

# Appeal 2003-2004



International Federation  
of Red Cross and Red Crescent Societies

## PACIFIC REGION

**Appeal no. 01.71/2003**

*Click on programme title or figures to go to the text or budget*

	2003 (In CHF)	2004 <sup>2</sup> (In CHF)
<b>1. Health and Care</b>	515,422	530,000
<b>2. Disaster Management</b>	305,882	315,000
<b>3. Organizational Development</b>	362,032	373,000
<b>4. Federation Coordination</b>	144,385	149,000
<b>5. International Representation</b>	25,668	26,000
<b>Total</b>	<b>1,353,390<sup>1</sup></b>	<b>1,393,000</b>

### Introduction

#### Regional Context

The region covers a vast geographical area comprising thousands of medium sized or tiny islands. The island nations of the Pacific exhibit a wide diversity of culture, languages, and geographical and political characteristics. Despite this great diversity, the Pacific does enjoy a relatively high Human Development Index (HDI) ranking and GDP per capita compared to other developing regions. However, this does not mean that the region is not facing economic challenges. A large number of the Pacific countries' economies are small and are remote from markets; they are dependent upon exporting agricultural commodities and on costly imports. It is not surprising that fluctuations in terms of trade can have far-reaching economic effects. Pacific island countries were among the highest aid recipients in the world, in per capita terms. Nevertheless the majority of the populations on many of the islands still survive through subsistence agriculture.

Many countries in the Pacific are characterized by large public sectors and poorly developed private and informal sectors. In an endeavour to address deficiencies, countries are now engaging in economic reforms aimed at reducing public spending and promoting private sector growth. As a result of cutbacks in public spending, health and education programmes that once assisted vulnerable and disadvantaged groups are now adversely affected.

The region was relatively peaceful until a civil conflict erupted in Bougainville and in Papua New Guinea. Also in the Solomon Islands ethnic violence disrupted the day-to-day lives of the population

<sup>1</sup> USD 927,242 or EUR 919,248.

<sup>2</sup> These are preliminary budget figures for 2004, and are subject to revision.

and the elected government of the day was overthrown. In 2000, a coup in Fiji witnessed the ousting of the democratically elected government. In Fiji and the Solomon Islands the violence and political upheaval threw their economies into turmoil. Over the past two years peace has returned to Fiji, a newly elected government has brought stability and is leading economic growth. In the Solomon Islands elections were held and a new government has taken office. However, this has not brought about enduring peace for the Solomon Islands, ethnic and inter-ethnic tensions still exist and in fact are increasing.

Country	Population	Human Development Index	Child mortality / 1,000	GDP/capita (US\$)
Australia	19'100'000	0.94	6.5	25'693
Cook Islands	20'000	N/A	21.5	9'208
Fiji	800'000	0.76	25.5	4'668
FSM	120'000	N/A	54.5	3'318
Kiribati	83'000	N/A	83.5	1'842
Marshall	61'100	N/A	31	1'649
New Zealand	3'800'000	0.92	6.5	20'070
Palau	19'000	N/A	24	7'610
PNG	4'800'000	0.54	113.5	2'280
Samoa	200'000	0.72	33.5	5'041
Solomon Islands	400'000	0.62	32	1'648
Tonga	99'000	N/A	24	4'101
Tuvalu	10'000	N/A	41.5	1'124
Vanuatu	200'000	0.54	51	2'802
Source: UNDP HDR 2002, WHO, FAO				

During 2003, the International Federation intends to establish a regional service centre in Kuala Lumpur, Malaysia, to provide day-to-day support for Asia Pacific national societies and delegations/offices in the critical functions of finance and reporting, extending to human resources, logistics and telecommunications as relevant factors, including resourcing, allow. Click below for more details on this important Red Cross Red Crescent initiative in the Asia Pacific region.

[http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual03/klrsc.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual03/klrsc.pdf)

## National Societies Priorities

The regional conference held in Manila and the Secretariat's strategic priorities will guide the direction of the national societies for the next four years. Five national societies, with technical support from the regional delegation (RD), have commenced a process of formulating three-year strategic plans based on identified opportunities and threats and accommodating their strengths and weaknesses.

National societies in the Pacific have focused their attention over the past year on their programme development, implementation, monitoring and evaluation. However, the newly introduced concepts and tools are only being understood and adopted and therefore further improvement is still required. Each national society has recognized the need to build upon their existing development plans and frameworks and to prepare longer term strategic plans taking into consideration the external environment they are presently working within. They also acknowledge the need to explore new and innovative ways to generate income and thereby become less dependent on donor and partner funding. There was an acknowledgment that leadership within the Pacific is not as strong as it could or should be and many national societies have requested further leadership training from the regional delegation.

