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Pacific regional office Annual Report

 International Federation
of Red Cross and Red Crescent Societies

MAA55001

16 May 2013

**This report covers the
period 1 January – 31
December 2012.**

*To promote community safety,
West Taraka youth surrendered
their 'steam' alcohol homebrew
kits to community leaders.*

Photo cred: IFRC



Overview

Pacific Red Cross national societies are community-based organizations. Support to improving the functioning of local Red Cross institutions, programmes and the resulting services, which then have an impact on vulnerable people, is at the heart of the Pacific regional office's mandate.

The Pacific regional office:

- provides membership services to 13 recognized Red Cross national societies, including French Red Cross, and two societies currently still in formation in the Pacific region
- develops capacities in preparedness and response, including responding to health needs during emergencies
- promotes legal preparedness for disasters
- provides tailored, integrated and consistent accompaniment to national society self-development
- supports programming that is responsive to community-identified priorities and is delivered through a strong branch and volunteer network that is in touch with the needs of vulnerable people
- encourages young people to become more active in leading and working in their national societies
- develops a distinctive, authoritative and consistent IFRC regional voice that speaks out on behalf of vulnerable people, which influences and improves policy affecting vulnerability
- improves institutional memory within the membership by sharing good practice and lessons learnt
- supports Pacific national societies to contribute to global and regional policy and strategy
- coordinates the work of the International Red Cross Red Crescent Movement in the region within the IFRC's mandate

- liaises and coordinates with non-Red Cross Red Crescent actors in disasters.

Working in partnership

The Pacific regional office has worked with a range of partners, both internal to the Red Cross Red Crescent Movement and external partners. Our main partners are listed below.

American Red Cross	Movement partner (bilateral)
Australian Red Cross	Movement partner (bilateral and multilateral)
French Red Cross	Movement partner (bilateral)
Japanese Red Cross Society	Movement partner (multilateral)
New Zealand Red Cross	Movement partner (bilateral)
International Committee of the Red Cross (ICRC)	Movement partner (bilateral)
Pacific Islands Forum Secretariat	MoU in draft
European Commission	External partner
ECHO	External partner
World Health Organization (WHO)	External partner
UNOCHA	External partner
International Strategy for Disaster Reduction (ISDR)	External partner
Secretariat of the Pacific Community (SPC)	External partner
The Global Fund	External partner
Pacific Humanitarian Team	External partner
Pacific Disaster Risk Management Partnership Network	External partner
A range of donor governments including Australia, France, New Zealand, Japan, United Kingdom, United States	External partners
Government of Fiji	External partner

Progress towards outcomes

Business line 1: To raise humanitarian standards

Indicators	Baseline (where available)		Annual target	Year to date actual	Year to date % of target
	Date	Value			
Outcome 1					
The quality of humanitarian and development thinking is improved by the inputs of experience and knowledge of Pacific national societies.					
Output 1.1					
Pacific national societies' ability to feed into regional and global processes is enhanced through the provision of tailored technical assistance.					
1.1 <i>Five national societies supported to represent the Pacific Red Cross voice at regional and global forums in 2012.</i>	2011	5	5	8	160%
Output 1.2					
National societies profile their services, strengths and gaps by participating in the global databank.					
1.2.1 <i>At least 6 national societies have uploaded their annual reports and strategic plans onto the Federation Wide</i>	2011	0	6	4	67%

Indicators	Baseline (where available)		Annual target	Year to date actual	Year to date % of target
	Date	Value			
<i>Databank and Reporting System and at least three National societies have also contributed other key information to the System.</i>					
1.2.2 <i>One National Society has completed the OCAC process.</i>	2011	0	1	1	100%
Output 1.3 Pacific national societies participate in the IFRC's online learning platform to strengthen education, training and leadership development.					
1.3.1 <i>At least 30 new members from the small islands' national societies have participated in the learning platform.</i>	N/A	N/A	30	126	400%

Business Line 1: Comments on progress towards outcomes

1.1

Four national societies – Cook Islands, Vanuatu, Tonga and Samoa – were supported to attend the IFRC/United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) regional customs workshop. Vanuatu and Cook Islands Red Cross Societies and their governments were able to inform the workshop based on the international disaster response legislative reviews undertaken in both countries. Following the meeting, Samoa and Tonga Red Cross societies are in dialogue with their governments with a view to supporting a review of legal preparedness for international disaster response in 2013.

The 43rd Pacific Islands Forum (PIF) communiqué encouraged leaders of Pacific island nations to consider the IFRC Guidelines for the Domestic Facilitation and Regulation of International Disaster Relief and Initial Recovery Assistance (also known as the IDRL Guidelines) in taking appropriate measures to strengthen their national policy, institutional and legal frameworks in collaboration with their National Red Cross societies and other relevant partners. In responding to the high level direction given by the forum communiqué, the IFRC, in partnership with the Pacific Island Forum Secretariat (PIFS), held a two-day workshop in November 2012 to discuss how to improve legal preparedness in the Pacific for large-scale disasters. Particular attention was paid to how the IDRL guidelines can be utilized to enhance national frameworks and what assistance the IFRC and PIFS can offer to Pacific states and National Red Cross Societies in undertaking a legislative review process. The workshop brought together representatives from 11 Pacific Societies and Government Representatives in the Pacific, as well as delegates from the IFRC, ICRC and PIF Secretariat. The workshop aimed to highlight how humanitarian diplomacy approaches can strengthen the desired advocacy and policy outcomes, as well as the distinct relationship between States and Red Cross societies.

