

ANNUAL REPORT



International Federation of Red Cross and Red Crescent Societies
Fédération Internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

PAPUA NEW GUINEA

14 May 2004

In Brief

Appeal No. 01.70/2003; Appeal target: CHF 1,235,476 (USD 978,367 or EUR 791,396); Appeal coverage: 62.8%.

[\(click here to go directly to the Financial Report\).](#)

This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning. All International Federation assistance seeks to adhere to the [Code of Conduct](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response](#) in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation's website at <http://www.ifrc.org>

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Overall analysis of the programme

Papua New Guinea (PNG) continues to suffer from major economic and social problems. At least 85 per cent of its 5.3 million people live in rural areas, and are predominately subsistence farmers. Around one million people or a fifth of the total population are living in poverty. Ethnic fragmentation, a rugged topography, a relatively weak and politicised civil service, high population growth, a general lack of law and order, political instability and a complex system of land ownership, are all factors that contribute to the challenges of positive development in PNG.

Key social indicators remain poor, even though there have been significant improvements since independence in 1975. Life expectancy, infant mortality, access to safe drinking water and sanitation, as well as the overall burden of disease, still remain a concern. PNG continues to perform poorly compared with its Asian and Pacific neighbours on many of these indicators. The alarming rise in HIV/AIDS cases is a major challenge.

Even though the value of the Kina stabilised during the last six months of the year, the prices of most products, especially essential items, most of which are imported from Australia, have continued to rise. Coupled with an elevated unemployment rate and the growth of urbanisation, this is causing further social and security problems. Levels of crime and violence remain high in Port Moresby, Madang and Lae. The governments of PNG and Australia have agreed on deploying a number of Australian police officers to PNG in order to assist with the restoration of law and order in the country. The overall modalities are still being discussed but the first officers

are already in place. The law and order assistance is in addition to the Australian aid packet of some AUD 300 million for 2004.

Local authorities in Madang have recently launched a campaign to evict all illegal settlements on state and customary land around the town. Although some evictions have resulted in violent backlashes, Port Moresby and Lae are expected to implement similar strategies. The humanitarian situation among the removed settlers is poor, and the local Red Cross branch in Madang has been responding by providing some emergency relief items. However, there is a need to clarify its mandate and role in this regard vis-à-vis local authorities.

Objectives, Achievements and Constraints

Health and Care

Overall Goal: The Papua New Guinea Red Cross Society (PNGRC) is recognised nationally as a leader in HIV/AIDS prevention and awareness, as well as training in community-based first aid related to community-based self-reliance.

Programme Objective: PNGRC has the technical skills and knowledge requisite for the prevention of quality programmes and service delivery to the most vulnerable.

In response to the health related problems affecting the PNG population, the Federation and PNGRC are committed to assisting in the two specific areas of HIV/AIDS awareness and first aid.

HIV/AIDS is rapidly increasing in PNG. It is estimated that there are well over 15,000 cases in the country with this figure expected to rise in the coming years. The HIV/AIDS programme this year focussed on basic awareness and training in care and counselling. High risk groups identified by the National AIDS Council of PNG, based on factors such as risky behaviour and ease of mobility, have been given special focus. The activities carried out reflected the four main objectives for the programme: reducing stigma and discrimination; preventing further HIV infection; care and support; and capacity building and coordination.

The first aid programme in 2003 focused on commercial and community-based first aid training (CBFA). The commercial element of the programme is completely self-funded. The first aid component of the community-based self-reliance (CBSR) has also progressed in 2003 with continued support from the Federation. Training of instructors and facilitators in CBFA and community-based health awareness has been very effective and continued development of these components will take place in 2004.

While still in its infancy, a voluntary blood donor recruitment programme was initiated in 2003. Previously, blood donation had been carried out on an ad hoc basis in some branches. The programme will be further developed in 2004, with negotiations already taking place with the Department of Health for a Memorandum of Understanding (MoU), and advertisements for a blood officer position posted.