The Pacific national societies' priorities for the next two years are to further develop their capacity in disaster preparedness and response and to build strategic alliances and partnerships with regional agencies. The societies aim to provide high quality, effective health services to communities and targeted populations. Community-based health programmes are widely considered an important way forward in the Pacific and therefore specific skills building and education are necessary.

### **Red Cross and Red Crescent Priorities**

In close coordination with the International Federation and other Red Cross partners present in the region (the Australian Red Cross and the New Zealand Red Cross), realistic cooperation agreement strategies (CAS) will be developed in four countries including Papua New Guinea over the next two years. This will lead to the establishment of common objectives, criteria and methodologies, firmly centred on the national societies' strategic plans and priorities.

### **Priority Programmes for Secretariat Assistance**

The regional health and care programme will focus on ensuring national societies in the Pacific have the necessary knowledge, information, skills and technical support to implement quality HIV/AIDS, first aid, community-based self reliance and voluntary blood donor recruitment programmes. It will work in close collaboration with the organizational development and disaster management programmes and thereby instil an integrated approach to capacity building and programme/service delivery.

The regional disaster management programme will work with the national societies ensuring they have the capacity and resources to respond to the needs of the most vulnerable in times of emergency. Further, a regional disaster management resource will be strengthened and become an advisory body to other Pacific national societies. The disaster management programme will work in close collaboration with the regional health and care programme in community-based activities and with the regional organizational development programme in the development of a volunteer management system.

The regional organizational development programme will support national societies in their development of organizational and technical capacities. Programme planning, implementation, monitoring and evaluation training was introduced to national societies during 2002. Further knowledge sharing in all aspects of programme management will continue throughout the next two years. Volunteer management was identified as an urgent issue for all national societies throughout all their programme areas. The organizational development programme will support the development of volunteer programmes by providing job descriptions, volunteer appraisal guidelines and the attendance of identified volunteers at relevant training.

All the regional delegation's programmes and functions are working together to build well-functioning national societies capable of running effective and relevant programmes and services. They systematically disseminate the Movement's principles and humanitarian values. Wherever possible, programme activities will be harmonized with the ICRC to ensure there is coordinated approach to future development of the Red Cross Societies in the Pacific by the Movement.

The Federation's support will work in coordination with the organizational development programme to ensure that four cooperative agreement strategies (CAS) commence in the Solomon Islands, Fiji, Vanuatu and Papua New Guinea Red Cross Societies during 2003 and be completed by the end of year 2002 or early in 2004. The regional delegation's Federation's coordination programme will undertake to organize and facilitate the biannual regional partnership meeting during the course of 2003. It will co-host at least two donor meetings with the ICRC, Australia Red Cross and New Zealand Red Cross to ensure their relations and knowledge are well understood throughout the region.

The regional delegation will promote effective cooperation and new partnerships and alliances between non-Red Cross partners. The delegation will develop medium to long-term strategies with a view of developing programmes and resources regionally.

The field management programme is responsible for the management of all of the Federation's programming in the Pacific. This includes planning, reporting and budget monitoring. Respect for, and implementation of the Movement's fundamental principles are part of daily Federation and national societies' action and behaviour.

## **1. Health and Care w [<Click here to return to the title page>](#)**

### **Background and achievements/lessons to date**

The vast Pacific region is one of great diversity with only a few commonalities. For example, each country is comprised of a multitude of small islands with tiny scattered populations. The difference in health outcomes and in organized health services serves to highlight disparities between the Pacific countries. Although there are sharp differences in their outcomes and services, they do not differ when it comes to the qualified and skilled health professionals. All the Pacific countries have a low number of health professionals and this negatively impacts on the well-being of all in the region. Other important health issues affecting the Pacific are: the rapid rise in the prevalence of HIV/AIDS/STI; the supply of safe blood; the lack of voluntary blood donor recruits; and the ability of remote island communities to prepare and respond to the onset of natural disasters.

The International Federation's regional health and care programme seeks to address some of the anomalies that exist in the health sector in the small Pacific countries. The programme, over the past several years, was developed through a consultative process with the national societies. This year a questionnaire was developed and distributed to all Pacific Red Cross Societies in an endeavour to ascertain each country's health priorities for the next two years and to ensure they were incorporated into the health programme. Without exception, each national society has nominated the further development of their first aid programmes, which includes first aid in disaster and community based self reliance (CBSR). The second priority is the voluntary blood donor recruitment programme and the third priority is the development of HIV/AIDS/STI programmes. In each programme area the national societies stated having a need for further training of their staff and volunteers to ensure their efforts have impact on vulnerable communities and individuals.

