANAGEMENT	FINAL STATUS
Missing persons and mortal remains identification.	• 126	-Search and rescue ops. -Tracing activities fast tracking.	-124 cases traced and all 51 bodies identified positively.
Delayed disbursements.	• 43	-Revision of numbers. -Validation of beneficiaries.	- All beneficiaries received their cash transfers.
Loss of phone and or I.D documents.	• 08	-Replacement or appointment of trusted surrogate/proxies to receive grant.	-Numbers replaced.
Accessing follow up medical attention.	• 06	-Waivers on levies needed sought from concerned	-Medical attention accessed.
Hiked rental rates	• 12	-Advise to search further, lobbying for lowered rates through community leadership and additional cash transfers sought from partners.	-Most tenants resettled.
Fear of premature eviction out of the temporary facility.	• 16	-Reassurance meeting with local chief on a minimum of a week's support.	-Affected community moved out willingly after 10 days of support.
Burial rites Support	• 21	-Escalation of solicitation plea for assistance.	-Support being sought from government agencies.

Post distribution monitoring exercise was conducted two weeks after cash disbursement from 30th May to 3rd June 2016 by a team comprising of KRCS staff, IFRC Emergency PMER delegate and volunteers visited a sampled beneficiary population in Huruma and Mukuru to conduct post distribution monitoring exercise.

The exercise was conducted to establish whether beneficiaries of the operation had received their entitled cash payments. The exercise gave a picture of how the funds were utilized as well as challenges the beneficiaries faced during distribution. All the respondents reported to have received cash transfer and about 90% reporting to have used them by the time of the PDM. A bigger number of the beneficiaries did not spend any cash to access their cash entitlements from MPESA agents. The cash response operation influenced the perception of the communities with 100% of both males and females interviewed having better perception of KRCS response activities however, half of the respondents representing the community were not aware on how to contact and communicate with KRCS during the response. There were no incidences of violence with almost all respondents reporting that there were no cases of violence because of the cash transferred to households. In fact, 90% of the community reported to prefer cash as opposed to other response options. Eighty-six (86%) of the interviewed beneficiaries accessed key commodities in the markets in the qualities and quantities they needed at a reasonable price which reportedly was similar to price before the emergency. However high demand for housing caused a hike of rental charges by 40% within Huruma estate due to the collapsed building incident and the government's directive for people to vacate the adjacent buildings marked red.

- Post distribution monitoring exercise conducted in Taveta and Kwale county with the main reason to determine among other issues, the level of satisfaction and usage of NFIs distributed. This was to compliment the Onsite Distribution Monitoring (OSDM) exercise. 195 households were interviewed with 62% were from Taveta sub county and 38% were from Lunga –Lunga sub county. The villages visited in Taveta sub-county were Mata, Jipe, Kimorigho and Lesuya while in Lunga –Lunga subcounty, Kiwegu A, B and C villages, the findings of the monitoring revealed that 95% of the households received food (rice, maize, sugar, beans and, cooking oil). KRCS coordinated the food distribution. The food was from the National and County government, politicians and exiting company such as Base Titanium. 62% received two blankets per household, 61% received two collapsible jerry cans, 74% received two bed nets per household, 64% received a tarpaulin per household, and 62% received one kitchen set per household. Distribution of water treatment and dignity kit was below 50%. The 87% of households who had received items stated that the item distributed were of their preference while 13% stated that the items were not of their preference



Figure 3: Cash Transfer Program beneficiary giving her responses during Post distribution monitoring. Photo KRCS

### Challenges

- In space available was limited in Huruma for the number of persons hosted to provide personal space and some dignity to households.

### Lessons learned

- The partnership between the national society and its partner's/government agencies to cater for items not provided for (read food items) worked to the benefit of the affected.

## Health and Care

**Needs analysis:** The floods caused deaths and loss of property in the areas where it occurred. Rescued persons from the Huruma collapsed building incident took time to heal as they had lost their family members and their belongings when the building collapsed. First responders on the other hand were exposed to the difficult job of searching and rescuing people trapped in the rubbles and retrieving bodies. These two categories of people needed psychosocial support.

**Population assisted:** A total of 306 male adults and 332 female adults were reached through group counselling sessions. 78 children (31 girls and 47 boys) aged between six and fifteen years were reached through group counselling. 483 individual counselling sessions were conducted.

