

Appeal 2002-2003



International Federation
of Red Cross and Red Crescent Societies

PACIFIC (Appeal 01.40/2002)

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

	2002 <i>In CHF</i>	2003 ¹ <i>In CHF</i>
1. Disaster Preparedness	365,556	418,235
2. Health and Care	316,961	308,578
3. Organizational Development	385,846	486,096
4. Programme Coordination	125,262	130,121
Total	1,193,625	1,343,029

Introduction

Regional Context

The region covers a vast geographical area comprising thousands of medium sized or tiny islands. Populations are often very small. Despite a great diversity of peoples, culture and socio-economic development, countries in the Pacific enjoy a relatively high HDI ranking and GDP per capita in comparison to other developing regions. The Pacific Island countries are economically very vulnerable. The principal reasons are their remoteness from world markets, their small size and small domestic markets and their dependence on exports of agricultural commodities. Fluctuations in the terms of trade can have far reaching economic effects.



Most countries in the region are now engaged in economic reforms intended to reduce national debt and public spending and encourage private sector growth. Many have built large public sectors which they are now cutting back: in the early 1990s, public sector employment accounted for 70 percent of employees in Kiribati, 69 percent in Tuvalu, 48 percent in the Solomon Islands, and 46 percent in the Federated States of Micronesia. The reductions in health and education programmes through budget and staff cuts have adversely affected the conditions of vulnerable and disadvantaged groups.

¹ These are preliminary figures for 2003. and are subject to revision in the course of 2002.

Pacific island countries have been among the highest aid recipients in the world, in per capita terms. Yet the majority of the populations on many of the islands still survive through subsistence agriculture. Commercial fishing is often a large industry, along with timber, copra and palm oil.

The region was relatively peaceful until recently, when it witnessed conflict in Bougainville, Papua New Guinea, and ethnic violence in the Solomon Islands. In 2000, the overthrow of elected governments in Fiji and the Solomon Islands not only compounded the political crisis but threw both countries into economic turmoil.

Country	Population (000,)	HDI	Percentage of population below national poverty line	Infant mortality/ 1,000 live births	GNP/capita (US\$)
Cook Islands	16'500	0.82	na	72	4'947
Fiji	797'800	0.65	na	66.5	2'684
FSM	114'100	0.57	na	65.7	2'070
Kiribati	85'100	0.52	na	61.6	702
Marshall	61'100	0.56	na	65	1'182
Palau	18'500	0.86	na	69	8'027
PNG	4'412'400	0.31	na	54	1'196
Samoa	174'800	0.59	na	66.6	1'060
Solomon Is	417'800	0.37	na	64.7	926
Tonga	98'000	0.65	na	68	1'868
Tuvalu	11'000	0.58	na	67	1'157
Vanuatu	182'500	0.42	na	65.8	1'231
Source: UNDP					

National society priorities

Strategic priorities set out in the Regional Conference in Hanoi have guided the direction national societies have taken over the last three years and are in line with the Secretariat's strategic priorities for 2002-2003. Eleven of the twelve Pacific national societies met in the 2001 Pacific Partnership Meeting in the Cook Islands to identify common priorities and determine where the focus of the regional delegation's support to them should be. All national societies in the region have Development Plans and Frameworks which they have used to fix their own medium-term objectives.

The first priority identified by national societies is to focus on internal weaknesses, and aims to develop the organizational capacity of their institutions. This will include the development of improved systems and structures, plus skills and capacity to tap into new sources of funding. Fundraising remains a serious weakness, although some national societies that have undergone recent changes in leadership, through their motivation and quick responses to disasters, have raised their profile and developed new income sources.

The second priority is to develop a more effective disaster preparedness and response capacity. This is a region that is highly vulnerable to disasters and the Red Cross must be seen to be the key national and regional player in this area.

The third priority is for national societies to provide more effective health services to communities and targeted vulnerable populations. The development of new community-based health programmes with a focus on health education is seen as a way forward.

Priority programmes for Federation assistance

The priorities for Federation assistance are based therefore on the three main priorities identified by the region's national societies. The regional delegation will add value through the development of external relations and linkages with other organizations, as well as the provision of technical advice.

The two main aims of the regional delegation are:

- to build well-functioning national societies that can run effective and relevant programmes in disaster preparedness and response and health, and which systematically disseminate the Movement's principles and values;
- to develop long-term partnerships and funding sources for the benefit of the national societies of the region, through advocacy and networking with other organizations.

At the regional level the Federation will support programmes in the following areas:

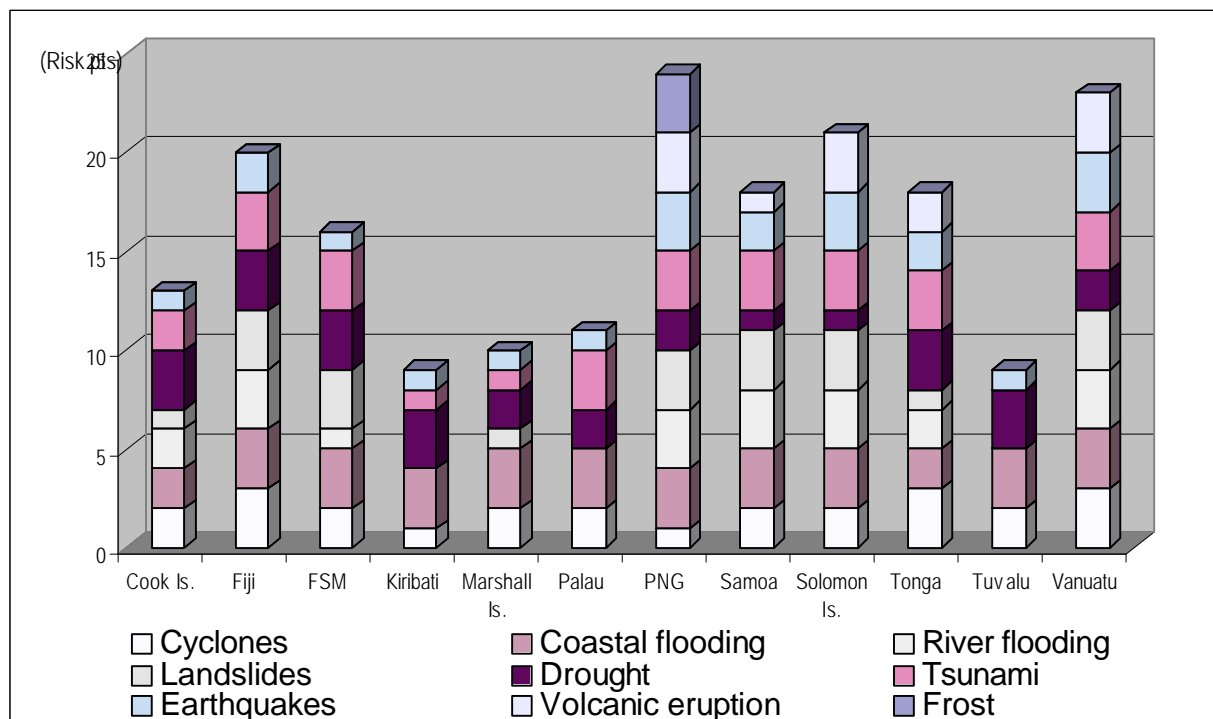
- **Institutional and Resource Development.** The primary responsibility for building national society capacity lies with the individual society's governance and management. While fostering the emergence of competent, well-functioning national societies through capacity building is key to the Federation's work, capacity building requires a long-term perspective. The regional delegation will support Pacific national societies in working towards an integrated approach to organisational development and at the same time lend technical support to their programme development.
- **Disaster Preparedness and Response.** The regional delegation plays an active role in supporting national societies in disaster monitoring, early warning and emergency assessment of disasters. Over the next two years the programme will place particular emphasis on community-based self reliance geared towards remote communities in known high risk areas. Disaster management planning and pre-positioning of relief supplies will continue to be high on the agenda.
- **Health programmes.** The regional health programme will focus on empowering national society health programme staff to manage and implement core health programmes in their respective countries, with a continued emphasis on first aid, voluntary blood donor recruitment and HIV/AIDS prevention education and care for those living with AIDS. Particular attention will be given to formulating regional advocacy messages related to Red Cross health programming.
- **Regional Coordination and Management.** The regional delegation is responsible for the management of all Federation programming in the Pacific, including all aspects of strategic and operational planning, finance and administration, human resource management and donor relations. This programme also aims to strengthen existing cooperation and develop new partnerships and strategic alliances across the region in order to provide the support that is needed for the well-functioning of the Pacific national societies.

[click here to return to the top](#)

1. Disaster preparedness

Background and Achievements/Lessons To Date

Pacific island countries' proneness to natural disasters



Each country's disaster-proneness is shown as a sum of 'risk points' calculated for different types of disaster based on the published risk ranking data as follows: Non-existent = 0, Low risk = 1, Medium risk = 2, High risk = 3.

(Data source: *Pacific Human Development Report, 1999: Creating Opportunities*, UNDP Suva)

Natural disasters, ranging from tropical cyclones, storm surges, floods, landslides and droughts, to earthquakes, volcanic eruptions and tsunamis, can cause immense damage to the socio-economic development of the Pacific island nations by destroying infrastructure and limiting government spending on other areas of the economy. A number of studies have confirmed that natural disasters constitute a significant part of the vulnerability of the Pacific island countries. Several factors contribute to this vulnerability. They include:

- The high impact that disasters have in proportion to the size of the country.
- The fragility of the island environments.
- The wide geographical distribution of the communities and the remoteness of some.
- The rapid pace of urbanization and population concentration.
- Degradation of traditional coping mechanism.
- Steadily increasing environmental degradation and the high risk of ecological disasters.

Disaster preparedness (DP) is one of the four core areas of Strategy 2010, the International Federation's primary working document for the new millennium. The regional delegation's approach in its disaster preparedness programme has been to place a strong emphasis on building national societies' capacities, particularly in planning, programme management, reporting, and networking, while consolidating the ongoing activities of community-based disaster preparedness, national society disaster management plan development, and the DP Container programme.