1.2.1

Providing a one-stop overview of capacities, services, gaps and resources across IFRC, the Federation Wide Databank and Reporting System aims to reduce the number of surveys sent to members and facilitate research, exchange of tools and best practice, preparation of appeals, programme documents and reporting. Seven out of 12 Pacific national societies have uploaded key documents (statutes, strategy, annual reports, policies, guidelines) onto the Federation Wide Reporting System (Australia, Cook Islands, Fiji, New Zealand, FSM, Papua New Guinea, Solomon Islands). This is two more than in 2011. Only New Zealand Red Cross has entered information on the seven proxy indicators (number of people volunteering time, number of paid staff, number of people donating blood, number of local units, total income received, total expenditure, number of people reached). An Australian Red Cross volunteer will join the regional office in the second half of 2013 and will be supporting national societies in the utilization of the system.

1.2.2

Fiji Red Cross completed the IFRC Organizational Capacity Assessment and Certification process. The areas for improvement identified by the national society have been integrated into organizational plans and accountability systems. Papua New Guinea Red Cross has expressed an interest undergoing an OCAC process in 2013.

Business line 2: To grow Red Cross Red Crescent services for vulnerable people

Indicators	Baseline (where available)		Annual target	Year to date actual	Year to date % of target
	Date	Value			
Outcome 1 Pacific national societies deliver better quality assistance to disaster and crisis affected communities.					
Output 1.1 Pacific national societies' capacities in preparedness and response are increased including their ability to respond to needs during emergencies.					
1.1.1 <i>Four national societies have received support to build up the capacity of their staff and volunteers to respond to an emergency.</i>	2011	5	4	7	175%
1.1.2 <i>Four national societies have prepositioned standard emergency items as a cyclone preparedness measure.</i>	2011	5	4	6	150%
1.1.3 <i>All national societies that requested assistance for emergency response have been supported.</i>	2011	3	-	5	-
Output 1.2 Protocols, operating procedures and systems are in place for effective response and coordination of regional and national assistance in the event of a major disaster or crisis.					
1.2.1 <i>Two national societies have improved their emergency response mechanisms and documented it.</i>	2011	4	2	8	400%
1.2.2 <i>Emergency response agreements among partners to support logistics during emergency response and logistics capacity building.</i>	N/A	N/A	1	-	-
1.2.3 <i>Regional disaster response team training course has been reviewed and improved.</i>	2011	1	1	0	0
1.2.4 <i>The response and coordination of shelter preparedness mechanisms are improved in the region with the support from the IFRC as cluster convenor.</i>	N/A	N/A	3	5	167%

Business line 2: Comments on progress towards outcomes**1.1.1**

In total, six national societies have enhanced their human resources capacities through emergency response and shelter kit training (refer to 1.2.4), namely, Fiji, Papua New Guinea, the Solomon Islands, Tonga, Tuvalu and Vanuatu. The Tongan emergency response team (ERT) trainers, trained by the IFRC, passed on their knowledge to volunteers through ERT training workshops in two branches. Tuvalu Red Cross deployed its ERT trained volunteers during the strong winds relief operation. Peer exchanges were also supported; the disaster management officer from the Micronesia Red Cross assisted the Palau Red Cross in its cyclone emergency response in December and the logistics officer from Solomon Islands Red Cross supported

shelter kit training in Fiji during the TC Evan response.

1.1.2

Kiribati defined a replenishment plan for emergency standard items and procured these through the IFRC. In 2012, Vanuatu, the Solomon Islands, Fiji, the Cook Islands and Tuvalu Red Cross societies also replenished their stocks with the support of the regional office.

1.1.3

In 2012 Pacific national societies reached over 40,000 people through their disaster operations. Fiji, Papua New Guinea, Samoa and Palau benefited from the support of the IFRC for disaster operations in response to flooding, landslides, a ferry disaster and cyclones. This support included regional coordination and information management as well as in-country support (Fiji, Papua New Guinea and Palau) on volunteer mobilization, assessments, logistics, emergency shelter activities and evaluation of lessons learned.

1.2.1

Papua New Guinea, Fiji, Samoa, Tonga, the Solomon Islands, Kiribati and Tuvalu further updated their standard operating procedures and plans. Additional work was conducted with Palau Red Cross in developing their response mechanisms; however, due to the departure of the disaster manager, this work was suspended. A new disaster manager is expected to commence in early 2013. Despite this gap in staff, Palau Red Cross' response to TC Bopha has been praised by the President of the country and by local donors. Palau Red Cross played a key role in assessments and is coordinating other civil society actors in the taro replanting activities. The standard operating procedures for emergency operation centres (EOC) resulted in the Fiji Red Cross prepositioning EOC kits. These kits supported a more rapid establishment of the EOC during the TC Evan operation. Furthermore, Fiji Red Cross' work on its disaster management plan led to updating emergency assessment forms and the swifter provision of emergency assessment data during TC Evan. Papua New Guinea Red Cross and Samoa Red Cross applied the template plan of action for disaster operations which was shared with Pacific national societies during the regional disaster management meeting mid-year. This template helped both societies to more quickly share their plans of actions for their operations in 2012.

1.2.2

The Pacific regional office supported French Red Cross with the training provided to Vanuatu and Papua New Guinea Red Cross societies and participated in the closing of the ECHO-funded project including discussions on how to continue logistics capacity enhancement after the end of the project funding. The regional office led discussions on logistics support before, during and after the cyclone season (May and November 2012). Building on lessons from the French Red Cross project, the IFRC, together with national societies, is updating the strategy for logistics capacity building. The French Red Cross national society logistics manual which was developed for work in six national societies, has been disseminated to all Pacific national societies with positive feedback on its value. The manual has also been used by the IFRC to develop the ERT logistics module.

1.2.3

The RDRT system is being reviewed on a zone-wide basis. The Pacific region contributed to this discussion at the Asia Pacific annual technical meeting in April 2012. The outcomes from the zone-wide discussion will feed into the review of the system in the Pacific. No RDRT courses were carried out in 2012.