Over the past year there was an improvement in all national societies' first aid programmes. During 2002, several initiatives assisted in ensuring the Red Cross first aid programmes in the Pacific region continued a process of improvement. For example, a Pacific first aid quality management group was established to review first aid course content and to carry out first aid audits on programmes with the support of the global FA programme. To date four audits were undertaken. In May a regional workshop for first aid was held for field officers from all the region's national societies. During the workshop, discussion focused on the implementation of CBSR in national societies: CBSR is based on individual community needs within each country and usually includes an integrated approach to first aid in disasters, community health and disaster preparedness. These discussions in the workshop served to highlight deficiencies in the field officers' knowledge on CBSR and its training manual. The manual had been sent out to national societies at the beginning of 2002 without any follow-up training on its use. This shortcoming will be addressed throughout 2003.

While first aid programmes showed improvement over the past year, the same cannot be said for the development and implementation of HIV/AIDS/STI programmes. National societies have not initiated stand-alone programmes; instead opted to include HIV/AIDS awareness, stigma and discrimination issues into their first aid and CBSR programmes. Despite the fact that it is important for a component

to be included in both programmes, it is also important for those national societies confronting this issue on a large scale to develop programmes utilizing both the existing materials and the available knowledge. Presently, the Fleet of Hope educational materials that were distributed to all national societies, remains under utilized due to the lack of training in its usage. The overall level of knowledge on HIV/AIDS issues throughout the national societies is generally low; therefore the regional health programme will organize training for the national societies over the course of the next two years in an endeavour to increase the knowledge and skills base of the HIV/AIDS programme staff and volunteers. This training will commence this year with a puppet making and script writing workshop. Volunteers from five national societies will be invited to attend this intensive course giving them the skills to present puppet shows on HIV/AIDS prevention and awareness. Throughout 2003/04, the health delegate will provide follow-up technical support to four puppet teams in four national societies and monitor the impact of their activities.

Work in voluntary blood donor recruitment (VBDR) moved forward throughout 2002. Two workshops in the region were arranged in collaboration with the WHO, leading to increased knowledge and skills regionally. Furthermore, VBDR activities have improved in two national societies with the appointment in each a field officer specifically for this purpose. Several other national societies have indicated their interest in developing similar programmes over the next two years. Another national society has realized the importance of the programme and gave it prominence and is appointing a skilled VBDR coordinator. With support from the Federation, the national societies have grown to realize the significance of forging relationships with outside agencies working in the same sector. Five national societies are now working closely with other agencies.

Networking among national societies is a priority of the regional health programme. It is a sensible approach to knowledge sharing and building regional resources. The health programme supported exchange visits for puppet theatre training and for first aid competitions and trainings. These exchange visits proved to be beneficial to both partners and over the next two years the health programme will continue assisting in building the regional capacity in this manner.

Over the course of 2002, the regional health delegate maintained and strengthened professional contact with Red Cross partners, ICRC, Australian Red Cross Society and New Zealand Red Cross Society as well as with relevant agencies such as UNAIDS, UNICEF, WHO and SPC. The strengthening of these networks will continue to be a priority of the health programme and thereby assist national societies in accessing new regional initiatives as they arise.

The Federation, through the organizational development programme, is supporting national societies in preparing new three-year strategic plans. The health delegate participated in the formulation of two strategic plans of the national societies during which time technical assistance and programme advice was offered. Throughout 2003, similar support and advice will be forthcoming to each national society as they progress through the process.

The regional health programme has existed for more than five years. There has not been a review or an evaluation to measure its impact and therefore it is important during 2003 an external review or evaluation is carried out.

### **Overall Goal**

National societies in the Pacific have the necessary knowledge, information, skills and technical support to implement quality programmes in HIV/AIDS, first aid, community-based self reliance and voluntary blood donor recruitment that meet the needs of the most vulnerable communities and individuals.

### **Programme Objective**

By the end of 2004, five national societies will have the technical capacity in health and care to provide quality programmes and service delivery to the most vulnerable.

### **Expected results**

- National societies in the Pacific have access to and knowledge of HIV/AIDS resources to assist in the development and implementation of their programmes.
- First aid programmes from seven national societies will comply with agreed quality standards.
- In coordination with ICRC, two national societies have first aid in conflict programs.
- Three national societies have the necessary expertise in vulnerability and capacity assessment and community-based self reliance to work in small remote island communities.
- Five national societies have well-functioning voluntary blood donor recruitment programmes and up-to-date databases.
- National societies have benefited from each others' experiences and capitalized on opportunities offered by Red Cross partners and external agencies.