Although their motivation is generally high, many national societies in the Pacific region are seriously underdeveloped and under-resourced. Apart from Fiji, Solomon Islands, Vanuatu and PNG, most societies in the region have only one or two employees other than their secretary general, due to constraints in available

financial and human resources. In the last few years the regional delegation has invested substantial energy in building national societies' capacity in programme planning, and the results of this were seen in the improved quality of country strategies and programme proposals submitted by national societies at the regional Partnership Meeting in Cook Islands in July 2001.

With the assistance of the regional delegation, national societies in the Pacific region have developed greatly over the last few years and their programmes are now beginning to bear fruit. Recent experiences in PNG, Fiji, Solomon Islands, Vanuatu and Micronesia, just to mention a few, have shown excellent capacities in national societies in managing emergency response operations.

Yet, Pacific national societies are convinced that they need to do more to build their disaster preparedness capacity, by making better use of the huge goodwill they have from the general public, the government, foreign missions and donor agencies. While there have been several examples of overwhelming response to appeals for help at times of big disasters, the national societies continue to struggle to generate the same level of support for their regular disaster preparedness programmes.

Intensified efforts for disaster preparedness will be key for national societies to be able to cope with increasingly diverse risks like the outburst of violence and the political crises that have recently rocked PNG, Solomon Islands and Fiji, or the air plane crash in Fiji in 1999 and the cholera outbreak in Federated States of Micronesia in 2000. Furthermore, the ongoing discussions on the effects of climate change, sea-level rise, and dumping of nuclear waste in the region signify the need for a better co-ordinated approach in this area.

By the end of 2001, only two national societies will not have disaster management plans and two other national societies will be part way through the development process of their disaster management plans. All other national societies will have updated theirs within the past two years. The development process of national society disaster management plans, entailing vulnerability and capacity assessment and extensive consultation with the key stakeholders, will provide an opportunity for national societies to rethink their current approach to disaster preparedness and response, and to share valuable experience and knowledge.

Since 1987 the Japanese Red Cross society has been funding the Pacific Disaster Preparedness Container programme. This programme has substantially improved the logistics capacity of the region's 12 national societies by providing them with 44 DP containers, 3 warehouses and standardized basic emergency relief items, as well as a personal computer for each national society. Every national society in the region that has a DP container is now requested to submit a report on stock figures on a quarterly basis. This stock reporting practice has visibly contributed to improving the programme's accountability and transparency, and also to raising national societies' stock control standards since its introduction in 2000.

The Pacific national societies' community based self reliance (CBSR) programme, which combines training in disaster preparedness and first aid, was initiated in 1996 in collaboration with the regional health programme. Recognizing that the best immediate response in most cases of disaster is provided by the affected local communities, the region's national societies have identified training in disaster preparedness of local communities as one of their priority activities. Between 2000-2001, CBSR workshops were organised by Fiji, Cook Islands, Kiribati, Solomon Islands, Tuvalu and Vanuatu Red Cross societies with the regional delegation's assistance in planning and co-ordination.

The networking among national societies started a couple of years ago. At present, national societies know basically what others are doing and, to some extent, which programmes are strong ones. The atmosphere and communication between national societies is good and open; however, up to now they have not been able to take full advantage of each others' strong programmes. The situation has been recently improved by accessibility to the Internet and e-mail, but has not fundamentally changed.

Within this context, the regional disaster preparedness programme attempts to address the capacity building needs of the national societies of the region in a coherent and integrated manner, focusing on the key areas identified in Strategy 2010. In particular, the regional programme's strategic priorities for 2002-2003 include:

- Consolidating emergency management expertise within the region's national societies by building on the existing momentum for better programme management.

- Augmenting national societies' ability to formulate a clear and effective contingency plan based on accurate problem analysis, which is a prerequisite for good programme management.
- Ensuring that improved programme management capacity is backed by an efficient logistics infrastructure that allows swift delivery of services to the most vulnerable when it matters most.
- Strengthening the CBSR initiative as a core activity, with a particular emphasis on follow-up activities at community level, so that national societies will have a more active and strengthened role in vulnerability reduction and capacity building in the most at risk communities in the region.
- Improving ways of "working together as a Federation" by building more on regional capacities and establishing a systematic way to share experience and expertise among the components of the Movement within and outside the region.
- Maximizing the Movement's resources and impact by developing strategic alliances with the key stakeholders and emphasizing the importance of dissemination, so that national societies will be able to project their expertise and the strategies of the Movement as a whole in a more effective and significant manner.

Goal To reduce vulnerability of the Pacific communities to disaster through the development of national societies' disaster management and response capacities and support to their efforts in community-based self reliance.

Objectives and activities

Objective 1 To improve the capacity of national societies in emergency management and programme planning and implementation.

Activities to achieve objective 1 are:

- Organize a regional workshop in emergency management, encompassing conflict preparedness/response as well as disaster preparedness/response, in close co-ordination with the ICRC regional delegation for the Pacific and the American Red Cross.
- Develop a training scheme for Red Cross staff and volunteers in emergency management, which is based on FACT training scheme and incorporates such issues as the Better Programming Initiative, Conflict Preparedness, and the Sphere project, in collaboration with national societies, the Bangkok and PNG Delegations, and ICRC.
- Provide technical support for three national societies to organize a national workshop in order to expand the cadre of Red Cross staff and volunteers trained in damage and needs assessment, logistics and warehousing, reporting, and conflict preparedness.
- Provide technical assistance in early warning and disaster response as the needs arise.
- Continuing provision of technical assistance in national societies' programme planning and advocating for potential donors in collaboration with the regional delegation's organizational development programme.
- Follow up and help with reporting on those national society programmes which obtain funding.

Objective 2 To conduct vulnerability and capacity assessments in five national societies, and assist all national societies in the Pacific to have updated disaster management plans by the end of 2003.

Activities to achieve objective 2 are:

- Provide national society staff with training in vulnerability and capacity assessment (VCA) in conjunction with a regional emergency management workshop.
- Assist three national societies in 2002, and two national societies in 2003 to conduct VCA, SWOT analysis and hazard mapping for the national society disaster management plan, in collaboration with the regional delegation's organizational development programme.
- Support the compilation and distribution of national society disaster management plans, so that national societies that do not have one can adapt them to their own situations, and to promote the dissemination of Red Cross roles in a disaster.
- Provide technical visits and assistance to two national societies to develop their disaster management plans with a particular emphasis on the participatory approach, in order to ensure that the views of staff at local branches, volunteers and community members, including women and youth, are incorporated into the plan and that the relevant government authorities, NGOs and the media are consulted in the process.

- Review all existing national society disaster management plans and advise societies where to update, with the possible inclusion of any new issues such as civil unrest, psychological support, and blood donor recruitment in emergency situations, in co-ordination with ICRC and the regional delegation's health programme.
- Ensure each national society disaster management plan is wholly compatible with its government's disaster plan; where necessary, assist national societies in writing a Memorandum of Understanding with their governments to determine the role of the society in a disaster and the expectations of the government.
- Encourage national societies to share their disaster management plan with the relevant authorities, international and regional agencies, NGOs, and key stakeholders in the private sector, as well as Red Cross branches, staff and volunteers, in order to familiarize everyone with its contents and to enhance co-operation during disasters.

Objective 3 To assist all the national societies in improving their logistics and warehousing system, to allow the quick and efficient release of pre-positioned emergency relief stocks to the population most in need when disasters strike.

Activities to achieve objective 3 are:

- Procure and provide standardized basic emergency relief items for national societies, based on an analysis of needs and capacity, nationally and regionally.
- Provide technical and financial support for national societies to maintain, repair and replenish the existing DP containers.
- Provide national society staff with training in warehousing, stock management and reporting in conjunction with a regional emergency management workshop, in order to ensure pre-positioned emergency relief stocks are well maintained and accounted for, and ready for use when disasters strike.
- Assist national societies in writing a national society policy and a Memorandum of Understanding with their government for warehousing and stock management.
- Maintain and update a database of all pre-positioned emergency relief items under national society management.
- Provide technical assistance, where needed, to enable national societies to secure an efficient and reliable communication system within branches and the national headquarters during emergency situations.

Objective 4 To assist national societies in strengthening the CBSR programme, so that it plays an active role in preparation for, mitigation of, and response to disasters in the most vulnerable 10 percent of the communities in target countries by the end of 2003.

Activities to achieve objective 4 are:

- Provide national society staff with DP-related basic training skills in conjunction with a regional emergency management workshop.
- Strengthen a regional pool of DP trainers through exchange visits and supplementary training.
- In co-operation with the CBSR delegate in PNG, review the existing educational materials, with a view to the production of a revised edition which would further integrate first aid and disaster preparedness components, if necessary.
- The technical content of the CBSR programme will be enhanced with the possible inclusion of additional themes such as psychological support and conflict preparedness, in co-ordination with the regional delegation's health programme and the ICRC.
- Methodologies currently employed for training and community follow-up will be reviewed and more participatory and sustainable approaches be promoted.
- Assist five national societies to target the most at-risk communities.
- Provide technical support to plan and organize CBSR training in selected areas throughout the Pacific region, including: identifying facilitators, adopting curriculum and resource materials to meet local priorities and needs, and conducting national and community workshops in collaboration with the regional delegation's health programme.
- Support national societies in establishing a follow-up and monitoring mechanism for community-level activities, including developing community hazard maps and disaster plans, establishing community emergency committees, and identification and assistance for community-based mitigation projects.
- Organize a regional CBSR workshop in conjunction with the training of trainers in CBDP, where national societies can share experience and feedback, ensure a co-ordinated approach in CBSR, and discuss needs

for an additional regional mechanism, such as the micro project funding, to promote community-based mitigation activities.