1.2.4

A Pacific regional shelter strategy has been developed and is being peer reviewed. All national societies received basic emergency shelter training during the regional DM meeting. Communication materials developed on the global cluster system and the role of the IFRC in convening the shelter cluster globally and regionally, were disseminated widely. Emergency shelter guidelines were shared with national societies and other regional actors. Country-level training was carried out on the use of shelter kits in Papua New Guinea, Fiji, the Solomon Islands, Tuvalu, Palau and Vanuatu. A Solomon Islands Red Cross staff member was mobilized as a trainer for Fiji to encourage learning between national societies. The regional office continued to convene regional shelter cluster discussions and provided technical and coordination support during emergency operations. In Fiji, the IFRC provided a delegate to support government-led cluster coordination during the TC Evan operation.

Business line 3: To strengthen the Red Cross Red Crescent contribution to development

Indicators	Baseline (where available)		Annual target	Year to date actual	Year to date % of target
	Date	Value			
Outcome 1					
Pacific national societies scale up their efforts to build community safety and resilience utilizing their grassroots branch and volunteer network.					
Output 1.1					
More tailored, integrated and consistent accompaniment to National Society self-development.					
1.1.1 <i>Five national societies have completed the revision of their statutes/constitution – the Cook Islands, Micronesia, Palau, Samoa (including rules and procedures) and Tonga.</i>	2011	4	5	3	60%
1.1.2 <i>Four national societies have completed their strategic planning and/or operation planning process (Samoa, Micronesia, Palau and Vanuatu).</i>	2011	5	4	1	25%
1.1.3 <i>One National Society (Tuvalu) was recognized and became a member of the IFRC.</i>	2011	12	1	0	0
1.1.4 <i>One National Society engaged with IFRC's digital divide project.</i>	2011	1	1	2	200%
1.1.5 <i>Two national societies have upgraded their capacity in human resource management, resource mobilization, and programme monitoring, evaluation and reporting (one or more area each).</i>	2011	2	2	4	200%
1.1.6 <i>Four national societies engaged with the Pacific finance development programme are meeting minimum financial management standards (Solomon, Papua New Guinea, Kiribati, Samoa and Tuvalu).</i>	2011	0	4	4	100%
1.1.7 <i>National societies provided tailored support to resolve integrity issues and other sensitive internal situations as required (no specific target).</i>	2011	5	-	9	-
Output 1.2					
Enhanced strategic leadership through tailored support to both governance and management.					
1.2.1 <i>Additional four national societies engaged with the Pacific Governance Enhancement Programme (PGEP).</i>	2011	3	4	2	50%
1.2.2 <i>A mid-term review of PGEP conducted by the end of 2012.</i>	N/A	N/A	1	0	0
1.2.3 <i>Two national societies provided mentoring support on National Society development or received leadership development training.</i>	2011	3	2	14	500%

Indicators	Baseline (where available)		Annual target	Year to date actual	Year to date % of target
	Date	Value			
1.2.4 <i>Pacific leadership development needs identified and appropriate leadership capacity building modules developed.</i>	2011	1	4	6	100%
Output 1.3 A focus on supporting national efforts to develop volunteering and to ensure young people become more active in leading and participating in their national societies.					
1.3.1 <i>Two national societies have developed or updated their volunteering policy and guidelines.</i>	N/A	N/A	2	2	100%
1.3.2 <i>The Pacific Youth Network (PYN) was formalized and conducted the first youth forum in 2012.</i>	N/A	N/A	1	1	100%
1.3.3 <i>The Pacific Youth Network (PYN) has organized one training-of-trainers on Youth as Agents of Behavioural Change (YABC) and at least two national societies have further expanded YABC.</i>	N/A	N/A	1	1	100%
1.3.4 <i>At least two national societies have developed and/or revised their youth policies.</i>	N/A	N/A	2	1	50%
1.3.5 <i>All 13 national societies have identified their youth focal points and at least six national societies have youth representatives on their governing boards.</i>	N/A	N/A	13	13	100%
Output 1.4 National societies are better able to engage and support vulnerable communities to achieve better health practice and behaviour.					
1.4.1 <i>CBHFA in two national societies supporting vulnerable communities.</i>	N/A	N/A	2	2	100%
Output 1.5 National societies are better able to support and support communities, reducing their vulnerability to disasters and emergencies.					
1.5.1 <i>Community-based approaches are field tested (two disaster risk reduction projects).</i>	N/A	N/A	2	3	100%
1.5.2 <i>Support national societies in the development of community-based early warning and disease surveillance systems.</i>	N/A	N/A	5	5	100%
Output 1.6 National societies are better able to support communities in an integrated and harmonized way by utilizing common approaches and tools developed with support of the regional office.					
1.6.1 <i>Mapping of National Society approaches to community-based activities.</i>	N/A	N/A	8	8	100%
1.6.2 <i>Review of existing IFRC/external community-based approaches and tools.</i>	N/A	N/A	5	5	100%
1.6.3 <i>Development of Pacific community-based framework and alternative approaches.</i>	N/A	N/A	1	1	100%

Indicators	Baseline (where available)		Annual target	Year to date actual	Year to date % of target
	Date	Value			
1.6.4 <i>Pacific integrated capacity building tools are developed.</i>	N/A	N/A	1	1	100%
1.6.5 <i>Phase 1 of disaster risk reduction cost–benefit analysis study completed.</i>	N/A	N/A	0	0	0
1.6.6 <i>Development of disaster risk reduction advocacy guide including climate change.</i>	N/A	N/A	1	0	0
Output 1.7 National societies' ability to implement community safety and resilience programmes is enhanced due to the regional office coordinating closer cooperation between stakeholders and agreeing on common, simpler ways of working and sharing of experiences.					
1.7.1 <i>Examples of regional learning are shared to inform and influence programming of national societies.</i>	N/A	N/A	12 articles	12	100%
1.7.2 <i>Pacific Disaster Net has expanded its reach and application.</i>	N/A	N/A	1	1	100%

Business line 3: Comments on progress towards outcomes

1.1.1

Micronesia Red Cross is awaiting comments from the Movement Joint Statutes Commission (JSC) on their revised statutes. Samoa Red Cross is in the final stages of revision with the aim of adopting these revised statutes at a special general meeting in May 2013. Palau Red Cross statutes have been through one revision and further work is required before sending these statutes for comment from the JSC. A group of volunteers in the Marshall Islands is working on the development of a Red Cross Act as part of the formation of a new national society. The JSC has provided feedback on the first draft of the Act. Cook Islands has not progressed its statutes revision. Tonga Red Cross has reprioritized its work on the revision of statutes for the first half of 2013.