Expected Result

Appropriate government departments, UNAIDS and HIV/AIDS non-government organisations work in partnership with PNGRC to prevent the further spread of the disease and decrease risky sexual behaviour in target groups.

Achievements

PNGRC has been working in close partnership with UNAIDS, ECHO, UNICEF and the National AIDS Council to coordinate HIV/AIDS awareness activities. World AIDS Day 2003 was attended by an audience of over 2,000

people and provided an important arena for the dissemination of HIV/AIDS awareness and prevention information in PNG. A youth peer education manual, developed in conjunction with PNGRC youth officers and through close liaison with the National AIDS Council, was finalised during a planning meeting in November. The manual will be trialled in two pilot branches in 2004. The youth peer education programme is an important step in building awareness and initiating behaviour change amongst high risk groups.

Branch coordination meetings took place for the first time in 2003. HIV/AIDS coordinators from each of the eight branches met twice in 2003 to discuss programmes, share information and strengthen communication networks.

HIV/AIDS awareness workshops were conducted in all branches and interim branches. The workshops aimed to provide training to volunteers in the dissemination of HIV/AIDS information. The participants then work within their communities and help to implement the HIV/AIDS awareness programme at ground level. Care and counselling workshops were also conducted in five branches. These introductory courses provided volunteers with skills to help in the support of families and individuals infected and affected by the virus. A total of 91 counsellors were trained in 2003.

Impact

The HIV/AIDS programme has been successfully implemented at headquarters and branch level. There has been good general improvement in knowledge of basic information on HIV/AIDS. The population is coming to understand the realities of the disease and learning how to protect themselves against it. Behavioural change is still slow and, to initiate better practice, the programme will be reviewed in 2004 and high risk groups paid special attention. While still in its infancy, the care and counselling component has provided basic counselling skills as well as information on gender and HIV/AIDS at a community level. There are now trained volunteers both with awareness and counselling skills able to work with their local communities to prevent the spread of HIV/AIDS.

Constraints

The greatest challenge with regard to HIV/AIDS remains the social and cultural stigma associated with the disease. Cultural practices make it difficult for some individuals to access information and there are many groups, especially youth, who remain unaware that information is available.

The effectiveness of the HIV/AIDS programme at branch level is highly dependent on the strength of the particular branch offices. Branch development issues in some areas have made implementation in these regions difficult. The main issues centre on funding and up to date/follow-up training. Volunteer retention and motivation in all branches also remain challenges and, in relation to the care and counselling component, the monitoring and retention of trained counsellors needs to be addressed.

Expected Result

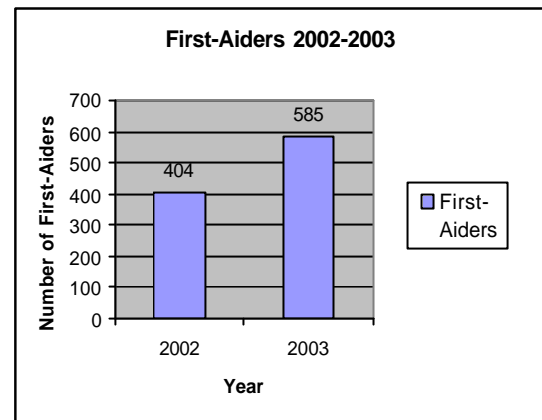
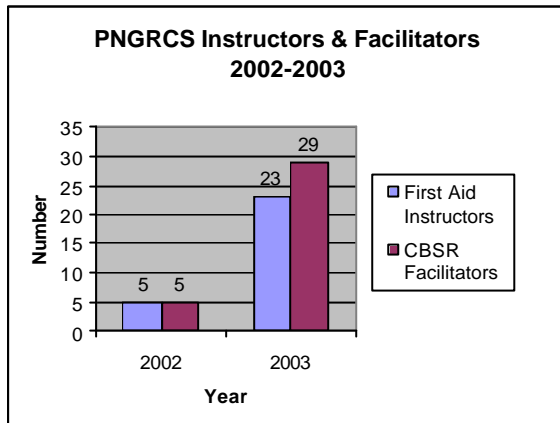
Vulnerable communities have increased capacity, in terms of self-help in the case of accidents, through training in community first aid.