Objective 5 To build on regional emergency management capacities by strengthening the integration and co-ordination of activities among the components of the Movement.

Activities to achieve objective 5 are:

- Closely co-ordinate with the ICRC in updating national societies on the Movement's policies and strategies in emergency management.
- Develop and regularly update a database of national society key personnel and resource persons in the region in collaboration with the regional delegation's organizational development programme.
- Establish in collaboration with the regional delegation's organizational development programme a regional mechanism to take stock of all disaster preparedness activities and projects in national societies and monitor defined indicators for the regional programmes at regular intervals.
- Map out training needs and opportunities in the region in co-ordination with the national societies, the Federation Secretariat in Geneva, the delegations in Bangkok and PNG, the ICRC and other agencies.
- Facilitate the work of national societies in identifying exchange visit partners, conducting visits, and following up on the benefit of visits.
- Support selected national societies' participation in disaster preparedness related seminars and workshops organized by the Federation or other agencies.
- Support the initial development of a regional working group for core tasks related to the regional disaster preparedness programme, consulting on important issues, being actively involved in decision making, and gradually delegating more responsibilities.
- Continue working with national societies and the regional delegation in Bangkok towards the development of RAPNet (Relief in Asia/Pacific Network).

Objective 6 To enhance the Movement's profile within the region through strategic alliances with external organisations and a co-ordinated approach to dissemination.

Activities to achieve objective 6 are:

- Develop and maintain professional contacts with relevant institutions and agencies within and outside the region (including SOPAC, UNOCHA, UNDP, and USP) through ongoing communication and participation in regional and international fora.
- Provide support for national societies to participate in and co-ordinate with their respective government's national disaster management body; engender the support of other institutions and agencies in lobbying governments to adopt and incorporate the Code of Conduct into their national disaster management plans/guidelines.
- Provide technical and financial support for national societies in organizing an awareness campaign on disaster preparedness related issues, to address the needs identified in VCA, in conjunction with the annual public launching of the World Disasters Report around June or the UN's International Day for Disaster Reduction in October.
- Support two national societies in replicating the Fiji Red Cross Society's puppet theatre project and develop/adapt scripts for DP-related dissemination targeting youth, in collaboration with the regional delegation's health programme.
- Coordinate the development of promotional materials on issues related to disaster awareness, CBSR, environment and/or Red Cross roles in emergency work, according to the needs identified during the regional emergency management workshop.
- Support national societies in developing an advocacy aspect to their emergency management activities, such as adaptation to climate change and prevention of environmental degradation, with assistance from the regional information delegate in Bangkok and the Netherlands Red Cross Centre on Climate Change and Disaster Preparedness.

Expected results by the end of 2003

Objective 1

Outputs

- One regional workshop in emergency management will take place in the second quarter of 2002.
- A training scheme for Red Cross staff and volunteers in emergency management will have been developed by the end of 2002.
- Three national workshops for emergency management training will have been conducted by the end of 2003.
- All the national societies are entitled to receive technical assistance in early warning and disaster response operations.
- Technical and advocacy support is provided to national societies in developing DP related proposals.

Outcomes

- All the national societies in the region will have at least two staff trained in damage and needs assessment, logistics and warehousing, reporting and conflict preparedness by the end of 2002.
- Three national societies in the most disaster-prone areas of the region will have the capacity to provide training in emergency management by the end of 2003.
- All DP-related programme proposals submitted to the regional delegation in each of the coming two years will be developed in accordance with the Federation's standard logical framework format.
- At least 80% of DP-related programme proposals submitted to the regional delegation will be funded in each of the coming two years.

Objective 2

Outputs

- Training in VCA and disaster management planning will be provided for national society staff in conjunction with a regional emergency management workshop scheduled for the second quarter of 2002.
- Five national societies will have conducted VCAs by the end of 2002.
- Five national societies will have updated national society disaster management plans, based on the results of VCAs by the end of 2003.
- Technical visits to two national societies to support the development process of a national society disaster management plan will be conducted between 2002-2003.
- All the national societies in the region will have updated disaster management plans, compatible with their respective government's plan and shared and supported by the key stakeholders, by the end of 2003.

Outcomes

- Updated national society disaster management plans in five national societies will be based on informed planning, supported by analytical data on the nature of vulnerability and capacity.
- Greater participation of key stakeholders in a national society's disaster management planning process will improve the transparency of the society's disaster management structure and strengthen a network of partnerships in emergency response.

Objective 3

Outputs

- Between 2002-2003, national societies will receive assistance in pre-positioning DP containers and/or the storing, stockpiling of standardized basic emergency relief items, and maintaining, repairing, and replenishing the existing DP containers, according to a two-year action plan based on the evaluation results of the 1999-2001 programme implementation, to be conducted in November 2001 in collaboration with the Japanese Red Cross society.
- Training in warehousing, stock management and reporting will be provided for national society staff in conjunction with a regional emergency management workshop scheduled for the second quarter of 2002.
- A database of all pre-positioned emergency relief items under national society management will be updated at the regional delegation on a quarterly basis, and quarterly stock reports will be submitted to the Japanese Red Cross society
- Technical assistance will be provided to two national societies for improving their communication system within branches and the national headquarters by the end of 2003.

Outcomes

- All the pre-positioned emergency relief items under national society management will be well maintained and ready for use when disasters strike in 2002-2003
- All national societies' warehouse management skills will be enhanced resulting in improved accountability and transparency by the end of 2003.
- The communication system in two national societies will be improved to enable the co-ordination and implementation of effective disaster management activities.

Objective 4

Outputs

- Training in DP-related basic training skills will be provided for national society staff in conjunction with a regional emergency management workshop scheduled for the second quarter of 2002.
- A regional pool of DP trainers will have been strengthened, with resource persons trained and experienced in CBDP available in several national societies by the end of 2003.
- CBSR educational materials will have been updated, and technical contents and methodologies for the workshop reviewed, by the end of 2002.
- The most vulnerable 10% of the communities in 5 national societies identified on the basis of VCA results, by the end of 2002.
- CBSR workshops will have been conducted by 5 national societies in the most vulnerable 10% of the communities by the end of 2003.
- At least 80% of participating communities will have received assistance from Fiji, FSM, Solomon Islands, Tonga and Vanuatu Red Cross societies in implementing follow-up activities at community level by the end of 2003.
- Technical assistance will be provided in each of the coming two years for Cook Islands, Kiribati, Tuvalu and other national societies whose programme proposals include CBSR.
- One regional CBSR workshop, in conjunction with training of trainers in CBDP, will take place in the third quarter of 2004.

Outcomes

- More than 100 staff and volunteers, including those at branch level, will have been trained in CBDP throughout the region, with at least one fully trained staff in each national society by the end of 2003.
- Fiji, FSM, Solomon Islands, Tonga and Vanuatu Red Cross societies will have a well-functioning CBSR programme by the end of 2003, with branches empowered to continue providing training and co-ordinating community based activities in the most at risk communities, thereby guaranteeing the sustainability of the programme.
- At least 60% of participating communities will have successfully carried out some disaster preparedness initiatives, including development of community hazard maps and disaster plans, establishment of community emergency committees, and/or implementation of community-based mitigation projects.
- A co-ordinated approach to the Pacific region's CBSR programme will have been field-tested and strengthened by the end of 2003.

Objective 5

Outputs

- Regular meetings with the ICRC regional delegation and ongoing communication with national societies will be maintained in 2002-2003 on the policies and strategies in emergency management, including issues of harmonization of conflict preparedness/response and disaster preparedness/response.
- A database of national society key personnel and resource persons in the region will have been established by the end of 2002 and regularly updated.
- A regional mechanism will be in place by the end of 2002 to take stock of all disaster preparedness activities and projects in national societies and monitor defined indicators for the regional programmes at regular intervals.
- Three exchange visits per year related to disaster preparedness programmes will take place among national society staff members or active volunteers in the region.
- Terms of reference for a regional working group for disaster management co-ordination will be drafted by Pacific national societies at a regional emergency management workshop in the second quarter of 2002.

- By the end of 2002 the RAPNet will be operating as a self-help network of national societies, run independently from the regional delegations, while still availing itself of the delegations' services.

Outcomes

- Systematic co-ordination in information sharing, mutual support and resource development among national societies and between the components of the Movement will be in place by the end of 2003.
- Pacific national societies will have a greater ownership of the regional programme by the end of 2003.

Objective 6

Outputs

- Participation in a minimum of 2 regional and international fora a year, organized by relevant institutions and agencies within and outside the region, order to develop and strengthen strategic alliances.
- National societies will be properly represented in their respective government's national disaster management body throughout the programme implementation period of 2002-2003.
- The Code of Conduct will be adapted and integrated into governments' national disaster plans in 3 national societies.
- Five national societies will have organized at least one awareness campaign on disaster preparedness related issues by the end of 2003.
- Puppet theatre teams functioning and engaged in DP-related dissemination in three national societies by the end of 2003.
- National societies will discuss specifications of promotional/educational materials needed to promote disaster awareness in the region, at a regional emergency management workshop, slated for the second quarter of 2002, and the regional delegation will produce such materials in co-operation with national societies by the end of 2002.
- One annual visit from the Kuala Lumpur information delegate to the Pacific, in order to help national societies with advocacy and image building.

Outcomes

- Governments and other relevant institutions and agencies will be sufficiently supportive of the Red Cross role in emergency management and respect the Fundamental Principles and policies, including the Code of Conduct, that guide all actions of the Movement.
- Best practices, tools and materials for disaster awareness and advocacy will be shared by national societies by the end of 2003.