1.1.2

Samoa Red Cross' strategy has been revised but has not been finalized. Vanuatu Red Cross is still at the drafting stage. Micronesia and Palau Red Cross societies deferred their strategic planning process to 2013. IFRC provided support to Tonga Red Cross operational planning and updating of the organization's strategy. As part of this process IFRC provided technical advice on the roles of the board and management, organizational structure, human resource management and volunteer development.

1.1.3

IFRC supported the ongoing recognition process of the Tuvalu Red Cross. A Joint ICRC/IFRC assessment mission is planned for 2013. With the objective of improving the organization's administrative and financial management, funding was made available to support the salary of an administrative and finance officer. The support enabled the Tuvalu Red Cross to expand their regular activities, including a drought response operation in 2012, and allowed the secretary general to free up some time to focus on the recognition process.

1.1.4

Papua New Guinea and the Cook Islands Red Cross received support under the Digital Divide Project.

1.1.5

Tonga, Fiji, Papua New Guinea, Samoa, Kiribati, Cook Islands, Solomon Islands and Micronesia benefitted from technical assistance on resource mobilisation, human resource management and programme management.

1.1.6

One of the prime requisites of a strong and well functioning National Society is its capacity to manage and report on its finances in a transparent and accountable way. In 2011 the regional office, with the support of Australian Red Cross, established a finance development programme which in this first phase has focused on: ensuring national societies have appropriate financial policies and procedures, upgrading budgeting and financial reporting skills, putting in place computerized financial systems (MYOB) and supporting the preparation of accounts for financial audits. Samoa, Tonga, Vanuatu, Solomon Islands, Fiji and Kiribati have benefited from support under this programme since its inception.

1.1.7

Nine national societies benefited from confidential advice on integrity issues. As part of this work, the regional office liaised with the IFRC compliance and mediation committee.

1.2.1/1.2.2

The Pacific Governance Enhancement Programme, established in 2010, has provided governance advice to over 50 Pacific Red Cross leaders. Vanuatu, Australia, Kiribati, Samoa and Cook Islands have benefited from the programme's "governance conversations". Due to changes in staff, the two-year review of the programme has been rescheduled for the first half of 2013. During 2012, the regional office continued to provide secretariat support to the Pacific Governance Enhancement Programme working group.

1.2.3/1.2.4

The Secretaries General of Kiribati, Solomon Islands, Palau, Cook Islands, Fiji and Tuvalu participated in an induction workshop hosted by the regional office. These same secretaries general, with the exception of Fiji Red Cross, also attended the Asia Pacific leadership induction workshop. A secretaries general forum was hosted by the IFRC. This forum is only open to secretaries general and is facilitated externally. The aim is to promote a safe space for peers to share experiences, challenges and lessons and where appropriate to collectively identify possible solutions. The regional office provided confidential advice and mentoring to a number of leaders.

1.3.1/1.3.4

The regional office supporting the Federated States of Micronesia and Samoa Red Cross with the development of their volunteering policy and guidelines and youth policies. All national societies have established youth focal persons.

1.4.1

Technical assistance was provided on the implementation of a community-based health and first aid (CBH and FA) programme in four islands in Tuvalu (Funafuti, Nanumea, Vaitupu and Niutao). Twenty first-aid instructors were trained from the four islands and eight of these instructors (based in Funafuti) received additional training to become master trainers in CBH and FA. A total of 609 community members received community-based health and first aid training adapted to their island context (e.g. drowning accidents, sports and scooter accident injuries, and injuries sustained during flooding and cyclones). The training benefited young people, girl guides, boy scouts, pupils from primary and secondary schools, teachers and people with disabilities. A first aid peer exchange between Tuvalu and Fiji was arranged by the regional office. In 2013 refresher training will be provided to the instructors and to communities.

The Funafuti instructors, who are attached to the headquarters of the National Society, requested that an activity related to addressing non-communicable diseases (NCD) be integrated into their programme. Building on risk screening and exercise training received from WHO in 2012, the Funafuti instructors procured Zumba DVDs through the IFRC programme and taught themselves and developed a Zumba class to provide to Funafuti residents. The Zumba classes are generally held once a week and sometimes twice a week.

In Tonga discussions were held with the National Society in support of operational health planning for 2013. Support was also provided to updating the memorandum of understanding between the National Society and the Ministry of Health around volunteer non-remunerated blood donor recruitment.

Four national societies (Kiribati, Samoa, Cook Islands and FSM) were supported to implement HIV/STI prevention and volunteer-non remunerated blood donor recruitment programmes. Two national societies – Samoa and the Cook Islands – were involved in a peer exchange around these activities. The national societies reported learning around monitoring, reporting and evaluation and condom distributions in public

places.

The regional office supported the induction of the Tuvalu branch and development officer and three Fiji Red Cross health officers in collaboration with the Australian Red Cross. The office provided feedback to the Fiji Red Cross on the survey tools utilized for a climate change/health-related activity financed by WHO. Disaster risk reduction/health training was provided to Fiji Red Cross national and branch level staff and volunteers. The regional office worked with partners – WHO, SPC and the IFRC's Asia Pacific zone office - to develop tools to integrate non-communicable diseases into community-based health programmes. An Asia Pacific wide workshop on the further development of these tools is planned for the first quarter of 2013 and Pacific National Society will be invited to participate in this discussion.

