

# Programme Update



International Federation  
of Red Cross and Red Crescent Societies

## Pacific

Appeal no. MAA55001

30/06/2011

This report covers the period 01/01/11 to 30/06/11.



Ensuring safe water supply to the people affected by the earthquake in Christchurch, New Zealand. Photo Credit: New Zealand Red Cross.

## In brief

### Programme purpose

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

The programme includes

- providing membership services to Red Cross National Societies in Australia, the Cook Islands, Fiji, Kiribati, the Marshall Islands (currently in formation), Micronesia, New Zealand, Palau, Papua New Guinea, Samoa, the Solomon Islands, Tonga, Tuvalu (currently in formation) and Vanuatu
- developing capacities in preparedness and response including responding to health needs during emergencies
- promoting legal preparedness for disasters
- providing tailored, integrated and consistent accompaniment to National Society self-development
- supporting programming that is responsive to community-identified priorities and delivering them through a strong branch and volunteer network that are in touch with the needs of vulnerable people
- encouraging young people to become more active in leading and participating in their national societies
- developing a distinctive, authoritative and consistent IFRC regional voice that speaks out on behalf of vulnerable people, and which influences and improves policy affecting vulnerability
- improving institutional memory within the membership and the sharing of good practice and lessons learnt
- supporting Pacific National Societies to contribute to global and regional policy and strategy dialogue
- coordinating the work of the International Red Cross Red Crescent Movement in the region within the IFRC's mandate
- liaising and coordinating with non-Red Cross Red Crescent actors in disasters.

**Financial situation:** The total 2011 budget is CHF 2.58 million, revised up from the original budget of

CHF 2.24 million of which 114 per cent is covered. Overall expenditure was CHF 993,614 or 38 per cent of the budget.

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

### **No. of people we help:**

The Pacific regional office covers 16 countries and provides support to 14 National Societies. These National Societies, in turn, provide support to thousands of people. The National Societies are the Australian Red Cross, Cook Islands Red Cross, Fiji Red Cross Society, Kiribati Red Cross Society, Marshall Islands Red Cross Society (currently in formation), Micronesia Red Cross Society, New Zealand Red Cross, Palau Red Cross Society, Papua New Guinea Red Cross Society, Samoa Red Cross Society, Solomon Islands Red Cross Society, Tonga Red Cross Society, Tuvalu Red Cross Society (currently in formation) and the Vanuatu Red Cross Society.

Our programmes have reached over 200 staff and volunteers in Pacific National Societies. These same National Societies have reached over 50,000 people through their disaster response operations and longer-term programming in the first six months of 2011. The programme on HIV and sexually transmitted infection and volunteer non-remunerated blood donor recruitment programme reached approximately 24,000 people – mostly young people and members of high-risk groups – through community-based health and first aid (CBHFA) programmes, as well as youth peer education and social mobilization for voluntary blood donations. The CBHFA programme in Tuvalu benefited approximately 500 people with 50 volunteers trained in CBHFA.

### **Our partners**

Our Movement partners are the American Red Cross, Australian Red Cross, the French Red Cross, the International Committee of the Red Cross (ICRC), the Japanese Red Cross Society, the New Zealand Red Cross Society, the Netherlands Red Cross, Norwegian Red Cross and the Red Cross Society of China.

External partners and donors include a private foundation, Pacific governments, a range of donor governments (Australia, France, New Zealand, Japan, United Kingdom, United States), the European Commission as well as international and regional organizations including the Global Fund to Fight AIDS, Tuberculosis and Malaria (the Global Fund), the World Health Organization (WHO), the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), International Strategy for Disaster Reduction (ISDR), other United Nations agencies and the Secretariat of the Pacific Community (SPC). NGOs, faith-based organizations and corporate and academic institutions are key partners at local level. Other partners include the Asian Development Bank and other corporate organizations. Support is provided either directly to National Societies or through the IFRC or ICRC regional offices.

Contributing to the work of Pacific National Societies on a bilateral basis are the following Movement partners: Australian Red Cross, the French Red Cross, the New Zealand Red Cross, along with the International Committee of the Red Cross (ICRC).

On behalf of the Pacific National Societies, the IFRC would like to thank all partners and contributors for their response to this appeal.