Indicators

- Number of national society staff and volunteers trained in emergency management each year across the region.
- Percentage of DP-related programme proposals submitted each year by national societies receiving funding.
- Existence of agreement between national societies and their respective governments on procedures and Red Cross roles in emergency management -- supported by government's disaster plan, written memoranda of understanding, or national legislation.
- Greater understanding of Red Cross roles and structure in emergency management, reflected in national society disaster management plan, shared by branches and relevant agencies.
- Improved national society stock management and reporting system, reflected in national society warehousing/stock management policy, and timely submission of quarterly stock reports.
- Continuing relevance and effectiveness of the DP Container programme, reflected in number of occasions the pre-positioned stock has been utilized and the evaluation report at the end of 2003.
- Number of CBSR training events conducted in most vulnerable communities.
- Percentage of participating communities that received national society assistance in planning and implementing follow-up activities, and that successfully implemented such activities.
- Number of countries whose governments adopted and integrated the Code of Conduct into their national disaster plans.
- Number and effectiveness of disaster awareness campaigns organized by national societies.

- Regional working group for disaster management co-ordination functioning well, reflected in frequency of participation in discussion and quality of feedback from member national society staff.

Critical Assumptions

- The leadership and management of the operating national societies, both at headquarters and branch level, continue to fully support the objectives of the programme, and are able to dedicate sufficient time, energy and human resources to the programme's implementation, monitoring, and reporting.
- Participating national societies fully support the programme objectives, and take an active part in the discussion, design and implementation of programme activities.
- Human and financial resources needed at all levels are made available on a timely basis.
- The political and socio-economic situation across the region remains relatively stable.
- Sufficient external resources are provided in the event of major disasters to allow disaster preparedness programming to continue.

Monitoring and evaluation

Monitoring of this programme will be carried out in the following ways:

- Programme progress will be monitored against defined indicators at regular intervals.
- The overall monitoring of the programme will be carried out by the regional DP delegate, who will collect the data from national societies and write a quarterly and annual report.
- The day to day monitoring will be done by the national society staff responsible for disaster preparedness and response. Where there is not a full time person responsible for this programme, it will be the responsibility of the chief executive officer or his/her appointee.
- National societies will produce regular narrative and financial reports for the projects funded through the regional delegation on a quarterly basis.
- Field visits to targeted communities will be conducted by national society branches or HQ on a regular basis.
- The CBSR programme will be jointly monitored with the health programme.
- Financial monitoring will be done by the DP delegate and regional finance manager, and will be audited together with the delegation's other programmes by the Internal Audit service in Geneva.

Evaluation of this programme will be carried out in the following ways:

- The various projects included in the programme will be evaluated internally on a yearly basis involving all relevant partners.
- Review and evaluations of disaster response operations.
- By the end of 2003, the overall programme implementation and effectiveness will be evaluated, involving key staff in operating national societies, participating national societies, and external consultancies.

[click here to return to the top](#)

2. Health and care in the community

Background and progress to date

There are sharp differences in health outcomes among the countries in the Pacific region. Countries such as the Marshall Islands, Kiribati, Papua New Guinea, the Solomon Islands and Vanuatu are characterised by a moderately high infant mortality rate and a high maternal mortality rate. At the same time all of them, except Marshall Islands, have a large rural population. The numbers of doctors are low in all of the above mentioned countries. The other group of countries - Australia, New Zealand, Tonga and Samoa - are characterised by a low infant mortality rate and good access to health care services.

Deaths in the Pacific region are mainly attributed to cardiovascular diseases, respiratory diseases, accidents, cancer and malaria. Cervical cancer is very common in Fiji, where the rate is almost four times higher than that of Thailand and 16 times higher than in Los Angeles, California. In recent times smoking has also become a problem: in Kiribati alone, 80 % of the adult population smoke.

In the area of preventive health, according to Pacific 2001 health profiles (UNICEF *State of Children 2001* and WHO), immunisation coverage has slightly increased in Tuvalu, Micronesia and Marshall Islands, whereas in Kiribati and Solomon Islands it has decreased. Immunisation coverage continues to be low in Papua New Guinea (from 11 % to 59 %, depending on the vaccination). Furthermore, PNG recorded cases of all the WHO-EPI preventable diseases except polio in 1998.

In October 2000 the WHO declared the Western Pacific polio free. Throughout the world, only two out of the six WHO recognised regions have been certified as being polio free. The challenges now confronting the region are the eradication of measles and typhoid fever. The Red Cross will work with WHO and the various Ministries of Health in the efforts to bring these epidemics under control.

The following table shows the countries that have reported dengue fever, whooping cough, tetanus, leprosy, and malaria cases. It also highlights the percentage of the populations that have adequate access to sanitary facilities.

	Adequate Sanitation	Dengue Fever	Whooping Cough	Tetanus	Leprosy	Malaria
Papua New Guinea	25%		X	X	X	X
Solomon Islands	9%		X	X	X	X
Micronesia	4%		X		X	
Kiribati	49%		X	X	X	
New Zealand	100%	X	X			
Cook Islands	100%	X				
Palau	57%	X			X	X
Tuvalu	78%	X				
Fiji	90%	X			X	X
Tonga	85%		X			
Vanuatu	91%		X	X	X	X
Australia			X	X		
Samoa	98%				X	
Marshall Islands	72%				X	

Data from World Health Organisation (WHO) 2001 Country Profiles and PACNET.

In addition to providing the above mentioned data the health profiles support the continuation and strengthening of the national societies' community based first aid programme (CBFA), which also includes health education issues. The CBFA programme was launched in 1999 in the region with the objectives of training volunteers as both health educators and first aiders.

Over the past year the regional health programme has upgraded its training materials and published two books for volunteers on health prevention and first aid and the health problems of the Pacific. The books are: *First aid in the Community, Volunteer Manual* and *First aid in the Community, Trainers' Manual*. The first aid programme also includes a capacity building component, which encourages volunteers to form community groups to carry out a range of tasks. Volunteers in the Pacific have been called upon to use their newly acquired knowledge on several occasions. During the outbreaks of cholera in Micronesia, leptospirosis in Fiji, dengue fever in Fiji and Palau, and Vitamin A-deficiency in Micronesia they played a vital role. To ensure that national societies and their volunteers are prepared for the onset of such epidemics the regional delegation has gained access to an early monitoring tool, which provides timely information.

The regional delegation will continue to stress the importance of early warnings for epidemics and a prompt response to them. It will also work with national societies as they build the first aid capacity of their volunteers. To assist this process, a new model of volunteer management will be developed in collaboration with the regional delegation's organisational development delegate and piloted in identified national societies. Another method to encourage volunteers will be the use of puppet shows.

HIV/AIDS

HIV was first detected in the Pacific in the mid 1980s. Since then it has spread steadily and at present there are 1,845 people in the region known to be carrying the virus. The number of reported cases is relatively low they are probably only a part of a larger reservoir of infection. According to a UNAIDS report the following issues are a potent mixture and can lead to unsafe sexual encounters: a mobile population; alcohol and drug abuse; increasing tourism and unemployment; consumerism; the break with traditional values. Compounding the problem is the Pacific communities' inability or unwillingness to deal with the impact of HIV/AIDS on the lives of infected people. Studies and observations have shown that people living with AIDS (PLWA) are generally not accepted by their communities. Kiribati offers a very telling example of this: of seventeen people who died from AIDS only one death occurred in the hospital, the remainder dying secretly at home.

Since 1999, HIV/AIDS has been a priority for the regional delegation. This has meant establishing networks with other organisations working in the sector. The regional delegation's health delegate has developed a sound working relationship with UNAIDS and has combined with them to produce "Fleet of Hope" materials, which are designed to bring about behavioural change within communities throughout the region. A number of other HIV/AIDS related initiatives have been carried out in the region: a comic strip competition with stigmatisation as its theme; and sponsorship of regional representatives to AIDS conferences.

Blood Donor Recruitment

All national societies in the region are involved in blood donor recruitment, while the societies of Solomon Islands and Fiji also collect blood. The Papua New Guinea Red Cross society runs its country's blood bank system.

In 1999 the Red Cross International Blood Conference was organised in Papua New Guinea and was attended by 33 participants from 14 countries, representing their national societies and health ministries. Problems related to the blood programmes were identified:

- The issue of appropriate transfusions is inadequately covered in medical education.
- Weak donor recruitment forces many countries to rely on blood donations from family members.
- No systematic general education for the public.
- Blood programmes experience funding difficulties.
- Blood services are not included in the national disaster preparedness plans.
- High prevalence of HBsAG positive (Hepatitis B) donors in some countries.

Over the past year the regional health programme has provided support to national societies in the preparation of programme proposals and the drafting of MOUs with ministries of health. The regional health delegate facilitated the 2000 regional recruitment campaign, which resulted in an increase in the numbers of blood donors. The need for the recruitment of more blood donors remains a pressing issue.

Psychological support needs

Traditionally and culturally, the people of the Pacific try, through discussion, to find a common solution to their common problems. However, during the civil conflict in both the Solomon Islands and Fiji traditional forms of problem solving were found to be ineffective. Many Red Cross volunteers feel they are inadequately equipped and trained to deal with psychological debriefing. Last year the regional health programme organised counselling workshops in Samoa, Cook Islands and Fiji and organised debriefings for Fiji Red Cross and Solomon Island Red Cross staff and volunteers.

Beyond the conflict context, national societies have also expressed their concerns about how they can provide appropriate counselling and support to victims and their families in natural disasters and people living with AIDS. The regional health programme will work closely with societies to establish psychological support systems over the next two years.

Human resource capacity of national societies

Most of the national societies in the region lack the necessary human resource capacity to effectively carry out all facets of their programmes. In an endeavour to address this deficiency the regional delegation's organisational development delegate will work closely with the health delegate and the disaster preparedness delegate to provide both formal and on-the-job training in programme planning and management to the relevant field staff. This is in accordance with the regional delegation's integrated approach to strengthening the human resource capacity of national societies in the region.

Since 1999 the regional health delegate has been assisting in developing the human resource capacity of some national societies by providing training to first aid trainers. The delegate has also upgraded health training materials and worked with field officers and secretary generals from Micronesia, Cook Islands and Vanuatu Red Cross to expand their programmes into some of their outer islands. With support from the regional delegation, the national societies, in a significant improvement, have written their 2002 health programme proposals using the minimum standards of logical framework.