1.5.1

In Papua New Guinea the regional office is supporting community-based resilience building activities in five provincial branches (Morobe, Western highlands, NCD Central, Manus and Sandaun). In 2012, 131 volunteers from three branches participated in PNG Red Cross' *community resilience process* training. Following the training, two community visits (West Taraka and Tent City) were undertaken in Morobe. In Tent City community members identified alcohol abuse as a major issue. Jointly with the government the branch worked with community leaders on the development of a youth safety action plan. Activities implemented to date include encouraging youths to hand over alcohol home brewing kits to the local police or community leaders as well as providing first aid training to address basic health and hygiene issues. First aid training was also conducted in West Taraka to address hygiene issues highlighted by that community. In 2013 with the support of the IFRC, the National Society will be training trainers in the community resilience process in order to roll out the project to the other provinces.

In 2012, Fiji Red Cross completed a training of trainers' process in their northern division. Sixteen volunteers from three target branches (Bua, Savu Savu and Lambasa) were trained in vulnerability and capacity (VCA) assessments. This followed VCAs in six communities which identified key issues in hygiene, water and sanitation and cyclone and flood preparedness. In 2013 the same milestones will be implemented in the Western Division in two branches/four communities. This will be followed by the development of action plans for the 10 communities supported under this project. This work has involved supporting both national societies in the documentation of their approaches for training and implementation guidelines.

1.5.2

The regional office provided pre-disaster weather updates throughout the year, keeping 13 national societies alert and aware of threats that could potentially affect their countries. Activity statements of what to do when preparing for specific hazards (cyclone and drought check list) were also disseminated. Early warning low-cost low-tech activities which branches can implement with local communities before hazards occur were developed and will be tested in 2013.

1.6.1-1.6.5

The regional office undertook a mapping of national society community-based programming and branch capacities in 10 contexts. The analysis from that mapping is informing the IFRC's capacity enhancement approach. This has included a renewed focus on encouraging national societies to find a balance between externally funded activities and locally driven and resourced action at the branch level. The regional office has documented over 20 low-cost low-tech disaster risk reduction and health activities already implemented by national societies across the Pacific. The activities have been documented on posters; comprising a drawing of the activity on one side and some brief guidance on the back of the poster which is enough for any motivated branch volunteer to implement the activity. By developing a base capacity across the branch network, Pacific national societies can better ensure their own sustainability and will be better able to absorb and benefit, where appropriate, from externally supported projects.

Fiji Red Cross is in the process of adopting and adapting this model. The headquarters has signed agreements with a number of branches. These agreements will engage the branches in undertaking at least one regular community-based locally resourced activity per month and the headquarters commit to no longer implementing projects directly in communities but through branches. Other national societies have expressed interest in rolling out this approach including Tonga, Palau, FSM, Tuvalu and Kiribati Red Cross Societies. During the reporting period, six joint country support missions (multi-sector) were undertaken by members of the community programming unit to ensure joint planning, approaches and integration of resources to maximize the effectiveness of programming. The six countries visited were Samoa, Tonga, the Cook Islands, Fiji, Tuvalu and Micronesia.

Two workshops were held in the Cook Islands in November and Fiji in December. They provided an opportunity to field test the 20 low-cost and low-tech activities before dissemination to all national societies in December 2012.

The regional office has documented its learning in a first draft capacity building framework which will be shared with Movement partners and with other stakeholders for feedback in 2013.

1.6.5

The DRR cost-benefit analysis study was cancelled.

1.6.6

A draft advocacy guide for Pacific national societies has been under development and is being tested in national societies. An advocacy brief on climate change and disaster risk reduction are in draft form for feedback from national societies.

1.7.1

The IFRC Pacific Monthly newsletter was renamed "Changing Minds Saving Lives" to highlight its focus on sharing best practice around the three strategic directions of Strategy 2020. Since its creation in 2009, 31 internal editions and five external editions of the newsletter have been produced. The publication aims to showcase national society activities, promote the sharing of information between Pacific national societies and to educate and advocate on a range of humanitarian issues of relevance to the Pacific.

1.7.2

IFRC supported the development of the SPC Pacific Disaster Net strategy. The strategy was finalized following consultations with regional and national stakeholders, including the IFRC regional office with input from Pacific national societies. The Pacific Disaster Net (<http://www.pacificdisaster.net/>) is a major resource for Disaster Risk Management in the Pacific. The new strategy ensures that the platform will remain a consistently updated collection of disaster risk management information for actors and stakeholders to research and collaborate, providing a basis for improved information and knowledge management.

Business line 4: To heighten Red Cross Red Crescent influence and support for our work

Indicators	Baseline (where available)		Annual target	Year to date actual	Year to date % of target
	Date	Value			
Outcome 1					
The IFRC and national societies are respected and recognized as neutral, impartial humanitarian actors; and have a distinctive, authoritative and consistent voice which influences and improves policy and legislation affecting vulnerability.					
Output 1.1					
Pacific national societies are better engaged with their government.					
1.1.1 <i>Five advocacy sessions with government authorities on the auxiliary status of national societies.</i>	2011	5	5	15	160%
Output 1.2					
National societies have utilized their enhanced advocacy skills and Pacific-tailored advocacy and communication tools and materials to influence decision-makers and opinion leaders about the needs of vulnerable people at local, national and regional level.					
1.2.1 <i>The Pacific humanitarian diplomacy strategy is adopted by Pacific national societies.</i>	N/A	N/A	1	1	100%
1.2.2 <i>A Pacific humanitarian diplomacy/advocacy manual is developed and disseminated.</i>	N/A	N/A	1	1	100%