## **Context**

### **Highlights during the period**

- Tailored support was provided to 10 National Societies in governance, change management, strategic and operational planning, branch and volunteer development, financial development and human resource management.
- Eight National Societies received accompaniment in their community-based programming.
- Emergency stocks were repositioned in four National Societies.
- Ten National Societies received capacity-building in emergency preparedness and response.
- Support was provided to the Pacific organizational development, governance and disaster management working groups.

- Six editions of the Pacific Monthly regional newsletter contributed to sharing best practices and improved coordination among Pacific members and regional Movement partners.
- The Pacific Partnership Meeting was held under the theme of “Learning and Leading Together”. A set of robust decisions were defined by Pacific leaders to guide the work of the Movement in the Pacific over the next 12-24 months.
- A coordination meeting and two teleconferences for regional Movement partners were facilitated with the aim of harmonizing approaches to supporting capacity-building in the region.
- There was a strong collaborative relationship with ICRC on governance strengthening, support to National Societies on the resolution of integrity issues and positioning with external actors. A Movement booklet was produced and disseminated. The booklet presents the mandates and work of all Movement actors in the Pacific.
- There was close collaboration with the Australian Red Cross, New Zealand Red Cross and French Red Cross on capacity-building initiatives at regional and national level.
- There was regular involvement in events sponsored by the Pacific Humanitarian Team, cluster coordination and regional inter-agency disaster management technical working groups.

## Progress towards outcomes

### Disaster management

#### Outcomes/Expected results

##### 1. Organizational preparedness

- The IFRC Pacific regional office and National Societies improve their training, planning and delivery.
- National societies are equipped with the right tools to better prepare their pre-positioning strategy.
- National Societies and the IFRC Pacific regional office are able to plan better by using key supporting documents that have been developed.

##### 2. Community-based programming

- Current community-based programming has smoothly evolved into integrated community-based programming combining health and disaster preparedness.
- Tools for promoting community-based programming are developed and/or adapted, and are easy to use by National Societies in the Pacific.
- The community-based unit is in place and works in coordination with technical sectors.

##### 3. Disaster response and regional mechanisms for response

- The IFRC Pacific regional office starts to lay the foundations of a more Pacific-focused RDRT response tool.
- Participation in the Pacific regional humanitarian team and inter-agency coordination structures at country level.
- Emergency response and regional coordination mechanisms are supported.

##### 4. Advocacy and communication

- Disaster management resources are maximized to advocate for addressing specific vulnerabilities.

## **Achievements**

### **1. Organizational preparedness**

#### **Training**

- Reviewed the three Pacific disaster response team training courses held during 2010. The main findings were around the need for clearer criteria for selection of participants, clearer guidance from IFRC to hosting National Societies on the objectives and organization of the training, more support to DM officers in cascading training down to branches and more focus on how to coordinate and communicate when it comes to conducting trainings at the headquarters level. Lessons from this review will inform the further development of modules and future training delivery.
- Technical support has been given to Tonga Red Cross Society to carry out emergency response team training at its Eua branch. This training is a good example of successful coordination between the IFRC's Pacific regional office and the Australian Red Cross – with the Australian Red Cross providing financial support and the IFRC providing technical expertise.
- Assistance was provided to Kiribati in its drought response and the Federated States of Micronesia for preparedness and branch-level training activities. Coaching and guidance was provided to all disaster management officers and coordinators in raising and disseminating the emergency tsunami warning following the earthquake in Japan on 11 March 2011.

#### **Prepositioning of stock**

- Micronesia Red Cross container maintenance was carried out on three different islands as well as stock replenishment.
- Assistance was given to the Kiribati Red Cross Society in producing basic documentation for container maintenance.
- Assistance was provided to Solomon Islands Red Cross Society to buy and install a generator as part of disaster preparedness activities so that the National Society has an uninterrupted supply of electricity, which is particularly important during an emergency.
- The Samoa Red Cross Society received support to stock its eight containers, four of which are in Upolu, two in Savaii, and one each in Apolima and Manono. This replenishment means that the National Society has the capacity to bring relief to a total of 1,700 households.
- Support was given to storage and inventory tracking of outer island emergency stocks in the Cook Islands as well as checking the usage of the wind-up radios which were distributed to all outer islands in 2010.