Fund-raising through health programmes

Many of the Pacific societies depend on financial support from sister societies. Fund-raising has not been developed nor have particular initiatives been analysed. Most societies have conducted first aid courses for a number of years, but without exploiting the fund-raising potential. First aid programmes and related equipment are not available in many countries, while in others there is competition with local ambulance companies.

The Fiji Red Cross has exploited this situation and uses its first aid programmes as a means to generate income. Other societies are keen to follow its lead. The regional health programme has researched and analysed the possibilities for joint first aid kits purchases and the results indicate that the New Zealand Red Cross (NZRC) first aid kit is the most practical and cost-effective and allows the greater profit margin. Over the next two years this form of income generation will be promoted by the regional health delegation.

Networking with partners

Networking among national societies started in the region a couple of years ago. Today national societies have a basic understanding about each other's activities. They share good and open communications with each other; they are, however, only just beginning to take advantage of regional opportunities. The first aid quality management board, with 4-5 national societies on the board, offers an example of this. The board is tasked to find solutions for crucial first aid questions on behalf of the whole region. It still relatively new and has only addressed practical issues to date

Networking with other partners is proving to be fruitful for the region. Examples of this are the joint health education materials production with UNAIDS; the regional blood donor recruitment campaign organised jointly with WHO; and the blood donor posters produced in collaboration with UNAIDS. Furthermore, individual national societies have received funding from various partners for their country programmes. There is scope to improve regional networks, particularly with the establishment of strategically placed reference centres.

Goal The regional health programme 2002 - 2003 will empower national societies to be responsive to local vulnerability by tackling issues such as health in natural disasters, first aid in conflict preparedness, a healthy

lifestyle, the HIV epidemic, and safe blood. Furthermore, it will add value by supporting national societies in the region in reaching their outer island communities, which have limited access to health care systems.

Objectives and activities

Objective 1 To assist national societies improve the quality and relevance of their first aid courses and to further strengthen the capacity of their first aid volunteers by the end of 2003.

Activities to achieve objective 1 are:

- In collaboration with the regional delegation's disaster preparedness delegate and ICRC, design and draft the training curriculum and training materials for first aid in conflict situations.
- Pre-test the material.
- Draft the terms of reference for a working group to include national societies, ICRC representatives and field officers.
- Provide training for identified first aid field officers as trainers.
- Analyse content needs of marine first aid training programme
- Draft and agree on terms of reference for first aid programme audits, adapt the NZRC external first aid audit material.
- Pre-test audit methodology and adapt results into the final procedure.
- Conduct the audit in collaboration with national societies.
- Conduct a regional workshop for first aid.
- Assist two national societies to adapt first aid policies, training curriculum and other first aid related documents as requested.
- Adapt field test results into the first aid trainers manual and print.
- Assist national societies to conduct in-country first aid competitions, circulate scenarios, organize judges, negotiate the "media - advocacy message", adapt the rules.
- Coordinate with disaster preparedness delegate co-operation with community self-reliance programme.

Objective 2 To establish, by the end of 2003, a regional psychological support reference centre with expertise in counselling techniques during and after disasters (natural or conflict) and for volunteers working with people living with HIV/AIDS.

Activities to achieve objective 2 are:

- Draft the terms of reference for counsellors in the regional pool.
- Negotiate with the Danish Red Cross psychological support centre to obtain counsellor training in the Pacific.
- Select 5 counsellors as participants, organize facilitators training with Danish Red Cross support, collect existing material.
- Support the 5 counsellors, organize counselling training for four national societies.
- Draft the terms of reference for the reference centre, identify and establish reference centre.
- Organise debriefings on a needs basis during a conflict or other disaster; co-ordinate debriefings in the conflict areas with ICRC.

Objective 3 To establish a regional blood donor recruitment reference centre that assists in the collection of sufficient amounts of good quality blood; to help societies deliver programme services as stated in the global blood policy by the end of 2003.

Activities to achieve objective 3 are:

- Draft terms of reference for reference centre on blood donor recruitment issues. Set up and equip centre in Samoa, organize an exchange visit to Australian blood bank.
- Organise one regional blood donor recruitment campaign, design car bumper stickers. Two national societies to produce 3 -5 minute video on blood donor recruitment; distribute the video.
- Assist three national societies to conduct blood donor recruitment surveys, test the questionnaire, publish the results.
- Assist four national societies to establish blood donor recruitment databases.

- Assist national societies to update their MoUs with their ministries of health.
- Organise jointly with WHO a safe blood workshop for ministries of health and Red Cross staff in Solomon Islands and Fiji.

Objective 4 To establish a regional HIV/AIDS reference centre to assist national societies design and implement effective HIV/AIDS country programmes.

Activities to achieve objective 4 are:

- Establish the Fiji Red Cross as a reference centre for HIV issues, draft and circulate the terms of reference for the centre, collect information materials, establish a list of training possibilities.
- Assist three national societies to establish a counselling component in their HIV programmes.
- Adapt psychological support training materials for PLWAs counselling.
- Help to replicate the Fiji Red Cross puppet theatre in Tonga, Samoa and Vanuatu. Pre-test for cultural appropriateness.
- Disseminate the health education materials from the ICAAP - October 2001 conference.
- Assist national societies to use the comic strip competition results from October 2001 in their HIV/AIDS awareness campaigns.

Objective 5 To improve and strengthen the networks between national societies to enable them to maximise their resources, at the same time improving their networks with other relevant partners, to assist in strengthening their capacity.

Activities to achieve objective 5 are:

- Continue to identify and arrange exchange visits between partners.
- Involve and give more responsibilities to the reference centres.
- Maintain professional contacts with relevant institutions and agencies: UNAIDS, UNICEF, WHO, SPC, and develop further the strategic alliances with these organizations.
- Strengthen the co-ordination of activities with ICRC.
- Update the information package on current health related policies and strategies: keep national societies informed of global Red Cross Red Crescent issues.
- Stimulate discussions with commission members; participate in Geneva-based health related work groups.
- Encourage the national societies to be active in discussion forums; assist the reference centres to play an active role.
- Use images of the Movement in membership drive brochures and materials. Agree on the message to be used in regional health campaigns (blood donor recruitment days and regional first aid competitions) in order to promote the Movement's Fundamental Principles and humanitarian values.
- Monitor the use of the emblem during field visits to ensure proper use.
- Encourage health field officers to participate in vulnerability and capacity assessments conducted by the disaster preparedness and organisational development delegates.

Objective 6 To enable field officers and volunteers to contribute to health programme planning and to increase their management capacity by introducing new volunteer management systems to help field officers to co-ordinate work in the branches by 2003.

Activities to achieve objective 6 are:

- In collaboration with the regional delegation's organisational development delegate, analyse FSM's volunteer management system for possible replication in other national societies.
- Act as mentor to national societies' field officers on health programme planning.
- Participate in regional workshop on programme planning and design with disaster preparedness delegate and organisational development delegate.
- Follow up and assist with reporting requirements of funded programmes.

Expected results

Objective 1

Outputs:

- Marine first aid training package provided to 4 national societies (Kiribati, Tuvalu, Fiji, Vanuatu) in 2002.
- First aid refresher course for conflict preparedness ready for 5 societies (Fiji, PNG, Solomon Islands, Samoa, Vanuatu) in 2002.
- First aid programme audited in Fiji, Samoa and Vanuatu in 2002 and in 2003 in Tuvalu, Micronesia, Tonga.
- First aid policy adapted in Solomon Islands in 2002.
- First aid trainers course organised in Solomon Islands and Marshall Islands in 2002.
- One regional workshop organised to field officers in 2002 and 2003.
- First aid national competitions held in 3 “new countries” in 2002 and 2003.
- CBFA trainers manual field-tested and final version printed in 2002.

Outcome:

- National societies with Marine schools will have provided a competitive and profitable service that is in compliance with international standards. The Red Cross first aid courses will have attracted the largest share of this market by the end of 2003.
- National societies will have good quality first aid programmes that have retained volunteers.

Objective 2

Outputs:

- Reference centre on psychological issues established by the end of 2003.
- One counsellor training course organised by the Danish Red Cross reference centre in 2003.
- Five counsellors trained as regional resource people by the end of 2003.
- Psychological support training conducted in six national societies by end of 2003.
- Counselling programme component for PLWA established in three national societies by the end of 2003.
- Counselling programme component related to disasters established in three national societies by the end of 2003.

Outcome:

- National societies will have incorporated a psychological support component into the relevant programme by the end of 2003. National societies will be linked to the Danish Red Cross reference centre, ensuring that their programmes conform to global programmes.

Objective 3

Outputs:

- One regional blood donor recruitment campaign organised annually.
- One 3-5 minutes video produced for national societies to promote blood recruitment in 2002.
- Three blood donor recruitment surveys conducted in 2002.
- Blood donor recruitment database designed for three national societies in 2002.
- Reference centre on blood donor recruitment issues fully functional in 2003.
- Two workshops on safe blood organised jointly with WHO for ministries of health and Red Cross staff in the second and third quarter of 2002.

Outcome:

- Blood transfusions will be provided free of charge to everyone in need, regardless of their family members' ability to donate blood. Cost recovery will be in place between societies and their ministry of health.
- Red Cross blood programmes are in line with the global Red Cross blood donor recruitment policies and Pacific national societies collaborate closely with other Red Cross partners in the blood donor recruitment field.

Objective 4

Outputs:

- Three puppet theatres targeting youth and featuring the dissemination of HIV/AIDS prevention and discrimination issues produced in 2002.
- Three national societies incorporate a counselling aspect into their country programmes by 2003.
- The HIV/AIDS reference centre fully functional by the end of 2003.
- Comic strip competition (about discrimination against PLWAs) results printed and disseminated further after the ICAAP conference in October 2001.

Outcome:

- People in the Pacific region have developed a sound understanding and awareness of PLWAs by the end of 2003.