## **2. Disaster Management w [<Click here to return to the title page>](#)**

### **Background and Achievement/Lessons To Date**

Natural disasters, ranging from tropical cyclones, storm surges, floods, landslides and droughts, to earthquakes, volcanic eruptions and tsunamis, have significantly contributed to a high level of vulnerability in the small island developing states of the Pacific. Other factors contributing to their vulnerability are the wide geographical distribution of the communities, their remoteness and the erosion of the traditional coping mechanism of the population. The small island states often suffer greatly from impact of any disaster no matter its magnitude. They suffer from the fragility of the island's environments, steadily increasing environmental degradation and the high risk of ecological disasters.

In order to reduce the vulnerability of the population in the island states in the Pacific, the International Federation's regional delegation has focused on disaster preparedness as well as disaster response, two core areas of the Strategy 2010, on and emphasizing building disaster management capacities for the national societies.

In the past few years, the regional delegation's disaster management programme has invested substantial resources into developing the Pacific national societies' disaster preparedness and response capacities. By the end of 2002 only three national societies will be without a disaster management plan, the remainder will have either revised their existing one or will have formulated a new plan with the assistance of the disaster management delegate. The Federation supported disaster preparedness container project has now become an integral component of national societies' disaster management programmes. Over the course of the past year, there was improvement in the logistical capacity of each of the national societies. There are now 54 DP containers strategically positioned in key locations throughout the region. Each national society is providing quarterly stock reports to the regional delegation.

National societies have also organized community-based self reliance workshops as a result of training provided to staff and volunteers of the Red Cross and carried out by the disaster management delegate. These workshops have concentrated on communities most at risk of disasters. The success of the various trainings and workshops is demonstrated by the recent responses to the volcano eruption in Papua New Guinea, to the earthquake in Vanuatu, storm surges in Fiji and Tuvalu and tropical cyclone in Tonga and Micronesia. All demonstrate that national societies in the region have steadily grown confidence and skills in managing emergency operations.

Nevertheless, many national societies in the Pacific continue to experience organizational constraints in planning, programming, implementation and evaluation. As well as institutional constraints, there are other factors having long-term ramifications for the Pacific islands over the coming years. For example, the effects of climate change and rising sea levels and the issue of population movements, all have the potential to impact on the Red Cross Societies, which means that there is an urgent need to further develop the necessary coping skills. In addition to the natural disasters confronting the region, it is important to be mindful that it also has experienced civil unrest and conflicts. In Papua New Guinea and the Solomon Islands there are many instances of violence and internal disturbances, impacting the implementation of Red Cross activities. Therefore it is essential for the disaster management delegate to consult and work in close collaboration with the ICRC to ensure there is complete harmonization in the approach to conflict and disaster preparedness.

A review of the regional disaster preparedness and response programme was carried out in May 2002 and recommended disaster management capacity of national societies be improved through the investment of resources, particularly volunteer management. It recommended that programme management and coordination capacities of national societies need further development. During 2003/04 the regional disaster management programme, in association with the organizational development programme, will focus on strengthening these capacities of the national societies.

Another priority for the regional programme will be to assist the regional disaster management core group to develop effective coordination among national societies in the Pacific. As an advisory body in the region, the core group is to be formulated by a group of programme officers in October 2002 during the regional emergency management workshop. Two working meetings are scheduled in 2003 to specify its scope, roles and responsibilities, policies and activities. Continuous emphasis on the disaster preparedness container projects and disaster management plans in 2003 will contribute in increasing management and operational capacity of the national societies, allowing better programming and service delivery. Also performing vulnerability and capacity assessment and community-based self reliance activities will not only provide opportunities to integrate among other technical fields such as health and organizational development but also in mobilizing resources and efforts, particularly in volunteer management.

### **Overall Goal**

National societies have the capacity and resources to respond to the needs of the most vulnerable in times of emergency.

### **Programme Objective**

By the end of 2004, three national societies will have the technical capacity to provide quality services to the most vulnerable in times of emergencies.

### **Expected results for this objective are:**

- The regional disaster management core group is functioning and is an advisory body to the national societies.
- Disaster preparedness container projects in six national societies in the Pacific are managed in a sustainable manner.
- Four national societies have workable disaster management plans in place.
- Targeted communities in three national societies have identified their vulnerabilities and capacities.
- Three national societies have necessary expertise in vulnerability and capacity assessment and community-based self reliance to work with small remote island communities.
- National societies have benefited from each other's experiences and capitalized on opportunities offered by Red Cross partners and external agencies.