Achievements

The major achievement of the CBFA training was the certification of 23 first aid instructors in six branches and one interim branch. Two instructors have been nominated to become National Training Council registered first aid instructor trainers. It is hoped that two more will be registered in 2004 and these instructors will work in the central and islands regions and assist in training and monitoring of first aid activities. The year 2003 also saw the training of CBSR facilitators. The CBFA training is now included in the community health workers curriculum. This is an arrangement that signifies PNGRC is working in partnership with the national Health department's training division to equip health workers in the communities with basic first aid skills. Teachers in schools are

being trained in first aid, as are community health workers in nursing colleges. The aim of these training programmes is to equip the participants not only with first aid skills, but also with the skills to take the knowledge back to their respective communities and train teachers and other health workers there. The training of workers in the colleges is a trial project, which hopes to bring first aid skills to remote communities.

A first aid audit was carried out in 2003 with positive results. Only minor technical issues were highlighted and the first aid courses were found to meet the standards specified in most procedures.



PNGRC Instructors, Facilitators & First Aiders

Impact

The CBSR first aid programme is progressing well. At present there is only a small increase in capacity but with the training, certifications and activities run in 2003, this year should see significant results. PNGRC has received several emails and letters stating the use of first aid skills provided by the commercial and community-based programmes in saving and assisting people throughout the country.

"We are grateful to each of you as well as your organisation for conducting this programme... First Aid training given by your organisation has been very beneficial especially to the participants, particularly, in the estates, where lives had to be saved in snakebite cases"

John Mamonda, Training Manager, Higaturu Oil Palms

"A participant saved the life of a child at the age of 3 to 4 years, by resuscitating the child. The incident occurred when the child fell from the house... the news spread within the communities on how effective the First Aiders skills had great impact when urgently and practically implemented at the community level."

Kapsipau Village Report, May 2003

"A women had a baby and the baby wasn't breathing on arrival so, the baby was resuscitated by the First Aider... she attended to another pregnant mother a few weeks later through a child emergency".

Rei Village Report.

Constraints

Monitoring of the trained and certified instructors, as well as the quality of first aid training, remain the two biggest challenges in the first aid programme. Communication with branches is difficult throughout PNG and therefore regular assessment and evaluation of activities throughout the country is hard. Regular instructors' meetings will start in 2004 to address this problem. This will give all first aid instructors an opportunity to meet and discuss issues and solutions to any problems they may be experiencing. The improvements suggested by the audit will also be addressed.

Disaster Management

Overall goal: PNGRC has the capacity and resources to respond to the needs of the most vulnerable people in time of emergency.

Programme objective: By the end of 2004, PNGRC has the disaster management capacity to provide quality services to the most vulnerable in a timely and efficient manner.

Disaster management (DM) is essential for the National Society as PNG is prone to natural disasters and there is always potential for civil unrest. Disaster management has been one of the major programmes for PNGRC since the Aitape operation in 1998. Last year, PNGRC was able to respond effectively to disasters such as the Mt Pago volcano eruption and the Wewak earthquake. During 2003, there have been effective follow-ups of these activities with continuous capacity building of the branches in New Britain and Vanimo. The national disaster preparedness and response plan is still under review. It aims to enhance cooperation with the National Disaster Management Office and to comply with the newly drafted National Disaster Plan.

Expected result

PNGRC has a functioning DM programme maintained by trained staff and volunteers.