Indicators	Baseline (where available)		Annual target	Year to date actual	Year to date % of target
	Date	Value			
1.2.3 <i>Three demonstrated examples of Red Cross humanitarian diplomacy contributing to changing decision-making with regards to vulnerable groups.</i>	2011	3	3	16	533%
1.2.4 <i>The "Saving Lives Changing Minds" newsletter published each month and the two IFRC external newsletters published.</i>	2011	11	11	100%	100
1.2.5 <i>Two demonstrated cases of more responsible resourcing of Pacific Red Cross activities as a result of advocacy to donors and other partners.</i>	2011	2	2	2	100%
Output 1.3 International disaster response and disaster risk reduction legislative advocacy contribute to IFRC becoming increasingly influential within regional and national policy and opinion-making forums.					
1.3.1 <i>One country has adopted a new, procedure, policy and/or regulation which addresses aspects of IDRL.</i>	2011	1	1	16	1600%
1.3.2 <i>Two national societies are aware of key IFRC messages on disaster laws.</i>	2011	2	2	13	650%
1.3.3 <i>One National Society has increased its skills in legislative advocacy in disaster law.</i>	2011	2	1	13	1300%
1.3.4 <i>Opening dialogue with PIFS on endorsing IDRL model act.</i>	N/A	N/A	1	1	100%
Output 1.4 Cooperation with external partners has contributed to complementarity of action and coordination and improved understanding about the distinctive role of the IFRC and its individual members.					
1.4.1 <i>At least one National Society engages in a more strategic way with an external organization and is able to influence policy outcomes to strengthen assistance to vulnerable people.</i>	2011	1	1	1	100%
1.4.2 <i>One MoU in place with new regional cooperation body to enhance collaboration between IFRC and the organization to influence better outcomes for vulnerable people.</i>	N/A	N/A	1	0	0

Business line 4: Comments on progress towards outcomes

1.1.1

Seven dissemination sessions were conducted respectively with the governments of the Cook Islands, Vanuatu, Tuvalu, Marshall Islands, Solomon Islands, Samoa and Tonga. Sessions were centred around garnering support for IDRL in the Pacific and included explanations of the auxiliary role of national societies in relation to their governments.

1.2.1

The Pacific humanitarian diplomacy strategy was unanimously adopted by Pacific Secretaries Generals at the secretaries general forum in Suva in April 2012.

1.2.2

A Pacific Humanitarian Diplomacy/Advocacy manual was developed in consultation with national societies and disseminated for testing in national societies representing the three geographic regions of the Pacific.

1.2.3, 1.3.2 and 1.3.3

These indicators were achieved by all national societies, who:

- assisted in the development of a government briefing paper on IDRL
- issued a joint statement by secretaries general on IDRL
- lobbied their respective governments to support the IDRL initiative at the Pacific Islands Forum (PIF).

The Cook Islands Red Cross and Tonga Red Cross are working together with government counterparts on IDRL legal frameworks.

1.2.4

The IFRC Pacific Monthly newsletter was renamed "Changing Minds Saving Lives" to highlight its focus on sharing best practice around the three strategic directions of Strategy 2020. Since its creation in 2009, 31 internal editions and five external editions of the newsletter have been produced. The publication aims to showcase national society activities, promote the sharing of information between Pacific national societies and to educate and advocate on a range of humanitarian issues of relevance to the Pacific.

1.2.5

The regional office negotiated with donors with regards to one development programme and one disaster operation with the aim of ensuring that donor conditions for funding were more appropriately matched to national society capacities. The visit of the IFRC Secretary General involved discussions with key regional donors and each meeting aimed to pass on messages about the importance of supporting national society development alongside programme activities/service delivery. As a result of the visit of the Secretary General a participating national society and its government are in consultations with the IFRC on the potential development of a tripartite funding agreement in support of IFRC. In regular discussions with donors and diplomatic missions in Suva and in other Pacific countries the regional office always presents lessons learned from the Red Cross around aid programming and the importance of a balance between supporting core capacities alongside programme activities and relief operations. The regional office also advocates for more coordinated support from Movement and external funders.

1.3.1

Sixteen Pacific Islands Forum Leaders issued a high level mandate on the IDRL guidelines in the 2012 Pacific Islands Forum Leaders Communiqué. The PIF Secretariat (PIFS) will now work in partnership with IFRC to implement the high level mandate across the Pacific region through the strengthening of legal frameworks.

1.3.4

PIFS have indicated a willingness to actively engage with IFRC on implementing IDRL in the Pacific and to using the available IDRL tools including the model DRL act.

1.4.1

Following the visit of IFRC Secretary General Bekele Geleta to the Pacific, the Cook Islands Red Cross was able to negotiate and receive the first financial contribution to the National Society from the Cook Islands government. There is ongoing preparatory work between IFRC and Pacific Island Forum Secretariat for the signing of a memorandum of understanding (MoU) to establish a collaborative working relationship.

1.4.2

Progress was slow as the Pacific Islands Forum Secretariat (PIFS) had many competing priorities – such as the Pacific Islands Forum Leaders Meeting and United Nations General Assembly (UNGA) – and struggled to find time to finalize the proposed MoU with the IFRC. The MoU is at draft stage.