### 3. Organizational Development w [<Click here to return to the title page>](#)

#### **Background and achievements/lessons to date**

Though the Pacific region is one of great diversity and geographical isolation, the majority of the countries within the region share similar economic conditions and constraints in carrying out long-term sustainable development. Development is hampered by the natural disasters, often disrupting peoples' lives and bringing death and destruction in their wake. In addition, there are a range of health issues currently affecting the Pacific countries. Those issues include, but are not limited to, the following: the rapid rise in the prevalence of HIV/AIDS; insufficient and regular supplies of safe blood and the lack of voluntary blood donors. The Red Cross Societies in the region are actively engaged in providing programmes and services in the health and disaster management sectors.

In an endeavour to support the Pacific Red Cross Societies in their delivery of programmes and services to the most vulnerable, the Federation's regional organizational development programme works closely with both the regional disaster management and regional health delegates. The primary role of the delegate is to provide assistance to each national society in the development of their organizational capacity as well to increase their technical expertise in specific programme areas. In accordance with this particular integrated approach to the delegation's support, the health and organizational development programmes hosted an integrated workshop for field officers from ten different national societies. One of the main aims of the workshops was to instill an understanding of integrated programming and to introduce specific tools for further development of national society programmes and thereby increasing the ability of each national societies' field staff to implement relevant and effective health and disaster management programmes.

The Fiji Red Cross Society has applied the skills and knowledge gained from the workshop and from an intensive one-on-one management training programme. This training has resulted in the development of a three-year strategic plan with accompanying funding proposals. The Vanuatu Red Cross Society developed a framework for their three-year strategic plan, and by the end of 2002, they will have explored implementation and sustainability and thereby completing the planning exercise. The Cook Islands and Tonga Red Cross Societies are both about to commence similar exercises while Palau and Federated States of Micronesia Red Cross Societies are currently awaiting technical assistance. It is envisaged that they will begin this process prior to the end of the year. Next year will see the remaining national societies undergoing a similar process.

At the partnership meeting held in the Cook Islands during July 2001, the national societies identified branch development as one of their main priorities for the coming years. To meet national society needs, the 2002 OD programme highlighted branch development as one of its areas of priority. In accordance with that priority a joint branch review of the Fiji Red Cross took place in the first quarter of the year. As a result of the review the director general has instigated several initiatives that are designed to strengthen branches and increase membership and voluntary service. Branch development was a major focus for the Vanuatu Red Cross Society during its strategic planning workshops. This focus has led to the Australian Red Cross Society proposing to assist branches by offering to fund well planned activities that contribute to strengthening several branches throughout Vanuatu.

Throughout the Pacific, national societies continue to struggle with diminishing numbers of volunteers at all levels. The regional delegation, particularly the organizational development programme, has paid insufficient attention to the development and implementation of volunteer programme management for national societies. As a result, the volunteer management will be given the importance that it deserves. While it is the responsibility of the leadership in each national society to introduce proper policy, structures and programmes the Federation's Secretariat in Geneva has undertaken to promote and

support this work as a priority over the next three years. The organizational development programme will work closely with five national societies in addressing this issue starting at the leadership level over the course of the next two years.

Leadership development to date has not received enough attention. This neglect is directly attributable to the geographical spread of the national societies and the inability of technical delegates to service this important function over such a wide spread area. In an endeavour to address this anomaly, a distance learning leadership development programme was funded through the Capacity Building Fund. The curriculum for the Federation's leadership development programme will be adapted in the Pacific and be implemented in Vanuatu, Kiribati, Samoa, Fiji and Solomon Islands Red Cross Societies over the next twelve months

Networking and partnerships are considered important in the development for increasing the regional human resource capacity. An opportunity for improving relations and advancing the notion of capacity building was realized at the regional health and organizational development workshop in May. However, this one opportunity is inadequate and over the next two years it will be a priority for each technical programme to identify suitable candidates to undertake training and thereby become focal persons for specific technical areas within the Pacific.

Over the next two years, the regional delegation will provide support to the Pacific national societies in building enduring partnerships with other parts of the Red Cross Movement particularly in relation to the formulation of cooperation agreement strategies and advocacy on common issues. The active participation of all members of the Movement within the region in both areas is essential for effective cooperation and harmonization.

Further, the increase in the level of technical expertise within the region will continue to be a priority for the regional delegation. This will require true integration of each of the delegation's programmes and thereby concentrate on establishing enduring capacity both within national societies and the region. It is envisaged the organizational development, the health and the disaster management delegates develop and provide training in appropriate forms to field officers and volunteers in five national societies particularly in programme planning, monitoring and evaluation. The skills gained through the training will ensure that national societies programmes and services are relevant, of a high standard and have the greatest impact on the most vulnerable individuals and communities.