Objective 5

Outputs:

- Five exchange visits.
- Active discussions between national societies and reference centres.
- The number of first aid kits purchased from NZRC and sold has increased.

Outcome:

- National societies have benefited from sharing experiences and resources by the end of 2002.

Objective 6

Outputs:

- Field officers are actively involved in health programme planning by 2003.
- Field officers are able to write the quarterly report on their respective programmes by 2003.
- Pacific national societies have a selection of volunteer management systems at the end of 2003.

Outcome:

- Health programme officers will have taken on more management responsibilities and will have greater ownership of their programme by the end of 2003.

Indicators

- Number of national societies conducting marine first aid training courses using the latest international programme standards.
- Number of Red Cross first aiders trained in first aid related to conflict preparedness.
- Number of Red Cross first aid programmes audited and first aid programmes that exceed the average standard.
- Number of Red Cross counsellors who are actively involved in Red Cross counselling work.
- Results of blood donor surveys analysed and used in programme development.
- Accepting attitudes towards PLWA, measured by UNAIDS surveys and/or regional Red Cross developed surveys.
- Percentage of increased fund-raising through health programmes since 1999.
- Number of national societies actively involving health programme officers in programme planning and reporting.

Critical assumptions

- A full time regional health delegate will be placed in the regional delegation.
- Funding for the programme will be secured.
- Trained people will stay with and contribute to the work in national societies.
- Natural disasters and conflicts do not interfere with development work.

- National societies are willing to make efforts at the country and branch level.
- National societies involved in reference centre work are able to commit to them for the long-term.

Monitoring and evaluation

Monitoring of this programme will be carried out by the regional health delegate, who will collect data from the national societies or from the reference centres. Besides monitoring indicators, all field reports will include qualitative information about the success or failure of the programme. National societies in receipt of funds as a result of the regional delegation's efforts are required to send copies of their quarterly reports to the regional delegation.

An evaluation will be carried out by the end of 2003 with participating national societies, external consultants and representatives of operating national societies. The evaluation will include desk reviews and field visits.

[click here to return to the top](#)

3. Organizational development

Background and achievements/lessons to date

The Pacific region is one of cultural and socio-economic diversity and this is reflected in the varying levels of development of the national societies in the Pacific. It is also evident in the priorities that propel each national society on a daily basis. These priorities have been further elaborated in the development or framework plans of each society and form the basis of their programme proposals for 2002.

The foremost priority for the national societies is to have a sound disaster preparedness programme, since the region is predisposed to a variety of natural disasters. It is well known that natural disasters contribute significantly to the vulnerability of the Pacific island countries. Another priority programme area is health and care in the community, which focuses on implementing core health activities. To ensure that both the disaster and health programmes are implemented effectively the regional delegation is working to build the capacities of the national societies.

The regional organisational development programme is integral to this process and focuses its attention on strengthening the capacities of national societies by providing training and workshops in governance and management and programme planning and management. In recent times the regional organisational development delegate devoted considerable time to instilling a planning, monitoring and reporting ethos within national societies. The process was reinforced by the introduction of tools specifically adapted for the Pacific region. The net result has been a significant improvement in the quality of country strategies and the programme proposals that were presented at the regional Partnership Meeting in the Cook Islands in July 2001.

The regional delegation is promoting the development of regional resources and initiatives, which traverses all programme areas. The benefits of this effort are beginning to be realised, particularly in human resource development.

Networking and exchange visits between national societies have recently been introduced as a way to maximise scarce regional resources. Exchange visits and networking allow for cross-fertilization of ideas and a relevant learning environment. To date visits and networking have been restricted to regional meetings and workshops. Regional communication has improved greatly with the ability to access the Internet and e-mail, but national societies are still working in relative isolation. Therefore exchange visits planned for 2002 and 2003 will serve to break down the isolation and at the same time provide valuable knowledge sharing opportunities.

Finally, the region has four national societies that are still in formation, the Cook Islands, the Federated States of Micronesia (FSM), the Marshall Islands and Tuvalu. Particular technical support in governance and management was provided to these societies over the past two years.

The organisational development programme focus for 2002-2003 will be:

- Governance and management, and administration and finance management and systems
- Programme planning and management
- Human resource development
- Branch development and membership recruitment
- Communication, information strategic alliances.

The motivations for the programme are three key Federation documents: *Strategy 2010*, *National Society Governance Guide*, and *the Characteristics of a Well-functioning National Society*. In addition, it builds on existing policies and guidelines as well as practices and examples from this and other regions.

Goal To assist in strengthening the organisational capacity of the national societies of the Pacific region, thus enabling them to be well-functioning institutions with effective and relevant programming.

Objectives and activities

Objective 1 To support and strengthen national society governance and management and to strengthen the administrative and financial capacity of national societies in the region.

The national societies in the region have indicated the need to better understand the role of governance and to develop effective and efficient management practices. Further, they have identified a need to enhance administrative and finance management capacity through the provision of systems, training and technical support. National societies also need to build strategic alliances and partnerships throughout the region.

To assist the process, over the next two years the organisational capacities of five national societies will be analysed through the application of a Vulnerability and Capacity Assessment (VCA), SWOT analysis and Customised Assessment and Performance Indicators, version 2 (CAPI 2). Further, several national societies will carry out Country Assistance Strategies (CAS) in collaboration with ICRC, participating national societies and other partners, which will ensure programmes are well developed and relevant.

Activities to achieve objective 1 are:

- Review capacity and performance of national societies: adapt and apply CAPI 2, collate data and analyse, share results with the national societies.
- Assist three national societies in 2002 and two national societies in 2003 to conduct VCA and SWOT analysis for planning and management purposes, particularly human development training issues. The VCA will be carried out in collaboration with the regional delegation's disaster management programme.
- Provide technical assistance to the governing bodies.
- Provide technical support, in co-operation with ICRC, to four national societies to carry out the CAS process.
- Support workshops on the clarification of roles and responsibilities between governance and management. At the same time, provide training on the correct use of the emblem and the principles and values of the Movement.
- Strengthen management through the provision of management-specific training.
- Provide, as required, technical advice to national societies on revising and updating their legal base.
- Design and conduct planning and budgeting with the regional delegation's finance manager.
- Conduct financial reporting workshops and training.
- Undertake financial management technical visits to facilitate external audits.

Objective 2 To increase national societies' programme planning and management capacities to meet the needs of the most vulnerable and to improve general performance.

The Federation's *Strategy 2010* will be the key instrument for achieving focused programme development. During 2002 and 2003 the existing Federation strategies, policies and guidelines will be promoted through dissemination and training at all levels.

Activities to achieve objective 2 are:

- Conduct dissemination and discussion workshops on *Strategy 2010*.
- Disseminate Federation policies and supporting training materials.
- Refine national society self-assessment questionnaire.
- Assist five national societies to complete self-assessments by the end of 2003.
- Design and maintain national society capacity database.
- Provide advice and training on programme design and implementation.
- Follow up on donor reporting requirements and assist national societies with contractual compliance.
- Refine existing programme management reporting tools and methodologies in collaboration with the regional delegation's disaster preparedness delegate.
- Provide reporting workshops to national societies.

- Undertake technical visits to consolidate programme management methodologies.
- Conduct regional planning workshop to formulate 2003 programme proposals in collaboration with the regional delegation's disaster preparedness delegate and health delegate.
- Conduct Logical Framework workshop, as part of the regional planning workshop, for field officers, in collaboration with the regional delegation's disaster preparedness and health delegates.
- Develop and pre-test a simple quarterly reporting format for national societies to keep the regional delegation informed of activities.
- Develop indicators for all programmes and promote participatory evaluations (external and internal).
- Undertake formal programme evaluation.

Objective 3 To improve human resources and volunteering for national societies across all programme areas in 2002 and 2003.

Effective human resource management is recognised as one of the major challenges facing national societies in the region. With volunteer numbers dwindling and professional staff increasingly difficult to attract and retain, it is essential that the societies develop new and innovative ways to strengthen this essential element.

Activities to achieve objective 3 are:

- Develop a trial training package for Red Cross staff in collaboration with regional disaster preparedness delegate and regional health delegate.
- Provide national staff with mentoring in VCA in collaboration with the regional delegation disaster preparedness delegate and health delegate.
- Assist national societies, where necessary, develop job descriptions for staff and volunteers.
- Facilitate national societies in identifying exchange visit partners, conducting visits and following up on lessons learned. Exchange visits will be arranged in close consultation with both the regional health and disaster preparedness delegates to maximise the benefits.
- Encourage national societies to regularly provide key personnel for international Basic Training Courses.
- Develop and maintain a regional personnel database.
- Develop and test a distance learning stepped training programme for board members, secretary generals and field personnel.
- Formulate training plan of action in collaboration with national societies.
- Undertake technical visits to national societies for training purposes.
- Provide technical support to prioritised national societies to design and implement plans for volunteers.

Objective 4 To strengthen existing branches and to encourage the establishment of new branches of the national societies in the Pacific over the next two years.

Activities to achieve objective 4 are:

- Conduct participatory survey and analysis on branch effectiveness and efficiency in five national societies.
- Provide national societies' branches with training activities and materials for their governance, management, staff and volunteers.
- Attend workshops in FSM to provide technical advice on responsibilities for fund raising, volunteers and training, first aid and emergencies.
- Analyse FSM's volunteer management system for possible replication in collaboration with the regional delegation's health delegate.
- Develop volunteer management guidelines for all national societies.
- Provide technical support to prioritised national societies on volunteer recruitment campaigns at branch level.

Objective 5 To enhance the Movements profile within the region through an integrated approach to dissemination and through strategic alliances with external agencies.

Activities to achieve objective 5 are:

- Encourage national societies to recognise communications and dissemination as part of their core activities.
- Develop and support the implementation at regional and country levels of advocacy and communications strategies and activities surrounding global Federation campaigns.
- The regional delegation head and delegates identify, initiate contact and network regularly with key external stakeholders.
- Collaborate with ICRC on joint objectives, planning and training initiatives targeted at national societies' information/dissemination officers.
- Support national societies to develop advocacy capacity with assistance from the regional information delegate in Bangkok and in collaboration with the regional disaster and health programme delegates.