Achievements

The DM programme in 2003 has seen a large number of people at district and community levels access information on disaster preparedness (DP). Training programmes have had a positive impact on individual capacity building in emergency response and preparedness. Three basic DM workshops were conducted in East New Britain, New Ireland and Sandaun, covering six branches and a total of 60 participants. A CBSR workshop was also conducted in New Ireland, covering twelve communities. A new DP officer is now in place and further training programmes are currently being developed and scheduled for 2004.

Disaster related IT equipment has been procured and satellite phones, laptops and digital cameras can now be used for quick assessment and reporting on disasters. One set of equipment is at headquarters and will cover the southern and central regions of the country, while the other set is in Rabaul, covering the islands and Sandaun province.

Expected Result

The staff and volunteers of PNGRC have the skills and knowledge to apply vulnerability and capacity assessment (VCA) to the programme.

Achievements

The VCA workshop is yet to be conducted and has been postponed until 2004. The trained staff member in this area has left the National Society but a replacement will be recruited early in 2004.

Expected Result

Ten communities in disaster-prone areas have the capacity to carry out CBSR activities.

Achievements

There was little progress in the CBSR programme in 2003 due to staff and capacity constraints. One CBSR workshop was conducted in New Ireland. With the start of the new DP officer at PNGRC in 2004, this part of the programme will start again.

Expected Result

The PNGRC disaster preparedness and response plan is a guideline for disaster related activities.

Achievements

The review exercise on the disaster preparedness and response plan was put on hold due to the vacancy of the DP officer position. Further developments will take place in 2004 once an officer is in place.

Expected Result

The DP container project is managed in a sustainable manner.

Achievements

An in-depth assessment of already existing DP containers allocated to five branches has led to a number of adjustments. Five new containers were purchased and dispatched to three branches without containers - Mt. Hagen, Sundown (Vanimo) and Manus - and the two remaining were given to Milne Bay and New Ireland. It was a precondition for the new branches to have either their own premises or another option for safe instalment.

Basic relief items were purchased to fill the new containers and to replenish old containers where stock had diminished for different reasons. A new management manual is being drafted, and meetings with branch executives have issued new guidelines for proper container management. In some branches, the containers were in a poor condition due to lack of maintenance. Other branches have been very active and distributed relief items during small and large scale disasters, such as the earthquake that hit Wewak early in the year. The reporting to headquarters of details regarding usage in such incidences, however, remains poor. Stock cards have been issued and a quarterly reporting system has been set up.

Impact

DP information dissemination and training has had a positive effect on local disaster management capacity. All branches now have basic equipment and supplies for rapid response should a disaster strike in their areas. The newly acquired IT equipment will be of great help in improving communications, enhancing the accuracy and speed of assessments and the general coordination of disaster response.

Constraints

The implementation of the DP programme in 2003 was difficult. The National Society lost its DP officer in June and the Federation DP delegate left in May. The DP section in PNGRC therefore was understaffed from May to September. In spite of these difficulties, the programme did go ahead as planned in most areas. The retention and availability of trained volunteers still remain a challenge. In some instances it has been difficult to find trained personnel when needed.

In relation to the DP container project, reporting of usage and replenishment were not always adhered to in some areas. The management of containers has been poor in some cases and several containers have been allowed to fall into disrepair. The updating of inventories was slow and in some instances did not take place. The new DP officer will therefore focus on strengthening the system of resource management for the containers in 2004.

Humanitarian Values

Overall Goal: The promotion of Red Cross principles, activities and international humanitarian law will be enhanced.

Programme Objective: The general public, members of the PNG Defence Force, volunteers and staff have a better understanding of the role of the Red Cross and Red Crescent Movement and of international humanitarian law.

The dissemination programme was introduced as a programme of the National Society in 2002. The programme is aimed at boosting the capacity of PNGRC in disseminating international humanitarian law (IHL) and the use of the Movement's emblems. Disseminating the profile of PNGRC is also a priority. PNGRC is managing this programme with the technical advice and funding of ICRC.

Expected Result

The people of PNG have a better understanding of the Red Cross and Red Crescent Movement.