The success of programme implementation relies upon the volunteer base of the national societies'. In the Pacific this success is not functioning as efficiently as planned. The majority of the regions national societies have indicated volunteers or volunteer management and the associated system as another of their priorities. The OD programme, in close collaboration with the health and disaster management programmes will support five national societies in developing and implementing an effective volunteer management system.

The 2003-04 OD programme takes into account the national societies' priorities outlined in completed health and disaster management questionnaires and other priorities identified during consultations and through lessons learned throughout the past year. For example, programme objectives must be achievable and set within a realistic time frame. Finally, the regional delegation's work in the Pacific should focus on building regional resources over the course of the next few years. In an effort to address this issue, the OD programme supported the Secretary General for the Cook Islands to attend a fundraising congress in Amsterdam during October. It is envisaged that the information and knowledge gained at the congress will be shared throughout the Pacific region with all twelve national societies. This initiative was welcomed by the national societies.

**Overall Goal**

National societies in the Pacific have the organizational and technical capacity to provide quality programmes that focus on the needs of the most vulnerable.

**Programme Objective**

To have five well functioning national societies with an organizational management capacity that enables them to provide quality programmes and services by the end of 2004.

**Expected results**

- Coordination and networks between Red Cross and Red Crescent partners and relevant external agencies have assisted in the development of specific regional resources and strategic alliances.
- Five national societies have the technical skills to plan, implement, monitor, evaluate their programmes and have the financial structures and systems to support their programmes and service delivery.
- Three national societies have sufficient numbers of skilled volunteers to carry out their programme activities.
- Effective volunteer management is operational in five NS for their health and disaster management programmes.
- Leadership in five national societies is adequate whereby ensuring organizational change has commenced, which has resulted in improved programme and service delivery and effective governance and management practices.

**4. Federation Coordination w [<Click here to return to the title page>](#)**

The Federation's regional delegation for the Pacific was established in 1991. Originally based in Sydney, the delegation moved to Suva, Fiji in 1998 and to be more strategically placed for its service provision and support to the 12 Pacific Red Cross societies. The geographical proximity has allowed for a closer monitoring of programme support and more access for national societies as they come to grips with new issues in their development process.

The Federation will work in close coordination with ICRC and other regional partners, Australian Red Cross and New Zealand Red Cross to develop four realistic cooperation agreement strategies (CAS) over the next two years. This will lead to the establishment of common objectives, criteria and methodologies, firmly based on the national societies' three year strategic plans.

On a practical level, the regional delegation will promote more permanent dialogue and resource sharing. The ICRC and various participating national societies indicated their willingness to participate in joint missions wherever possible. The issue of recognition of three Red Cross societies in the region remains ongoing and an area where the ICRC and the Federation will continue to work together.

The regional delegation will continue to organize and plan regular Pacific partnership meetings and promote enhanced mechanisms for more effective follow-up. The delegation will provide support to national societies on the implementation of the Manila Conference initiatives.

**Overall Goal**

Effective cooperation exists between national societies of the region and Red Cross partners exists.

**Programme Objective**

To have good coordination and understanding among national societies/participating national societies/ICRC/Federation.

**Expected Results**

- Four inclusive CASs will be formulated and formally agreed upon.
- A Pacific partnership meeting will take place under a new format by the end of 2003.

**5. International Representation w [<Click here to return to the title page>](#)****Background and achievements/lessons to date**

There are a number of international organizations and agencies present in the Pacific region, including UN entities such as UNDP, UNFPA, UNIFEM, UNICEF, UNAIDS, OCHA and WHO. The Asian Development Bank and various other international NGOs maintain a presence here. Their involvement in the region ranges from disaster management, promotion of social issues, construction of civil society, establishment of rural health systems and integrated community development. Each organization or agency presents the Federation with considerable opportunities for building enduring strategic alliances. Donor governments and their agencies such as AusAID from Australia, NZAID from New Zealand, Britain's DFID and the European Union are all present in the region and are active in both emergency aid and long-term development assistance. Key academic and technical centres such as the University of the South Pacific (USP), South Pacific Applied geoscience commission (SOPAC) and the Pacific Ocean and Atmosphere Centre are all of equal importance as all of the international actors in the region.

None of the aforementioned have yet been fully tapped and the potential source of expertise and human talent has not been realized by either the regional delegation or the Pacific national societies. However, over the past year there were occasions when the regional delegation has worked in closed collaboration with UNAIDS, UNICEF, WHO and OCHA.

- UNAID discussions between the regional delegation and UNAID of funding opportunities for national societies and on global funds for the region.
- UNICEF Red Cross participation in UNICEF youth conference on HIV/AIDS.
- WHO-Joint Blood Donor Recruitment Red Cross/WHO workshop in Fiji, ongoing discussions on further workshops in Solomon Islands and PNG.
- OCHA Joint needs assessment and information sharing on emergencies in FSM and PNG.