#### **Disaster management planning**

- Contributed to zone-wide disaster management planning and ensured Pacific perspectives are integrated into Asia Pacific zone strategic and operational plans.
- The IFRC's Pacific disaster management strategy was reviewed and shared with national societies for their input during the IFRC disaster management meeting in Nadi, Fiji in May 2011.
- The IFRC Pacific regional office business continuity plan was finalized during the last cyclone season with the help of a staff-on-loan from the Australian Red Cross. The plan is a living document that will be updated before the next cyclone season.
- The Tuvalu Red Cross Society (currently in formation) was supported in the development of its disaster management plan. This will help the society to more effectively negotiate its role in emergencies and wider disaster risk management with government and other actors.
- During the reporting period, two DREF emergency response evaluations have been carried out: one for Cyclone Pat in the Cook Islands (2009), and one for Cyclone Vania in Vanuatu (2011). These evaluations will inform the implementation of future emergency operations by the National Societies in each country as well as the work of the IFRC in supporting response in the region. The review reports are available on request.

## **2. Community-based programming**

### **Programming in community**

- Support was given to Cook Islands Red Cross's community-based disaster risk reduction programming. The community activities in Mitiaro were focused on water supply and building an emergency access road. In Pukapuka, the original design was focused on sanitation facilities. Following further consultations with communities, the project on that island is being rescope. The project is also prepositioning emergency response team packs, establishing Red Cross emergency response operation centres on all outer islands and climate change awareness activities.
- Support was provided in the design and implementation of the Tuvalu Red Cross Te kavatoetoe community-based project. A community development committee has been formed and a disaster preparedness plan for the community has also been drafted. (For more details, please also see the health section).
- In the Solomon Islands, Phase 2 of the Programme for Climate Change (PfCC), a programme developed by the Red Cross Red Crescent Climate Centre in the Netherlands, has involved supporting the National Society with the implementation of a vulnerability and capacity assessment (VCA) in Temotu province. This work was carried out in close collaboration with the Red Cross Red Crescent Climate Centre in the Netherlands and the Australian Red Cross. Small-scale mitigation activities were implemented by the community with the assistance of the National Society, such as the rebuilding of a small sea wall.
- The health and disaster management teams provided technical support to the Fiji Red Cross Society on the health and climate change adaptation programme framework in designing a long-term programme in collaboration with WHO. An awareness-raising workshop on climate change adaptation was held to help staff and volunteers better understand and be able to identify climate change issues at community level.

### **Community-based tools**

- The first edition of a climate change information booklet was produced and disseminated to support National Societies in integrating climate change adaptation programmes into existing health and disaster preparedness activities.
- Community engagement documentation was disseminated to DM offices (CBHFA, VCA and the Pacific Community Based Approaches guidelines).

## **3. Disaster response and regional mechanisms for response**

### **Regional disaster response team (RDRT) for the Pacific**

- Together with the IFRC Samoa office, a review of the Samoa tsunami and earthquake operation was arranged.
- The disaster management delegate took part in the RDRT taskforce in March 2011 to emphasize the difference between RDRT development in the Pacific and in the other regions. It is evident that the relatively small size of the region's national societies is inadequate to cope with the high number of disasters in the Pacific and hence the RDRT tool needs in the Pacific should be different from other regions.
- Discussions are underway with Pacific National Societies to ascertain what types of RDRT they would need as well as able to support. The question of how to better mobilize RDRT members in developing response capacities in the Pacific region is also being considered.
- Facilitated the participation of French, Samoan, Cook Islands and Tonga Red Cross societies in RDRT specialized shelter training.

### **Enhance coordination in response**

- Provided support to the member-led Disaster Management Advisory Group which aims to promote knowledge sharing and policy dialogue on disaster management between national societies. A face-to-face meeting of the group was facilitated in May. The main outputs which resulted from the meeting were a consolidated list of National Society disaster management priorities, identification of IFRC capacity building support and feedback on IFRC draft regional disaster management strategy.
- Collaborated with French Red Cross Society on logistics capacity-building, preparedness stock and response.

- As shelter convenor for the region, the Pacific regional office has been playing an active role in revising the terms of reference and related documents for the regional coordination system. A regional shelter delegate started his mission in May 2011. He will develop the Pacific shelter strategy for the regional office and progress activities to strengthen coordination and shelter response in emergencies.
- Several emergency response operations were supported from the regional office, as follows:
  - A DREF operation in Vanuatu was launched to respond to Cyclone Vania in January 2011 and Cyclone Atu in February 2011, which reached 2,906 households with CHF 52,683.
  - The Tonga Red Cross Society responded to Cyclone Wilma in January 2011 without external support. The IFRC Pacific regional office provided early warning information and support in the form of technical advice during this response.
  - To support the earthquake response in Christchurch, New Zealand, the IFRC water and sanitation delegate based in the Cook Islands was deployed for one month.
  - On 11 March, when the earthquake struck Japan, the Pacific regional office worked with almost all the region's national societies to disseminate the tsunami alert at community level and to monitor any potential impact.
  - The Pacific regional office monitored and was on standby for a number of other emergencies, including Cyclones Yasi and Anthony, as well as the floods in Queensland, Australia.