Business line 5: To deepen our tradition of togetherness through joint working and accountability

Indicators	Baseline (where available)		Annual target	Year date actual	to	Year to date % of target
	Date	Value				

Indicators	Baseline (where available)		Annual target	Year date actual	to	Year to date % of target
	Date	Value				
Outcome 1 Cooperation between Movement actors results in our expanded contribution to meeting humanitarian needs in the Pacific.						
Output 1.1 Regional cooperation and coordination mechanisms contribute to the quality and effectiveness of our work and the better development of national societies.						
1.1.1 <i>Quarterly regional coordination meetings facilitated by the secretariat result in two joint initiatives that benefit the region as a whole.</i>	2011	3	4	2		50%
1.1.2 <i>At least one example of the secretariat facilitating the success of other Movement actors.</i>	2011	2	1	1		100%
Output 1.2 Pacific national societies engage with each other developing trusting relationships, unified by the common ideals of the fundamental principles, the IFRC constitution and Strategy 2020.						
1.2.1 <i>At least one leadership forum per year facilitated by the secretariat.</i>	2011	1	1	2		200%
1.2.2 <i>The Pacific Governance Enhancement Programme and the Pacific Leadership Working Group has increased opportunities for member to member exchanges.</i>	2011	2	2	2		100%
1.2.3 <i>A greater sense of ownership and trust in the IFRC.</i>	N/A	N/A				Refer to narrative
Outcome 2 A strong Pacific regional office team with continuity of knowledge, experience and service in the region.						
Output 2.1 Effective management of secretariat resources.						
2.1.1 <i>We only mobilize resources that support our strategic and operational goals and we reallocate existing resources in line with our goals.</i>	N/A	N/A				Refer to narrative
2.1.2 <i>Internal audit recommendations implemented.</i>	N/A	N/A	1	1		100%
2.1.3 <i>Working advance risk management procedures in place.</i>	N/A	N/A	1	1		100%
Output 2.2 All team members feel valued, are committed to continuity, strive for work–life balance and healthy living.						
2.2.1 <i>50 per cent of delegates remain in their position for 3–4 years.</i>	N/A	N/A	50%	44%		88%
2.2.2 <i>70 per cent of staff report that their managers provide the necessary support and listen to staff needs.</i>	N/A	N/A	70%	*Please refer to narrative below		

Indicators	Baseline (where available)		Annual target	Year date actual	to	Year to date % of target
	Date	Value				
2.2.3 <i>25 per cent staff received training or coaching in one identified development area.</i>	N/A	N/A	25%	80%		>100%
Output 2.3 Increased diversity within the team including more Pacific islander representation.						
2.3.1 <i>22 per cent of programme staff are Pacific Islanders.</i>	N/A	N/A	22%	38%		>100%
Output 2.4 Compliance with IFRC operational standards, timely and quality narrative and financial reporting and risk management in place.						
2.4.1 <i>100 per cent of reports are delivered on time and in line with quality standards.</i>	N/A	N/A	100%	100%		100%
2.4.2 <i>A risk management plan is in place and informing management decisions.</i>	N/A	N/A	1	1		100%

Business line 5: comments on progress towards outcomes

1.1.1

The office facilitated two regional partners' (Movement) coordination meetings in 2012 and one partnership meeting. Through the regional coordination meetings the partners agreed to ensure that a certain level of preparation is in place for any future country level partnership meetings i.e. partnership meetings should be focused on creating more coherent support to national society strategy and operational plans, data should be available from the society and partners on past and current funding/technical/material support).

1.1.2

The regional office worked closely with the Australia, New Zealand, Cook Islands and Fiji Red Cross Societies in the preparation of the visit of the IFRC Secretary General. The visit resulted in renewed support from government in some countries. In the Cook Islands the Government gave a contribution to the national society health programme and in Australia a potential new tripartite agreement is being explored. In Fiji the meetings with the Pacific Islands Forum have facilitated follow up discussions between the regional office and the Forum Secretariat on the memorandum of understanding.

1.2.1 / 1.2.2/1.2.3

Two secretaries' general forums were facilitated by the regional office. These forums provide a safe space for exchange between secretaries general. They are externally facilitated and are only open to national society leaders. The regional office facilitated one of the Pacific Leadership Group teleconferences. A representative of Pacific leadership group (New Zealand Red Cross) attended the Pacific Governance Enhancement Programme Working Group meeting in Auckland. Two governance conversations were supported and the review of the governance programme was rescheduled for 2013. A number of Pacific national societies sought the confidential advice of the regional office demonstrating trust in their secretariat. Nevertheless, more improvements can be made in ensuring an even safer space for national societies to express their genuine perspectives on international cooperation.

2.1.1, 2.1.2 and 2.1.3 and 2.4.1/2.4.2

Resource mobilization is undertaken in line with the regional office's long term strategy. This ensures that resources sought are in line with the direction set by the team in consultation with Pacific national societies. There was 100 per cent compliance with contract approval procedures and IFRC procurement guidelines. Regular meetings with service providers were also held to ensure the best prices without compromising provision of good quality services. A new ISP contract was signed with Vodafone Fiji and a new taxi services was contracted. Significant savings were made on the renegotiated staff insurance contract. Programme

managers received finance training delivered by a zone office finance analyst. This has greatly improved programme staff and managers' understanding of the working advance system. A working advance risk management process is now in place. The 2010 audit recommendations have been fully implemented.

2.2.2

A global staff survey was undertaken and all employees were invited to participate. Sixty-five per cent of IFRC employees participated. The results of the survey were shared with Pacific team members. A more targeted survey of Pacific regional office staff was undertaken following the global survey. The feedback from staff is informing management decisions and processes. A 360 evaluation of regional office managers is planned for 2013.

Stakeholder participation and feedback

Through regular interaction with a diverse group of regionally-based agencies and regional working groups the IFRC is able to represent the voice of its Pacific membership, share experiences and lessons learned. As the convener of the Pacific emergency shelter cluster, the office is working with regional and national level stakeholders on emergency shelter preparedness and response.

At National Society level, there is positive feedback about the high level of overall responsiveness to national societies' needs by the IFRC. Areas identified for improvement included the reinvigoration of the Pacific technical coordination group (e.g. health), IFRC support in the areas of external financial audit processes and resource mobilization and IFRC accessing more flexible funding. With staff changes and maternity leave arrangements in 2012, there has been feedback that the regional office had not communicated as regularly with the membership. This feedback has been taken on board and measures put in place to improve communications in 2013.