Over the next two years, the national societies will be encouraged to explore and develop long-term partnerships with other humanitarian organizations, academic centres, the private sector and with NGOs working in similar fields. This will done through the process of strategic planning for the next three years. Further, where there are shared humanitarian advocacy concerns with other organizations, the Federation will explore building of strategic relationships.

**Overall Goal**

The Red Cross and Red Crescent Movement in the Pacific has developed strategic alliances with other agencies and institutions in the region.

**Programme Objective**

To have effective cooperation, partnerships and alliances with non-Red Cross partners at both regional and national levels by the end of 2004.

**Expected Results**

- Comprehensive knowledge of institutional partners and private representation present in the Pacific.
- The development of a broader and more diversified resource (human, knowledge sharing and financial) base for national societies.

## 6. Field Management Programme w

### **Background and achievements/lessons to date**

All programmes implemented by the regional delegations are formulated based on the three strategic directions and the ten expected results of Strategy 2010 and the Hanoi Declaration, which sets out the regional priorities for the day-to-day work of national societies. In addition, the programmes build on existing policies and guidelines, as well as best practices and proven models from this and other regional programmes. The Federation's role in the Pacific has and continues to be one of promotion, coordination and technical support.

The basic management infrastructure required to manage these programmes is currently four delegates and three local counterparts. Finance support services to the regional delegation are provided by the regional finance unit (RFU) in Kuala Lumpur. In accordance with the main directions of the Asia and Pacific regional implementation plan to realize 'Strategy for Change', basic infrastructure of the regional delegation in Suva will be discussed with the partners and reviewed accordingly during the next year. The Secretariat is looking towards establishing a minimum necessary infrastructure in the regional delegation with the main emphasis on participation of the national societies supporting programmes in their respective areas of expertise inside and outside the Pacific. This includes regional utilization of the resources of the country delegations (PNG delegation will, like in other parts of Asia and Pacific, be reporting to the Suva regional delegation), wider use of locally recruited resources with overall emphasis on further delegation of authority and accountability to the field offices in finding the most rational and optimal programme support solutions.

As the total programme and financial management is supposed to be delegated to the field delegations, the programme managers (technical delegates and HoD) will receive the necessary training such as on the programme planning process, financial and reporting management, etc.

The regional delegation has undertaken to engage a local finance officer having the skills to support the technical delegates to prepare and monitor their programme budgets. This is requisite for the Federation's new approach to budget management.

### **Overall Goal**

The regional delegation's programmes provide timely support to the national societies and comply with all management requirements.

### **Programme Objective**

To have effective and efficient management and coordination, which supports national societies in the region.

### **Expected Results**

- The Federation's programmes in the region are well functioning and Federation field offices and the Secretariat offices are providing a demonstrated value added in supporting NSs in the Pacific sub-region.
- The national societies in the Pacific are increasing their engagement in partnerships and sub-regional framework and optimizing utilization of their expertise and resources.
- Minimum standards in narrative and financial reporting are achieved within the required time frame
- Financial management of regional programmes meet with Federation standards.

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# BUDGET 2003

## PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.71/2003

Name: Pacific Regional Programmes

PROGRAMME:	Organisational Development	Health & Care	Disaster Management	Humanitarian Values	Federation Coordination	International Representation	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	6,000	0	0	0	6,000
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	0	0	0	0	0	0	0
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
<b>SUPPLIES</b>	0	0	6,000	0	0	0	6,000
Land & Buildings	0	0	31,500	0	0	0	31,500
Vehicles	0	0	0	0	0	0	0
Computers & telecom	8,000	0	0	0	0	0	8,000
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
<b>CAPITAL EXPENSES</b>	8,000	0	31,500	0	0	0	39,500
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	0	0	0	0	0	0	0
<b>TRANSPORT &amp; STORAGE</b>	0	0	0	0	0	0	0
Programme Support	23,532	33,502	19,882	0	9,385	1,668	87,970
<b>PROGRAMME SUPPORT</b>	23,532	33,502	19,882	0	9,385	1,668	87,970
Personnel-delegates	144,000	144,000	144,000	0	0	0	432,000
Personnel-national staff	0	18,000	0	0	0	0	18,000
Consultants	0	20,000	0	0	0	0	20,000
<b>PERSONNEL</b>	144,000	182,000	144,000	0	0	0	470,000
W/shops & Training	110,000	245,000	55,000	0	120,000	0	530,000
<b>WORKSHOPS &amp; TRAINING</b>	110,000	245,000	55,000	0	120,000	0	530,000
Travel & related expenses	59,000	40,400	26,000	0	0	9,000	134,400
Information	3,000	0	9,000	0	15,000	15,000	42,000
Other General costs	14,500	14,520	14,500	0	0	0	43,520
<b>GENERAL EXPENSES</b>	76,500	54,920	49,500	0	15,000	24,000	219,920
<b>TOTAL BUDGET:</b>	362,032	515,422	305,882	0	144,385	25,668	1,353,390