#### **4. Advocacy and communication**

- There is ongoing preparation with SPC, UN agencies and the NZ Ministry of Civil Defence for the Pacific Platform for Disaster Risk Management that is scheduled in August to be held in Auckland. IFRC will be moderating the panel on community-based disaster risk reduction and is contributing to the overall preparation of this high level event.
- There was not much progress as was hoped on the revitalization of the community-based disaster risk management working group. Further discussions are taking place with SPC/SOPAC to determine how to encourage more active participation from members.
- Key messages on the role of IFRC as convener of the shelter cluster were developed and disseminated.
- Further discussions with SOPAC are ongoing in reshaping the Pacific Disaster Net to be used as a tool to reach a wider Pacific and international audience. The IFRC disaster management coordinator is currently involved in the design of the strategy.

#### **Constraints or challenges**

Our ability to offer close, tailored and consistent support to Pacific National Societies is an ongoing challenge. This is due to the significant number of members supported from the regional office and the geographical area we cover. Technical and advisory support from the secretariat's zonal office in Kuala Lumpur is invaluable, but is stretched with such a large area and membership to service.

Given the capacity constraints within the secretariat and the membership, it is critical that we work more efficiently and effectively with the resources available. Resources are often wasted when inputs channelled through National Societies are narrowly targeted (often due to donor criteria), without consideration for how they may also benefit other programmes, or target groups, or the National Society's organizational capacities as a whole.

Therefore we are working on a more integrated approach to the support we give, and to encourage this in others. A more integrated approach reduces the time and effort required by our members to absorb and utilize our support. We are trying to find ways to demonstrate the benefits of more flexible, multi-year funding that includes an organizational development component. We are also continuing to develop our support to help National Societies build their own sustainable capacities alongside shorter-term programme delivery.

# International disaster response laws, rules and principles (IDRL)

## Outcomes/Expected results

### Technical assistance to governments

- Policy-makers understand and make use of the IDRL guidelines to strengthen legal and policy frameworks for disaster response.

### Training and capacity-building

- Interested national societies and humanitarian partners are empowered to advocate for strengthened legal frameworks for disaster response.

### 3. Dissemination, advocacy and research

- IDRL guidelines are well known, partnerships are developed and the knowledge base of the Movement on legal issues in disaster response is deepened.

## Achievements

- IDRL activities in the Pacific are carried out according to the global IDRL plan and budget (<http://www.ifrc.org/docs/appeals/annual11/MAA0000411p.pdf>). The 2010 annual report (<http://www.ifrc.org/docs/appeals/annual10/MAA0000410ar.pdf>) is also available online.

### Technical assistance to governments

The IDRL programme has provided technical input to SOPAC's (Applied Geoscience and Technology Division of Secretariat of the Pacific Community) ongoing support to government's disaster risk management review processes in Tuvalu and Kiribati. This input has taken the form of reviewing early drafts of new arrangements, suggesting amendments related to national societies' preparedness to request, receive and facilitate foreign disaster assistance, as well as clarifying the role of the respective national societies in the arrangements.

In Vanuatu, the technical assistance project has been the subject of a thorough detailed technical review. The final report has been formally presented to the internal affairs ministry and other partners.

In the Cook Islands, following an IDRL forum in December 2010, discussions are underway with the Cook Islands Red Cross Society and Emergency Management Cook Islands regarding a technical assistance project with a view to commence implementation in the second half of 2011.

### Training and capacity-building

In addition to ongoing bilateral briefings for development partners and national societies, the IDRL programme contributed to an advocacy and communications training session for disaster officers from the Pacific national societies in May.

Discussions are underway with a number of national societies on possible IDRL training events in the second half of the year.

In line with workshare agreements within the Asia Pacific IDRL team, the Pacific IDRL delegate prepared and facilitated a forum of experts on IDRL in the Philippines, together with the Philippine Red Cross Society, IFRC country delegation and the government's civil defence department.