Achievements

The highlight of the year was the training of 16 participants from 8 branches as branch dissemination officers. General dissemination of the Red Cross continued to take place mainly in the capital city of Port Moresby. The main audiences were school children. The proper use of the Red Cross emblem was once again highlighted. The Red Cross message is yet to reach the good majority of the population though, and while the message is still being disseminated, no action has been taken to correct the improper use of the emblem at this stage. This will start in the second half of 2004.

A weekly dissemination programme aired on one of the local FM radio stations for three months. This programme disseminated general information about the International Red Cross and Red Crescent Movement and PNGRC. Unfortunately the programme was cancelled when the radio station came under new management; attempts to have it reinstated have so far been unsuccessful.

Expected Result

The PNG Defence Force has introduced IHL training into its syllabus.

Achievements

A special IHL training and Red Cross dissemination was conducted for 40 policemen and officers preparing to deploy to the Solomon Islands as a part of the Australian led peacekeeping force in that country. A presentation on IHL was also given to 40 senior officers of the PNG Defence Force.

Expected Result

PNGRC has a team of branch disseminators to conducted basic dissemination.

Achievements

A total of 16 people were trained as branch dissemination officers during 2003. With some guidance and assistance from the national dissemination officer, the branches can now conduct their own dissemination activities. In June, the national dissemination officer also began an evaluation and monitoring programme of the trained branch officers; this will continue in 2004.

Summary Table of 2003 Dissemination Activities, Progress and Impact.

Activity	Audience	Number	Main Materials Used/ Distributed	Output/Impact
Branch dissemination workshop	Branch volunteers	16	Various ICRC handouts and the <i>Memory of Solferino, Story of an Idea, Respect the Emblem</i>	16 trained branch dissemination officers
IHL dissemination	Police and military officers	288	Handouts on the Geneva Conventions and the Additional Protocols and <i>Respect the Emblem</i>	Increased awareness and knowledge of IHL amongst police & defence forces
	Senior defence force officers	40		
	Special services police	200		
General Red Cross dissemination	School students and the general public	4,500	<i>Story of an Idea</i> and <i>Respect the Emblem</i>	Increased public awareness of Red Cross
Emblem dissemination	Incorporated in the above	4,500	<i>Respect the Emblem</i>	Awareness of Red Cross Emblem use
Media briefing	Members of the media	7 print and radio	General dissemination on Red Cross and PNGRC activities	Increased media awareness of Red Cross
Branch dissemination	Branch members	36	<i>Story of an Idea</i> and <i>Respect the Emblem</i>	Red Cross branches better trained
General dissemination	10 Ombudsman Commission staff 40 Church members	50	As above. Church dissemination in cooperation with HIV/AIDS dissemination	Increased awareness
Radio Dissemination	General public	Estimated 1.5 million	Dissemination done through local radio station	As above

Constraints

There are still many people who have not been reached through the dissemination programme. As the dissemination officer also assumed responsibility as acting Secretary General on several occasions, not all activities were able to take place as time and human resources were limited.

Organisational Development

Overall Goal: PNGRC works as an efficient and effective organisation and all its programmes in core areas impact on the lives of the vulnerable communities.

Programme Objective: To continue to strengthen the capacity of PNGRC and enable it to become a well functioning programme and service provider to vulnerable communities while adhering to and promoting the Fundamental Principles and humanitarian values.

Through the constant support of the organisational development (OD) programme, PNGRC has determined that its major priorities are volunteer management, the youth programme and branch development, as well as looking into new ways of raising funds and generating revenue.

Expected Result

Council members, executives and branch representatives become more knowledgeable on the responsibilities of governance and management and have the necessary skills to formulate and implement relevant policies and procedures.

Achievements

Branch leadership workshops were conducted in Manus, Sandaun Interim, Milne Bay and Western Highland branches for a total of 75 participants. The workshop gave training to branch volunteers on topics of governance and management and addressed the roles and responsibilities of the branches and headquarters. Due to the workshops, a positive change in leadership has occurred in most branches and there has been better management of administrative issues and volunteers.