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# ***ASIA PACIFIC REGIONAL SERVICE CENTRE: KUALA LUMPUR***

## **Introduction**

Central to the International Federation's change strategy - intended to bring the Secretariat's activities and added value closer to the membership - is the establishment of pan-regional units which will provide a range of skills and services to Asia Pacific's regional and country delegations and the national societies they seek to support.

Asia Pacific has led the way in the regionalisation process from its inception in 2001, with a well-proven sub-regional structure already in place - driven from centres in Bangkok, Beijing, Delhi and Suva - facilitating smooth and productive linkages with all Red Cross Red Crescent partners, including the ICRC. The network will be further strengthened during 2003 with the development of a service centre in Kuala Lumpur, covering regional finance and reporting together with telecommunications, logistics and human resources (with emphasis on regional recruitment), depending on the pace of the change strategy implementation.

The Malaysian capital is an ideal location for the envisaged initiative, with an expanding catchment of qualified, affordable labour, good transport links, a stable environment and reasonable living costs; in addition a legal status agreement, drawn up and signed between the government and the Federation in the mid 1990s, remains in force. Kuala Lumpur is already host to the Asia Pacific regional finance unit (RFU), set up in 1999 and staffed by a head and five qualified accountants, who provide professional support to delegations and national societies in the region and the regional team in Geneva, in all areas of financial management.

Key achievements/developments of the RFU since 1999 include:

- a fully operational and professional service is now accessible to Asia Pacific delegations, national societies and Geneva colleagues in all aspects of Federation finance;
- there is improved financial control across the Asia Pacific region;
- the technical skills of Asia Pacific finance staff have been significantly strengthened;
- financial reporting on donor pledges has markedly improved;
- qualified human resources are now immediately available to ensure the finance imperative in the early stages of emergency operations or to support delegations with staff shortages.

In January 2003, the RFU will be joined by the Asia Pacific regional reporting unit (RRU), collaborating tightly to deliver consistently sound and timely financial and operational reporting products, which are pivotal to maintaining and building solid relationships with the donor base. By the end of 2003, it is envisaged that the RRU will be staffed by a head and three regional reporting officers, liaising closely with a group of locally recruited reporting officers across the region.

## **Overall Goal**

The effectiveness and efficiency of the Secretariat and national societies in Asia Pacific is maximised in keeping with and pursuit of the International Federation's change strategy.

## **Programme Objective**

A centre of excellence for the key skills and services to underpin unrivalled programme delivery is established in Asia Pacific, readily accessible to the Red Cross Red Crescent network across the region.

## **Expected Results**

The programme is based on two key projects which will have the following overall results:

1. The Secretariat and national societies in Asia Pacific benefit from professional financial leadership and a resulting improvement in the management of Federation field finances.
2. The Federation delivers exceptional standards of quality and timeliness on all the region's operational reporting requirements (appeal and pledge/grant-based) from donors and the field/Secretariat.

The projects will seek to have the following specific results:

### ***Project One: Regional Finance Unit***

- ✓ Monthly accounts, financial reports and cash requests from the delegations will be processed to deadline, including exacting checks for compliance with Federation procedures.
- ✓ All budgets submitted by the delegations will be subject to rigorous review, with revisions as necessary and a range of standard analysis reports provided to programme managers in the region to assist in the financial management of their programmes.
- ✓ The unit will support delegations in the application of Federation financial systems and oversee the technical quality and accuracy of financial reports for donors.
- ✓ Delegations will be assisted in the recruitment of financial staff and the unit will monitor performance as required.

### ***Project Two: Regional Reporting Unit***

- ✓ The RRU and its network of locally recruited reporting officers is fully established and operational by the end of 2003.
- ✓ Systems are put in place for ensuring compliance with all donor reporting requirements to the agreed deadline, format and content standards.
- ✓ In conjunction with the RFU, sound working practices are established between the RRU and the Federation's regional/country delegations to ensure delivery of quality reports at source.
- ✓ A resource development regime is instigated, targeted at providing a reliable and sustainable fount of operational reporting skills across the region - in both delegations and national societies - through training, workshops and complementary capacity building initiatives.