### Dissemination, advocacy and research

In its advocacy and dissemination work, the IDRL programme focuses on cooperation with regional organizations and networks, including the OCHA-facilitated Pacific Humanitarian Team and the SOPAC-facilitated Pacific Disaster Risk Management Partnership Network.

Cooperation with SOPAC – now a division of the Secretariat of the Pacific Community – involved an exchange of letters in January with SOPAC committing itself to promote IDRL to its members and to provide advocacy support at national level.

The IDRL programme is included in the working group that is focused on mainstreaming disaster risk management for the Pacific DRM Partnership network. Through regular meetings, the group will allow

closer coordination and collaboration of development partners in this area. As a member of this group, the IFRC focuses primarily on legislative preparedness for international response.

## **Constraints or challenges**

The introduction of IDRL continues to be a challenge in a region where small national societies and government agencies are already stretched by competing priorities. Even national societies that have proactively shown an interest in national-level advocacy and training struggle to absorb the available IDRL support.

In an effort to address this challenge, the IDRL programme is utilizing a technical assistance model that requires less time from national societies and their government counterparts and focuses more on enhanced collaboration with regional and international organizations. Regional organizations that have Pacific governments as their members are particularly well placed to promote IDRL.

Legal advocacy requires sufficient understanding of the subject matter to engage in strategic higher-level advocacy and partnerships. Legal advocacy also requires a long-term commitment as changes to legal and regulatory frameworks take time. Developing this knowledge and commitment in partner organizations will take time.

In light of the increasing demand from national societies to engage in more proactive regional, national and local level advocacy, the Secretariat is facilitating the development of an IFRC regional humanitarian diplomacy strategy that integrates existing IDRL work. The implementation of the strategy will contribute to improved advocacy skills within National Societies and more entry points for advocating on IDRL issue.

## **Health and care**

### **Outcomes/Expected results**

#### **HIV**

- National Societies contribute to preventing further HIV infection in the region.
- National Societies contribute to reducing stigma and discrimination against people living with HIV.
- National Societies contribute to blood safety in the region through the recruitment of voluntary non-remunerated blood donors (VNRBD).

#### **Community-based health and first aid (CBHFA)**

- Targeted communities have a greater capacity to manage common ailments and injuries through higher-quality National Society commercial and community-based health and first aid training and interventions.
- Improved preparedness and response mechanisms exist in National Societies and communities to better respond to public health emergencies and epidemics (or pandemics) of infectious diseases, especially avian and pandemic influenza.
- National Societies have an enhanced capacity to implement effective behavioural change through health promotion and prevention projects in targeted communities.

#### **Capacity-building**

- National Societies have an enhanced capacity to plan, deliver and monitor effective health interventions, raise resources and form partnerships with health ministries and other stakeholders.

### **Achievements**

#### **HIV**

- The HIV programme – implemented by member National Societies of the Global Alliance on HIV, namely, the Cook Islands, Micronesia, Kiribati and Samoa Red Cross – reached 23,500 beneficiaries, the majority of whom are young people and members of high-risk groups. The programme focused on HIV and the prevention of sexually transmitted infections, voluntary non-remunerated blood donation promotion and Club 25, HIV-related anti-stigma and discrimination, awareness messages, information materials, condom distribution and youth peer education activities.