<b>Health and Care</b>
<p><b>Outcome 4:</b> Psychosocial support and evacuations provided to target population</p> <p><b>Output 4.1:</b> Psychosocial support provided to the target population.</p> <ul style="list-style-type: none"> <li>• Initiate contact at the evacuation centres with families and friends for provision of counselling services</li> <li>• Provision of group and individual counselling services to families and friends to the affected</li> </ul> <p><b>Output 4.2:</b> Psychosocial support provided to staff and volunteers</p> <ul style="list-style-type: none"> <li>• Conduct counselling supervision and debriefing sessions for staff, volunteers and professional counsellors</li> </ul>
<b>Achievements</b>
<ul style="list-style-type: none"> <li>• Eighteen (18) group psychosocial support sessions were carried out for members of the same family in order to facilitate sharing about the loss they experienced. One on one psychosocial support sessions were conducted involving one counsellor and one client. For the under 5 years, play therapy technique was done where children were encouraged to act out their fantasies and to express their feelings and thoughts aided by a therapists interpretation. These sessions were held at Huruma social hall, for a period of one and a half week. This was only provided in the initial phase of the emergency.</li> <li>• Since the morning of 30th April 2016, a team from Amani centre and KRCS comprising of 11 males and 8 females worked day and night providing psychological, first aid to the affected especially the survivors and those searching for their missing relatives/friends with the aim of giving the clients favourable conditions to grieve and also help in addressing their concerns, confusion and anxiety. Other counsellors from Kenya Institute of Professional counselling Kenya Counselling and Psychological Association (KCPA) and Hope Mission (not directly supported by this DREF operation came to support KRCS. The key presenting issues as per the findings from client individual forms were family members who were still trying to cope with the loss of their loved ones, the anxiety especially for those who were waiting to know the fate of their loved ones, anger and self-blame, denial, guilt for not heeding earlier warnings like cracks and comments by other people, confusion among others. From 6th May 2016, psychosocial support team focused on the service providers such as National Youth Service, General Service Unit, Sonko Rescue team, KRCS RCAT team members as well as the survivors. This was due to an observation that most had been affected by the direct encounter with retrieved bodies, recurrent images and stories had from the survivors. The most affected were the first timers in such a response and those who had been at the site dealing with the rescue of the survivors and retrieval of the bodies. Subsequent sessions were done for the survivors since most of them had spent their nights at the CDF Hall. Important to note is that Food and Non Food items donations facilitated successful PSS sessions.</li> </ul>
<b>Challenges</b>
<ul style="list-style-type: none"> <li>• The key challenge affecting the operation in the sector of emergency health was the unstandardized equipment as well the personnel skillset in the ambulances. This combined with heavy traffic jams proved fatal when of the partner ambulance, which was referring a casualty, ran out of supplies.</li> <li>• Four of the injured casualties faced problems accessing further medical care owing to their inability to cover the elated costs.</li> <li>• Owing to space challenges, the psychosocial team camp could only be situated at the temporary shelter (about 1 km away) which meant that the rescue team could only accesses the counsellors at specific break times.</li> </ul>
<b>Lessons learned</b>
<ul style="list-style-type: none"> <li>• It will be prudent for the head of the emergency health team in future to confirm the “casualty readiness” of each availed ambulance resource at staging area.</li> <li>• The funding was not adequate to support follow up counselling which were identified later by the cash transfer PDM team</li> </ul>

## Restoring Family Links

**Needs analysis:** A number of missing persons were reported due to the incident in Huruma and there was need trace them back to their families.

**Population assisted:** Those people that were reported missing from the Huruma collapsed building incident. KRCS tracing team set up a desk to aid reunification of the missing persons to their families.