Expected results

Objective 1:

- CAPI 2 applied to five national societies in order to review capacity and performance over 2002 and 2003.
- Provide training in VCA, 5 national societies will have conducted VCA by the end of 2002.
- Governance and management training and workshops provided to five national societies during 2002 and 2003.
- Finance and budget training provided to national societies.
- Legal base of five national societies updated by the end of 2003.
- Three national societies have CAS, with a fourth underway by the end of 2003.

Outcomes

- The governing boards in five national societies will have provided good governance and will have distinguished between the functions of governance and management by the end of 2003.
- SWOT and other diagnostic tools will have provided five national societies with knowledge of their capacity to meet the needs of the most vulnerable, by the end of 2003.
- Three national societies will have completed their CAS by the end of 2002. One National society will have completed its CAS during 2003.
- All national societies will have provided the required finance reports using the standardised financial reporting system.

Objective 2:

Outputs

- One regional workshop in programme planning and management will take place in the second quarter of 2002.
- Questionnaire for national society self-assessment refined and pre-tested.
- Self-assessments of five national societies completed by the end of 2002.
- A database for self-assessment information established and maintained.
- Programme reporting tool refined and all national societies providing reports regularly.
- Programme evaluation carried out during the third quarter of 2003.

Outcomes

- National societies' managers and staff are trained in project planning, monitoring, evaluation, assessment and management.
- Increase in the quality of programme proposals written by national societies.
- More focused and integrated approach to programme development in accordance with *Strategy 2010* is taken.

- Analysed self-assessment data provides participating national societies with information on programme effectiveness and relevancy.
- Maintained self-assessment database assists regional delegation to make informed decisions on regional priorities and needs.
- Programme evaluation will enhance the approach to organisational development for both the national societies and the regional delegation.

Objective 3:

Outputs

- Red Cross training package for staff and volunteers developed, pre-tested and distributed to national societies by the end of 2002.
- Volunteer management system designed, pre-tested and implemented in national societies by the end of 2003.
- Generic job descriptions developed for staff and volunteers.
- Training in VCA and its application in five national societies.
- Five exchange visits between national societies and identified partners.
- Training plan developed and agreed between regional delegation and national societies.
- Regional personnel database developed and maintained.

Outcomes

- Volunteerism will be increasingly promoted as an integral component of both the Red Cross Red Crescent Movement and civil society by the end of 2003.
- Ongoing distance education will have developed Red Cross board members' and staff's capacity through an accessible medium by the end of 2002.
- Formal training workshops and on-the-job training for staff members will have strengthened the capacity of five national societies by the end of 2002.
- Identified personnel will have attended BTCs held in Australia, Japan and New Zealand, increasing the potential for regional representation as international delegates during 2002 and 2003.
- The development and maintenance of a human resource database will have enhanced the ability of the region to identify appropriate candidates for international workshops and/or training opportunities during 2002 and 2003.
- Exchange visits between national societies will have provided opportunities to share experiences, resources and knowledge within the regional context and across all programme areas during 2002 and 2003.
- Technical visits and the provision of on-the-job training to prioritised national societies will have assisted in consolidating existing staff practices and introducing new ones, thereby strengthening national societies' human resource capacity during 2002 and 2003.

Objective 4:

Outputs

- A survey on branch effectiveness conducted in five national societies.
- Training and materials developed for branch development.
- A technical visit to one national society for branch development and recruitment workshop.
- Communications and information strategy adopted by national societies.
- Volunteer management systems and guidelines developed and distributed.

Outcomes

- Branch surveys will have provided national societies with a tool to monitor the effectiveness and relevancy of programmes by the end of 2002.
- New branches have appropriate organisational structures, and the goals set out for their development are being achieved during 2002 and 2003.

- Staff and volunteers will have received training in the Fundamental Principles and values and will apply them to their work environment during 2002 and 2003.
- Existing volunteer management systems will have been analysed and a new one piloted to investigate its appropriateness and possible replication throughout the region.
- Information on volunteer management will have been collated for the production of guidelines and will be distributed to all national societies.

Objective 5:

Outputs

- Awareness campaigns on the Movement's Fundamental Principles.
- Promotional materials developed at regional workshop.
- One regional workshop.

Outcomes

- All national societies will have conducted awareness campaigns on the Movement's Fundamental Principles by the end of 2003.
- Kuala Lumpur regional information delegate undertakes visits to Pacific region to assist with advocacy and image building.
- The Principles and values of the Movement are applied while implementing programmes.

Indicators

- Number of national societies that have revised their legal base and had revisions formally approved by the end of 2003.
- Number of CAPI 2 analyses carried out and being followed up.
- Number of vulnerability and capacity assessments adapted, piloted and results analysed.
- Number of national societies' 2002 and 2003 programme proposals designed, approved and implemented.
- Number of national societies self-assessments, results analysed and data entered into database by the end of 2002.
- Number of regional candidates attending BTCs.
- Branch survey conducted and profiles established.
- Number of workshops held, number of participants, outcomes evaluated in 2002 and 2003.
- Number of participants attending international workshops and training and available as a regional resource.
- Regional workshop for 2002 programme planning.
- Number of training and programme planning and management tools developed.
- Number of simple quarterly activity/events reports received from national societies.
- Number of volunteers increased in three prioritised national societies in 2002.
- Number of staff and volunteers, including at branch level, trained in the Fundamental Principles and Values of the Movement, national societies to provide information through simple quarterly reporting mechanism.
- Long distance education piloted, numbers trained by the end of 2002.
- Numbers of national societies having established communications and information departments by the end of 2003.
- Number of information/dissemination officers implementing programmes that include the promotion of humanitarian values.

Critical assumptions

- The programme is fully funded over the two-year period, and funds are available on a timely basis.
- The communications and information programme is funded and staffed by a part-time information officer.
- The leadership and management of the national societies in the region support the objectives of the programme and are willing to dedicate sufficient time, energy and human resources to it.

- Participating national societies fully support the programme objectives.
- The national societies of the region are able to attract qualified staff and volunteers to implement the programme.
- The programme is integrated with other regional programmes to avoid overlapping and maintain a standardized approach to technical support.
- The political and socio-economic situation across the region remains relatively stable.

Monitoring and evaluation

- Programme progress will be monitored against defined indicators at regular intervals.
- Quarterly reports analysing progress against established plans.
- An external evaluation will be organised, to be conducted at the end of 2002
- External consultancies will be used to evaluate the programme's progress.

[click here to return to the top](#)

4. Regional co-ordination and management

Background and achievements/lessons to date

The Federation's regional delegation for the Pacific was established in 1991. Originally based in Sydney, the delegation was moved to Suva, Fiji in 1998 in order to be more strategically located for its service provision and support to the 12 Pacific Red Cross societies it covers. Undoubtedly the geographical proximity has allowed a closer monitoring of programme support and a more constant accompaniment for the national societies as they grapple with new issues in their development processes.

With great distances between countries, and limited financial resources an ongoing challenge for the regional delegation's support to the Pacific national societies, building true partnerships with other Red Cross players in the region is critical to accomplishing complementary objectives and collective goals. Co-operation with the ICRC has strengthened significantly over the past years and joint strategic planning and regular co-ordination of activities is taking place. Joint ICRC/Federation workshops on emergency management which combine aspects of conflict preparedness and disaster management will continue in 2002.

Other partners present in the region such as the Australian and New Zealand Red Cross societies, while offering bilateral support to national society programmes, demonstrably support the overall strategy and work of the regional delegation in the provision of technical expertise, human talent and financial resources. The elaboration of an all-inclusive Cooperation Agreement Strategy (CAS) in national societies where multiple partners are present is widely supported. The active participation of all partners of the Movement in this process is seen as a critical step towards more effective co-operation at the strategic level.

In addition to the Movement, a number of other actors are present in the region, including UN entities such as UNDP, UNICEF, UNFPA, UNIFEM, UNAIDS, OCHA, and WHO, as well as the Asian Development Bank and various NGOs. Their involvement ranges from disaster management, promotion of social issues, construction of civil society, establishment of rural health systems and integrated community development, presenting considerable opportunities for building strategic alliances. Donor governments and their agencies, such as AusAid of Australia, New Zealand's Development Co-operation Division, Britain's DFID and the European Union are all present in the region and active in both emergency aid and long-term assistance. Just as important, key academic and technical centres for the region such as the University of the South Pacific (USP), South Pacific Applied Geoscience Commission (SOPAC) and the Pacific Ocean and Atmosphere Centre are as yet an untapped potential source of expertise and human talent in a variety of related areas which would enhance the delegation's knowledge of regional vulnerabilities and its work with national societies.

The regional delegation for the Pacific is committed to an integrated approach to organizational development by building national society capacity through effective and relevant programming in the core areas. As part of the Appeal 2002-2003, the regional delegation has presented programme proposals in the areas of Organizational Development, Disaster Preparedness and Health and Care in the Community.

The starting points for all programmes are two key Federation documents: the Secretariat *Priorities for 2002-2003*, based on the three strategic directions and ten expected results of Strategy 2010, and the Hanoi Declaration which sets forth regional priorities for the day-to-day work at the national society level. 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 is one of promotion, co-ordination and technical support, and will only be directly operational where there is a clearly identified need.

The basic management infrastructure needed to manage these programmes is as follows: a head of regional delegation and technical delegates in organisational development, disaster preparedness and health. An administrative officer, a finance officer and a secretary round out the staff. Support services to the regional delegation in financial management are provided by the regional Finance Unit (RFU) in Kuala Lumpur.

Apart from its direct support to the 11 Pacific national societies, the regional team provides support as needed and regularly shares information with the Papua New Guinea country delegation carrying out the Federation's programme there. In addition, a bilateral delegate (Australian Red Cross) based in the Solomon Islands is provided with technical support and guidance.