At regional level, the IFRC's Pacific regional office is part of the Pacific Disaster Risk Management Network and participates in the Pacific Humanitarian Team. In 2012, the ability of the office to engage with the PDRM Network was greatly reduced due to other operational priorities. The office is committed to reengaging with the PDRM Network in 2013. The Annual Pacific Humanitarian meeting was held at the end of October. This annual meeting is hosted by OCHA and brings together all important humanitarian actors in the Pacific region to discuss regional preparedness and coordination. The IFRC Pacific regional office was represented by the disaster management team. The IFRC and Australian Red Cross participated in the FRANZ meeting, which was hosted by the Australian government.

Following on from the Pacific Island Forum decision around IDRL (refer to previous sections on this), the regional office is in the process of drafting an MoU with the Pacific Islands Forum Secretariat. This is an important milestone for the IFRC and national societies in the Pacific.

As an accredited international organization in Fiji, IFRC regularly liaises with the Ministry of Foreign Affairs and is invited to participate in high level dialogue on disaster risk management. The regional office meets regularly with the diplomatic community in Fiji. When travelling, the head of the regional office and senior staff engage with diplomatic missions in all Pacific states. The aim of this engagement is to profile the work of the Red Cross, to advocate on humanitarian issues and to gather information about aid strategies.

Key risks or positive factors

Key risks or positive factors	Priority High Medium Low	Recommended action
In 2012 a number of new potential donors expressed interest in working with the IFRC and Pacific national societies.	M	As part of its coordination role, the regional office will continue to guide existing and new partners towards contributions that support the priorities of national societies and contribute to autonomy and sustainability.

There is great potential for regional cooperation and coordination with regional/regionally based organisations.	M	The regional office needs to balance the demands of the membership with the demands of coordination and ensure that initiatives match national society priorities.
The Pacific Island Forum resulted in a number of positive engagements between national societies and their governments. national societies have started to utilize their enhanced advocacy skills and Pacific-tailored advocacy and communications tools and materials to influence decision-makers and opinion leaders.	H	National societies, with the support of the Pacific regional office, need to continue to build on the progress made to ensure strong working relationships with their governments, and to be included at the decision-making table.
Staff turnover continues to be a challenge in Pacific national societies. Such changes have a major impact on capacity and development.	H	The Pacific regional office has intensified its support in inducting new leaders and other staff, as well as supporting the National Society to recruit skilled candidates for key positions.
Without country delegations, the regional office recognizes the challenge of undertaking quality PMER (planning, monitoring, evaluation and reporting) with 14 national societies spread over a vast geographical area.	H	The strategy is to incorporate a higher level of evaluation costs within programme budgets to support this important area of work. A 12-month volunteer assignment around learning and reporting will also be developed in 2013.

Lessons learned

Global IFRC capacity-building approaches are not easily adapted to the Pacific context. The rich oral culture in the Pacific does not naturally support heavy documentation. Approaches and methodologies that work well elsewhere in the world need to be contextualized and adapted to the local culture for relevance and acceptance by Pacific national societies.

The Red Cross in the Pacific has seen a major increase in the number of resource intensive community-based projects. These projects are often supported by expatriate staff and seek higher quality outcomes. Such projects have had a number of unintended consequences for the Red Cross. Often national societies have grown exponentially through project funded staff, without the necessary support systems developing in tandem, such as governance, financial, HR and assets management and monitoring and reporting processes. In a number of cases, a project mindset has arisen, often with branches being bypassed and activities being implemented directly by headquarter staff. These small pockets of “higher quality outcomes” often benefit (proportionally) only a small number of communities, and shift the focus of national societies away from their national network of branches and volunteers. In some contexts, a culture of “no money, no activities” has developed.

As an alternative programming model, the regional office has documented a set of low-cost low-tech sample activities already undertaken by national societies. This menu of activities aims to promote the idea that branches and volunteers can provide a service to communities without relying on external project funding. These low-cost activities have been designed so that they are adaptable to the available resourcing within each national society. Red Cross branches locally leading these activities will contribute to the building of community resilience and social cohesion. Under this approach a branch’s core capacities are strengthened and it can better absorb project funding when it is available.

Western-styled governance and management systems are sometimes at odds with the existing social, community and chiefly norms and structures. IFRC standard governance practices have not been easily adopted and institutionalized in the Pacific. In some instances this has hindered the development of Pacific national societies and their ability to provide quality leadership to their Society. The Pacific Governance Enhancement Programme aims to support culturally sensitive peer-to-peer governance support. The programme which was established in 2012 will be reviewed in 2013.

National societies are independent, sovereign, locally governed and managed (with support from the IFRC as their secretariat). It is important to note, however, that these structures are reflections of the prevailing modernity, capacity and cultural characteristics of their national environment. It is these characteristics (or issues) that demand our attention and support, because it is these same characteristics that ensure the sustainable link to local members, volunteers and communities. To guarantee that national societies are able to reach their potential in supporting communities in building resilience, there is a need to support their development in planning, decision making, human resource management, assets and financial management, programme design and implementation.

Pacific national societies have limited resources and generally rely on a few key people to undertake the roles required to operate a well functioning National Society. The Regional Office views these key staff as primary counterparts and supports their development through mentoring, training and workshops as well as providing networking opportunities. The regional office operating model focuses on country-level support to national societies through regular visits, distance mentoring, workshops and training. The focus on country level ensures that many more people from each National Society can benefit from this support leading to increased institutionalization of effective disaster risk reduction and disaster response efforts, and ultimately greater, more sustainable impact.

Financial situation

[Click here to go directly to the financial report.](#)

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
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 nonviolence and peace.

Find out more on www.ifrc.org

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