<b>Restoring family links</b>
<p><b>Outcome 1:</b> Tracing and family reunification and dead body management</p> <p><b>Output 1.1:</b> Vulnerable individuals separated from their families have their families successfully traced and are reunified</p> <p><u>Activities</u></p> <ul style="list-style-type: none"> <li>• Registration of vulnerable individuals and family members to be traced</li> <li>• Support tracing services for restoration of family links among the displaced,</li> <li>• Establishment of referral for protection services for unaccompanied minors</li> </ul> <p><b>Output 1.2:</b> Provide body bags for dead body management</p> <p><u>Activities</u></p> <ul style="list-style-type: none"> <li>• Procure/replenish 65 body bags for dead body management</li> </ul>
<b>Achievements</b>
<ul style="list-style-type: none"> <li>• <b>Tracing services</b> started on the day the storied building collapsed in Huruma Estate on 29<sup>th</sup> April 2016. Many people were suspected to be trapped in the building. A tracing and information desk was immediately set up at the CDF Huruma social hall. One hotline number +254715820219 was activated and forwarded to the media houses to assist in offering tracing services. A total of 124 tracing cases (64 female and 60 male) were reported missing. By the end of the operation, 122 tracing cases were closed ensuring that the sought persons and enquirers were in contact. To date 2 missing people (1 male and 1 female) have not been traced so follow ups are being made.</li> </ul> <p>48 bodies were retrieved from the building and were booked in at the city mortuary for identification by the relatives. By the end of the operation all the bodies had been positively identified by the relatives. 79 people (32 male adults, 29 female adults, 11 girls and 7 boys) were rescued alive and taken to Kenyatta National Hospital (KNH) for medical examination. At KNH, 55 were treated with minor injuries and discharged immediately while the remaining 21 were admitted. 1 person died on arrival at KNH and 2 others were brought in dead.</p> <ul style="list-style-type: none"> <li>• There was no need for referrals for protection services.</li> <li>• Sixty-five (65) body bags were purchased, some used and some prepositioned at KRCS main warehouse in Nairobi</li> </ul>
<b>Challenges</b>
<ul style="list-style-type: none"> <li>• Handling and subsequent identification of dead bodies after the sixth day of search and rescue was strained owing to the state of decomposition. The prevailing weather conditions as well as the state of the collapse were the causative agents.</li> <li>• Numerous requests from the families of those that lost their kin were received on the possibility of supporting them with the costs of conducting the final burial rites.</li> </ul>
<b>Lessons learned</b>
<ul style="list-style-type: none"> <li>• During the initial stages of the emergency, tracing desk was used for receiving complaints and feedback as well as responding when possible.</li> </ul>

## D. THE BUDGET

See the attached budget.

## Contact information

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

### Kenya Red Cross Society:

- Abbas Gullet, Secretary General; phone: +25420603593; +25420608681/12; fax: +25420603589; email: [gullet.abbas@kenyaredcross.org](mailto:gullet.abbas@kenyaredcross.org)

### IFRC East Africa Country Cluster:

- Getachew Taa; Head of Country Cluster Office Eastern Africa and Indian Ocean Islands; Nairobi; email: [getachew.taa@ifrc.org](mailto:getachew.taa@ifrc.org)

### IFRC Geneva:

- Tiffany Loh, Senior Officer DREF; phone: +41227304529; email: [tiffany.loh@ifrc.org](mailto:tiffany.loh@ifrc.org)

### IFRC Africa Region:

- **Farid Abdulkadir**, Coordinator: Disaster Crisis Prevention Response and Recovery phone: 254-731-067-489; email: [farid.aiywar@ifrc.org](mailto:farid.aiywar@ifrc.org)
- **Logistics Unit (RLU)**: Rishi Ramrakha, Head of Regional Logistics Unit; phone: +254-733-888-022; Fax: +254 202 712 777; email: [rishi.ramrakha@ifrc.org](mailto:rishi.ramrakha@ifrc.org)

### For Resource Mobilization and Pledges:

- **In IFRC Zone**: Fidelis Kangethe, Partnerships and Resource Development Coordinator; Nairobi; phone: +254731984117; email: [fidelis.kangethe@ifrc.org](mailto:fidelis.kangethe@ifrc.org)

### For Performance and Accountability (planning, monitoring, evaluation and reporting enquiries)

- **In IFRC Zone**: Penny Elghady Ag PMER Coordinator; Nairobi; phone: +254731067277; email: [penny.elghady@ifrc.org](mailto:penny.elghady@ifrc.org)

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## How we work

All IFRC assistance seeks to adhere to the Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGO's) in Disaster Relief and the Humanitarian Charter and Minimum Standards in Disaster Response (Sphere) in delivering assistance to the most vulnerable.

The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

[www.ifrc.org](http://www.ifrc.org)  
Saving lives, changing minds.



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

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of non-violence and peace.