The programme will be implemented under the direct overall supervision of the head of the regional delegation, who will assign specific tasks to technical delegates. Given the nature of the programme there will be a clear need for regular consultation and co-ordination with all partners involved - regional national societies, participating national societies, ICRC and other non-Red Cross partners. It has three complementary components: general management and support, and regional co-operation, and partnership.

Goal To manage Federation programmes and provide technical support to the national societies in the Pacific region through the promotion of co-operation and partnership among them and other Movement components, and the development of strategic alliances with other agencies and institutions.

Objectives and activities

Objective 1 To manage and co-ordinate Federation support to national society programmes in the region effectively and efficiently.

The regional delegation is responsible for the careful management of all Federation programming in the region, including all aspects of strategic and operational planning, finance, administration, human resource management and donor relations. In the event of a disaster in the region, the regional delegation may also have to assume additional responsibilities for Federation emergency relief activities. In this case it may have to play a more operational role, while maintaining overall responsibility for co-ordination between all Red cross partners. Depending on the size of the disaster and the relief operation that ensues, the Federation's Disaster Management and Co-ordination Division (DMC) may take the lead role during the first phase.

Activities to achieve objective 1 are:

- Develop, implement and monitor plans and budgets for the Federation's regional programmes.
- Manage the Federation's human and financial resources.
- Ensure compliance with the Federation's narrative and financial reporting standards.
- Provide initiative, direction and co-ordination to the development of core programmes and budgets.
- Provide programme support services (financial, logistical, human resource management) and monitor the implementation of approved budgets and programming so that their objectives are met within appropriate time frames.
- Ensure effective co-ordination with all Red Cross partners, and with external implementing partners, government organizations, INGOs and NGOs.
- Together with the team in the Secretariat's Asia Pacific Department, liaise closely with all current and potential donors.

Objective 2 To promote effective co-operation between national societies of the region and Red Cross partners.

In close co-ordination with the ICRC and other Red Cross partners present in the region (Australian Red Cross and New Zealand Red Cross) realistic country assistance strategies (CAS) will be developed for four countries in the region over the next two years. This should lead to the establishment of common objectives, criteria and methodologies, firmly based on national society development plans and frameworks.

On a more practical day-to-day level the regional delegation will promote more permanent dialogue and resource sharing, as well as longer-term joint strategic planning. ICRC and various participating national societies have indicated their readiness to participate in joint missions wherever possible. The issue of recognition of four 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 also promote a more effective partnership approach towards national societies of the region and participating national societies, taking

greater advantage of their particular areas of expertise to fill gaps. Developing new initiatives in advocacy based on common regional priorities and methodologies will also be explored.

The regional delegation will continue to organize and plan the biannual Pacific Partnership Meetings and promote enhanced mechanisms for more effective follow-up. Based on the feedback provided at the 2001 Pacific Partnership Meeting in the Cook Islands, a new format will be developed aimed at enhancing the partnership approach and increasing the exposure of national societies to donors. The delegation will provide support to national societies in the preparation and follow-up to the regional Conference in Manila in 2002.

Activities to achieve objective 2 are:

- In close co-ordination with regional partners, initiate the all-inclusive country assistance strategy (CAS) process in selected countries by the end of 2002.
- Produce and/or adapt concrete models of co-operation and guidelines enhancing Red Cross co-ordination.
- Identify national society staff and programme expertise for sharing throughout the region.
- Carry out joint field missions with ICRC and participating national societies in areas of shared interest.
- Facilitate joint ICRC/Federation approaches to the promotion of good governance and treatment of integrity issues.
- Reformat and organize the Pacific Partnership Meeting in 2003.
- Provide support to national societies in preparation for the regional Conference in Manila in 2002.

Objective 3 To promote effective co-operation, partnerships and alliances with non-Red Cross partners at both the regional and national levels.

The regional delegation's partnership with UNAIDS in the ongoing Fleet of Hope project is one example of how it aims to promote strategic alliances with institutional partners present in the region, as well as with the international donor community. Potential partnerships with the private sector, particularly at the national society level, will be explored. Finally, in order to enhance learning in all its aspects, closer relationships with academic and technical centres will be established, and training opportunities will be actively sought.

National societies of the region will be encouraged to explore the development of long-term partnerships with other humanitarian organizations, academic centres and the private sector. Forging stronger relationships between national societies and NGOs acting in similar fields will also be promoted where there is shared humanitarian advocacy concerns and complementarity in programme delivery.

In order to promote partnerships that are both beneficial and appropriate to the Pacific national societies, the regional delegation will look to develop and adapt models of co-operation that have been used successfully in similar contexts (the Caribbean, Indian Ocean islands, etc.).

Activities to achieve objective 3 are:

- Carry out a strategic review of current and potential non-Red Cross partners, with a view to both programme and resource development.
- Development of a medium to long-term donor strategy as part of an overall business plan.
- Promotion of alliances with the private sector aimed at human and resource development.

Expected results

Objective 1:

- The Federation programmes in the region will be well-functioning.
- Minimum standards in narrative and financial reporting will have been achieved within required time frames.
- Financial management of all regional programming will meet Federation standards.

Objective 2:

- Inclusive country assistance strategies will have been developed and formally agreed upon among all partners in four selected national societies by the end of 2002.

- Co-ordination among national societies/participating national societies/ICRC/Federation will have increased both in quantity and quality. Joint activities in planning, technical co-operation and evaluation will have taken place on a regular basis.
- A roster of regional national societies' and participating national societies' human talent will have been developed, which identifies technical expertise available for knowledge sharing and skills building throughout the region by the end of 2002.
- A Pacific Partnership Meeting will have taken place under a new format by the end of 2003.

Objective 3:

- A strategic review of institutional partners and private sector representation in the region will have been carried out.
- Based on this review, the regional delegation will have developed a business plan to ensure a broader, more diversified resource base at the regional level.

Indicators

- Turnover/budgets, no deficits.
- All programmes running smoothly and adequately resourced (human and financial).
- Appeal coverage, core cost coverage.
- Timely and accurate reporting.
- Approved budgets/timely cash requests.
- Number of Movement co-ordination meetings.
- Country Assistance Strategies completed (four).
- Number of joint Movement activities.
- Number of signed MoUs or other multilateral agreements among Red Cross partners and with external partners.
- Increased long-term funding sources.

Critical assumptions

- The programme is fully funded over the two-year period, and funds are available on a timely basis.
- Continued support by partners of country programmes drawn up by Pacific national societies within their Development Plans and Frameworks.
- Core staffing (head of regional delegation, administrative officer, finance officer and support staff) is made available to the programme.
- The leadership and management of the national societies of the region fully support the objectives of the programme and are willing to dedicate sufficient time, energy and human resources.
- National societies, ICRC and other partners continue their support to the programme and take an active part in the discussion, design and implementation of programme activities.
- The political and socio-economic situation across the region remains reasonably stable.

Monitoring and evaluation

- Programme progress will be monitored against defined indicators at regular quarterly intervals.
- Regular progress meetings to provide information and receive feedback will be held between the Federation and all partners.
- The programme will be reviewed internally at least once a year.
- An internal audit may be undertaken by the Internal Audit Department.
- Joint internal Red Cross evaluations will be carried out on parts of this programme, as relevant.

[click here to return to the top](#)

PROGRAMME BUDGETS - 2002								
Suva Regional Delegation								
PROGRAMME	Disaster Resp	Disaster Prep	Health & Care	Human Values	IDRD	Reg. Co-operation	Co-ord. & Mgmt	TOTAL
Shelter & Construction	0	0	0	0	0	0	0	0
Clothing & Textiles	0	0	0	0	0	0	0	0
Food & Seeds	0	0	0	0	0	0	0	0
Water	0	0	0	0	0	0	0	0
Medical & 1st Aid	0	0	0	0	0	0	0	0
Teaching Materials	0	0	49'050	0	0	0	0	49'050
Ustensils & Tools	0	0	0	0	0	0	0	0
Other Relief Supplies	0	100'000	0	0	0	0	0	100'000
Subtotal Supplies	0	100'000	49'050	0	0	0	0	149'050
Land & Buildings	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0
Computer & Telecom	0	0	0	0	0	0	0	0
Medical Equipment	0	0	0	0	0	0	0	0
Other Capital Equipment	0	1'500	1'500	0	1'500	0	1'500	6'000
Subtotal Capital	0	1'500	1'500	0	1'500	0	1'500	6'000
Programme Management	0	24'649	21'373	0	26'018	0	8'446	80'486
Technical Services	0	7'379	6'398	0	7'788	0	2'528	24'093
Professional Services	0	8'183	7'095	0	8'637	0	2'804	26'719
Subtotal Programme Support	0	40'211	34'866	0	42'443	0	13'779	131'299
Warehousing/Inspection	0	375	375	0	375	0	375	1'500
Transport & Vehicles	0	1'010	1'010	0	1'010	0	500	3'530
Subtotal Transport & Storage	0	1'385	1'385	0	1'385	0	875	5'030
Delegates & Expatriates	0	116'440	115'840	0	186'210	0	63'750	482'240
National Societies and Local Staff	0	4'400	2'775	0	22'500	0	21'700	51'375
Subtotal Personnel	0	120'840	118'615	0	208'710	0	85'450	533'615
Travel & Related Expenses	0	30'150	40'880	0	48'700	0	5'945	125'675
Information	0	13'000	0	0	5'000	0	963	18'963
Consultants	0	0	0	0	0	0	650	650
General Expenses	0	28'470	29'065	0	28'108	0	16'101	101'744
Training Workshops & Seminars	0	30'000	41'600	0	50'000	0	0	121'600
Security	0	0	0	0	0	0	0	0
Subtotal Training, Information & General	0	101'620	111'545	0	131'808	0	23'658	368'631
TOTAL BUDGET	0	365'556	316'961	0	385'846	0	125'262	1'193'625