- Three National Societies – the Cook Islands, Micronesia and Samoa – distributed 21,000 condoms to men and 1,500 condoms to women. The three National Societies worked with their respective national blood programmes and donated 375 blood bags during the reporting period. The report from the Kiribati Red Cross Society is pending.
- The four National Societies of the Cook Islands, Kiribati, Micronesia and Samoa celebrated World Blood Donor Day with their respective health ministries and partner NGOs on 14 June. The IFRC supported these activities by providing financial support, information resources and communications materials.
- The Pacific Island AIDS Foundation (PIAF) worked from the Pacific regional office during February and April. The regional office is collaborating with PIAF to develop a Pacific-based module for the IFRC volunteer training manual on community-based HIV prevention, treatment and care. This module will be piloted in August.
- Took part in an SPC-organized, Global Fund-supported HIV, STI and VNRBD programme and financial reporting workshop. During the workshop, the period 5 phase II six-month reports were reviewed and approved. The IFRC training budget and work plan for the 2011 period were approved by the Secretariat of the Pacific Community, with some changes to activities and no increase to the approved budget. Based on these changes, the Pacific regional office will recruit a regional HIV programme officer, who will assist the health delegate in managing the regional HIV programme.
- Visited the Samoa Red Cross Society to monitor HIV programme activities and observed a voluntary blood donation drive in Savaii branch. During the visit, the National Society's HIV and health annual plan and budget was reviewed and updated. The Samoa Red Cross HIV programme officer was trained in reporting and introduced to the new reporting requirement to measure the percentage of voluntary blood donations on a monthly basis.
- Visited the Micronesia Red Cross Society to monitor the HIV and youth peer education programme, including a visit to Pohnpei and Kosrae branches. The National Society annual activity plan was reviewed and updated. The National Society's training needs were also discussed and agreed with the youth peer education coordinator.
- Provided financial support to the Cook Islands Red Cross Society's 'Positive change of minds on PLHIV project', which aims to fight stigma and discrimination associated with HIV. The project was initiated in response to the first HIV case in the Cook Islands. The PLHIV ambassador from the Samoa Red Cross Society visited the Cook Islands between 12 and 24 February offering peer support. The Samoa ambassador's visit involved meeting church groups and political leaders to advocate for rights of HIV-positive people – their right to work, have access to treatment, their right to confidentiality and their right to be treated with respect. This campaign resulted in a reversal of the Cook Island government's decision to disclose the identity of the diagnosed case.
- Assisted the Cook Islands Red Cross in hosting a voluntary non-remunerated blood donor (VNRBD) recruitment workshop in Rarotonga from 25 to 27 June. The regional health delegate acted as facilitator. The workshop participants were National Society staff and volunteers, as well as staff from the Cook Islands blood service. At the end of the workshop, the participants developed work plans for 2011–2012 for the National Society's VNRBD programme.
- Working with the Fiji School of Medicine (Fiji National University) to offer its blood services staff and students a short course on the IFRC's *Making a difference* manual for VNRBD recruitment.
- Attended the 11th annual meeting of the Pacific Islands Regional Multi-Country Coordination Mechanism (PIRMCCM) that was held from 31 May to 3 June in Nadi, Fiji.

#### **Community-based health and first aid (CBHFA)**

- Supported the National Societies in Kiribati and the Solomon Islands for the first aid instructors' training, in collaboration with the New Zealand Red Cross. The training courses resulted in nine National Society volunteers and staff members, respectively, being certified as first aid instructors.
- The Fiji Red Cross Society received support to develop and submit a three-year work plan and budget to the Ministry of Health and WHO on 'Piloting climate change adaptation to protect human health in Fiji'. This has been approved and a memorandum of understanding is being prepared for potential funding.
- Visited Tuvalu (joint health and DM team mission) to provide technical input into the CBHFA and disaster management project. Assisted the National Society in clarifying the community development committee's roles and responsibilities. Solutions were identified by the Tuvalu Red Cross Society,

IFRC and the community development committee. These will help refine the CBHFA–disaster management implementation model. In addition, the community health delegate and the IFRC disaster management training advisor completed the community assessment report with the National Society.

- In February 2011, the health and community health delegates made a joint assessment visit to Samoa. This represented the first step towards discussions with the National Society on their future community-based programming. The outcome of the visit was the development of a single health programme plan and a health programme review report that makes recommendations for how current health programming can be strengthened.
- The community health delegate facilitated a national four-day CBHFA (modified) workshop for 35 staff, volunteers and board members with participants from ten branches in Cook Islands. Each of the branches developed a mock action plan by moving through the steps of the participator in community approach. Once they return to their branches, participants will replicate this process in a specific community. Staff at national headquarters will monitor the implementation of the action plan and provide technical support.
- The community health delegate continues to provide technical support to the Tuvalu Red Cross Society's CBHFA project, which is integrated with disaster management through funding from the Empress Shôken Fund. The project includes a CBHFA pilot in the village of Te kavatoetoe and first-aid activities throughout Tuvalu. The Tuvalu Red Cross Society's quarterly reports show that 300 people have been reached directly as a result of the project, with 168 community members from Te kavatoetoe community benefiting since the start of the project in August 2010.
- Te kavatoetoe community activities include a walking group with a weekly two-kilometre walk, clean-up campaigns and a home gardening competition with 13 registered families taking part. The National Society is also an active member of the Pacific Water, Sanitation and Hygiene (WASH) Coalition and took part in Global Handwashing Day activities.
- Progress has been made on the Tuvalu Red Cross Society project documents and resources. These include an advocacy brochure, monitoring and evaluation formats, roles and responsibilities and CBHFA documents that have been adapted to the Tuvaluan context.
- A half-day interactive CBHFA awareness workshop for Pacific regional office staff was conducted. This led to a better understanding of CBHFA and its links to other community-based approaches practised within the Movement.