Policies for the establishment, suspension and reinstatement of branches have been formulated, as well as for building and infrastructure. The policies were formally adopted in May and provide clear guidelines for the National Society at all levels. They have now been used actively in the Western Highlands, East New Britain and New Ireland. The branch building policy has allowed branches to work towards identifying land kept aside by the Australian Red Cross Society many years ago which can be used by branches today.

Expected result

Staff and volunteers in branches and headquarters have the skills and knowledge to carry out systematic reporting, monitoring and evaluation of programme activities.

The resource management training manual was reviewed in June. The objective was to establish a standard training manual for branches to be used in all future training. A national project planning process workshop conducted in June helped to improve participants' knowledge and confidence in standard reporting, project writing and implementation skills. The workshop also aimed at giving participants an understanding of why such skills are important and the objective behind the completion of these documents. It is hoped such training will improve general reporting skills and help in the establishment of standard reporting formats.

Expected result

Three new branches will be established and have sufficiently skilled staff and volunteers to carry out programmes that meet their communities' needs by the end of 2004.

The National Society has established new branches with interim committee status in Bougainville, Sandaun and Goroko and one sub-branch in Namatanai, New Ireland, bringing the total number of branches up to 13. Currently the committees are undergoing a 12-month evaluation period. This trial period measures the committee's capacity to implement the National Society's programmes. Upon successful completion, the committees may then be granted full branch status. The society is aiming at establishing branches in all 20 provinces in PNG, with the next two branches scheduled to open in 2004.

There have been no leadership changes within the society, but a few staff from headquarters have resigned for different reasons. As there has also been the need for additional programme staff, a number of vacancies have become available.

Impact

Better management, understanding of roles and responsibilities and general Red Cross principles have resulted from workshops and other activities that took place in 2003. The establishment of new branches has allowed Red

Cross programmes to reach a greater number of people throughout PNG and for activities to be brought to the community level in several new regions.

Constraints

Communication remains the biggest issue. Difficulties in communicating with branches make monitoring and evaluation a challenge. Maintaining better communications will allow for better implementation of policies and can help to establish healthy relationships between branches and headquarters. Serious constraints in the implementation of programmes in areas such as disaster preparedness and CCSR have been apparent due to the lack of key personnel.

The interim branch in Bougainville faces many challenges at present. Communication is poor and it is therefore difficult to provide support to the new branch. Financial constraints, security, slow response and management issues have all been problematic throughout the year. The situation at the Bougainville interim branch will be addressed in 2004.

Expected result

Youth leaders have the tools and knowledge to enhance the effectiveness and quality of programme implementation and to achieve maximum impact.

Achievements

The membership drive for youth has been very successful. There has been an increase in youth registration from 2002 and youth programmes are now established in eight branches. Several workshops were conducted: two national youth HIV/AIDS peer education workshops in East Britain and four youth programme management workshops in Sandaun Interim, Manus, Western Highlands and Milne Bay branches. A national youth camp also took place, bringing junior members from all branches together to take part in activities on children's rights, community clean-up, dissemination and basic first aid training.

Seven branches are currently working through programmes in 28 different schools. Five youth leadership workshops were conducted for teachers and student leaders. The leaders were taught how to prepare reports, plan and execute activities effectively, and the characteristics of effective team work. All registered schools have also now received their programme support materials, first aid kits, teaching kits and sporting kits.

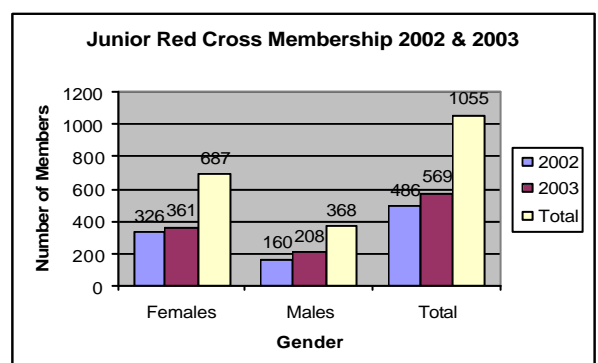
MoUs have been drafted at the national and provincial levels. These MoUs are currently with the Department of Education and the Provincial Division of Education respectively. Discussions on the documents will continue in 2004.