## Disaster Response Financial Report

## MDRKE037 - KENYA - Floods

Timeframe: 03 May 16 to 03 Jul 16

Appeal Launch Date: 03 May 16

Interim Report

## Selected Parameters

Reporting Timeframe	2016/5-8	Programme	MDRKE037
Budget Timeframe	2016/5-7	Budget	APPROVED
Split by funding source	Y	Project	*
Subsector:	*		

All figures are in Swiss Francs (CHF)

## I. Funding

	Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability	TOTAL	Deferred Income
A. Budget		299,266				299,266	
B. Opening Balance							
Income							
Other Income							
DREF Allocations		299,266				299,266	
C4. Other Income		299,266				299,266	
C. Total Income = SUM(C1..C4)		299,266				299,266	
D. Total Funding = B +C		299,266				299,266	

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

## II. Movement of Funds

	Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability	TOTAL	Deferred Income
B. Opening Balance							
C. Income		299,266				299,266	
E. Expenditure		-294,814				-294,814	
F. Closing Balance = (B + C + E)		4,452				4,452	

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Reporting Timeframe	2016/5-8	Programme	MDRKE037
Budget Timeframe	2016/5-7	Budget	APPROVED
Split by funding source	Y	Project	*
Subsector:	*		

All figures are in Swiss Francs (CHF)

## III. Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability		
	A					B	A - B	
<b>BUDGET (C)</b>			<b>299,266</b>			<b>299,266</b>		
<b>Relief items, Construction, Supplies</b>								
Shelter - Relief	82,286						82,286	
Clothing & Textiles	58,571						58,571	
Water, Sanitation & Hygiene	16,771						16,771	
Medical & First Aid	8,552						8,552	
Cash Disbursement	55,810						55,810	
<b>Total Relief items, Construction, Sup</b>	<b>221,990</b>						<b>221,990</b>	
<b>Logistics, Transport &amp; Storage</b>								
Storage	3,048						3,048	
Transport & Vehicles Costs	15,238						15,238	
<b>Total Logistics, Transport &amp; Storage</b>	<b>18,286</b>						<b>18,286</b>	
<b>Personnel</b>								
National Society Staff	15,224						15,224	
Volunteers	19,465						19,465	
<b>Total Personnel</b>	<b>34,689</b>						<b>34,689</b>	
<b>General Expenditure</b>								
Travel	2,050						2,050	
Office Costs	1,714						1,714	
Communications	2,024						2,024	
Financial Charges	248						248	
<b>Total General Expenditure</b>	<b>6,036</b>						<b>6,036</b>	
<b>Contributions &amp; Transfers</b>								
Cash Transfers National Societies			276,821			276,821	-276,821	
<b>Total Contributions &amp; Transfers</b>			<b>276,821</b>			<b>276,821</b>	<b>-276,821</b>	
<b>Indirect Costs</b>								
Programme & Services Support Recove	18,265		17,993			17,993	272	
<b>Total Indirect Costs</b>	<b>18,265</b>		<b>17,993</b>			<b>17,993</b>	<b>272</b>	
<b>TOTAL EXPENDITURE (D)</b>	<b>299,266</b>		<b>294,814</b>			<b>294,814</b>	<b>4,452</b>	
<b>VARIANCE (C - D)</b>			<b>4,452</b>			<b>4,452</b>		

**Disaster Response Financial Report****MDRKE037 - KENYA - Floods**

Timeframe: 03 May 16 to 03 Jul 16

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Interim Report

**Selected Parameters**

Reporting Timeframe	2016/5-8	Programme	MDRKE037
Budget Timeframe	2016/5-7	Budget	APPROVED
Split by funding source	Y	Project	*
Subsector:	*		

All figures are in Swiss Francs (CHF)

**IV. Breakdown by subsector**

Business Line / Sub-sector	Budget	Opening Balance	Income	Funding	Expenditure	Closing Balance	Deferred Income
<b>BL2 - Grow RC/RC services for vulnerable people</b>							
Disaster management	299,266		299,266	299,266	294,814	4,452	
Subtotal BL2	299,266		299,266	299,266	294,814	4,452	
<b>GRAND TOTAL</b>	<b>299,266</b>		<b>299,266</b>	<b>299,266</b>	<b>294,814</b>	<b>4,452</b>	