Impact

The membership drive has lifted the amount of registered members for 2003. Youth members are proactive and have become involved in many branch and society activities. The growth of the youth programme has therefore allowed for the successful involvement of many young people in the society. Their ideas are being heard and they will continue to be well represented in 2004.

Constraints

The knowledge of Red Cross and its Fundamental Principles is still very limited amongst the general public and, when executing Red Cross activities, it is sometimes difficult to convince authorities to accept or approve the use



of community facilities for Red Cross purposes. Continued dissemination about the Red Cross is therefore very important and will continue to be a major part of Red Cross youth activities in 2004. An MoU with the National Department of Education has now been drafted; once formally adopted this will facilitate further expansion of the programme.

The retention of youth members remains a challenge, and the programme is currently looking at methods to motivate youth members to remain involved with the society after they leave school and throughout their lives.

Federation Coordination

Overall Goal: To ensure optimal efficiency with the funding, planning and implementation of any projects carried out by PNGRC and supported by the Federation

Programme Objective: Keep all stakeholders involved with the capacity building of PNGRC through CAS meetings, internal meetings, ad hoc regional conferences and maximum information flow.

Expected result

Better donor response to the ongoing programmes as well as to the emergency appeal. Increased informational level to donors and the secretariat.

Achievements

PNGRC participated actively in the Pacific partnership meeting held in Brisbane in July. The adopted plan of action focusses on key priorities in health and care, disaster management and capacity building. The next day, PNGRC hosted a successful meeting to formally kick-off the Cooperation Agreement Strategy (CAS) process. The main elements of the draft strategic plan were discussed with key Red Cross partners and many valuable suggestions were incorporated in a subsequent draft. The process will continue in 2004 with the formal adoption of the strategic plan and a follow-up CAS meeting.

An ICRC consultant carried out an extensive review aimed at assessing opportunities for developing programming in the areas of conflict preparedness and dissemination. The final report of this assessment is expected to be available in early 2004.

The delegation maintains frequent meetings with National Society programme officers and participates actively in the planning and implementation of workshops. The Federation finance officer supports the national finance officer in ensuring that timely financial reporting is maintained by programme officers. During this reporting period, regular progress and workshop reports have been submitted to Geneva and Suva.

Expected result

The National Society will take increased responsibility for coordination.

Achievements

PNGRC has assumed full responsibility for the coordination of ongoing programmes such as first aid, youth and branch development. The further development of HIV/AIDS programmes is supported by a technical adviser from the Australian Red Cross Society who visits on a regular basis. Disaster preparedness activities are still coordinated by the Federation delegation as the society has not yet identified a new national DP officer.

The Federation delegation has moved into the annex building of the headquarters compound, freeing up much needed working space for headquarters staff.

Conclusion

PNGRC has made progress especially in the areas of HIV/AIDS, youth, branch development and first aid. The lack of a PNGRC disaster preparedness officer throughout most of the year has hampered capacity building in this particular area, although it was still possible to carry out many of the planned activities. A strategic plan has been finalised as a draft for adoption early next year, engaging key partners in the process.

The Federation remains committed to Papua New Guinea, with its main focus on National Society capacity building, but it faces the important challenge of finding a solution to the current funding gaps. Appeal coverage has been limited, and as a result, not all planned activities could be carried out. With the departure of other technical delegates early in the year, the head of delegation has been responsible for technical assistance to all programmes. Although a new fully funded OD delegate has now been identified to start work in early 2004, further support is still urgently required. PNGRC will also need to consider carefully other opportunities available.