### **Capacity-building**

- Supporting the salary cost of the Cook Islands HIV programme officer and monitoring and evaluation officer, as well as the monitoring and evaluation officers in Kiribati, Micronesia and Samoa. The financial support also includes the cost of monitoring and evaluation activities carried out by these staff. This contributes to building national societies' capacity to analyze the impact of their programmes by enabling them to report on the number of beneficiaries and contributions to voluntary blood donation at national level. It has also strengthened the links between CBHFA, health promotion, disaster management programmes and the HIV programme.
- Financial support for first aid instructors' training in Kiribati and the Solomon Islands – in partnership with the New Zealand Red Cross – resulted in certified first aid instructors potentially contributing to National Society financial viability through the provision of commercial first aid courses and contributing to building community resilience through community first aid courses.
- The regional delegate(s) have contributed to the development of the CBHFA approach in Asia Pacific and to the development of integrated community-based approaches globally. The regional community health delegate was the facilitator at the CBHFA Asia Pacific lessons learned meeting in Bangkok and at the 2011 pre-planning meeting in Kuala Lumpur.

### **Constraints or challenges**

- Delayed and incomplete reporting by national societies often presented a significant challenge to progress. Timely and high-quality monitoring and reporting has been a long-standing challenge and the Pacific regional office is currently working with National Society members to improve this. The regional health delegate conducted regular monitoring and supervisory visits to provide individual training and support to National Society programme officers and has continued to follow up with national societies to identify and support their needs in this area.

- Volunteer and community training materials are often required in local languages – and translation is a costly or time-consuming process. Not translating documents limits training to those volunteers who speak English. National societies rely heavily on headquarters-based staff and volunteers to translate documents and, where possible, the regional team is supporting interested national societies to adapt and translate manuals into their local language(s).
- National Society health and community-focused programmes often use a top-down approach, which lacks community ownership and sustainability. This is contrary to effective community-based programming, which fosters community ownership and sustainability through community participation from the very beginning. The community-based health delegate is currently working with national societies to realign their existing programmes using the bottom-up approach through CBHFA awareness workshops and community visits.
- During the reporting period, the Kiribati Red Cross Society has a vacant post for a HIV programme officer. The recruitment of a new programme officer – the previous officer’s contract ended in December – has taken longer than expected due to National Society management issues. The regional health delegate has prepared a job description and the process is ongoing. Unfortunately, no one else has been identified to implement the HIV programme and the Pacific regional office has, therefore, not transferred the programme funds for the period January–June 2011. The regional office is working to expedite the recruitment process.
- The target of supporting six National Societies to deliver quality CBHFA projects was not possible in the first year of the community health delegate’s mission. Significant challenges included the need to further develop understanding about longer-term participatory community programming, the lack of an implementation model that suited the Pacific context as well as the capacity of National Societies to absorb new approaches. To address these challenges, an incremental model has been developed that will guide the IFRC’s future support to National Societies in their move towards community programming.
- National Society branches often focus on emergency response operations or visits from national headquarters. This, combined with the fact that many branches are isolated and logistically difficult and expensive to reach, presented a challenge when trying to engage branches in longer-term community-based programmes.
- The Tuvalu Red Cross Society has faced challenges in implementing its CBHFA project in 2011 due to staff leaving and complex organizational issues. This has resulted in delayed implementation.

## Organizational development

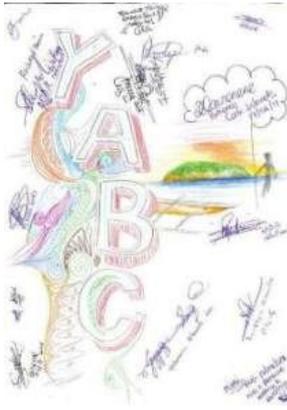
### Outcomes/Expected results

1. Organizational issues have been addressed in individual national societies through tailor-made organizational development and capacity-building initiatives.
2. Increased integration of organizational development and capacity-building aspects within health and care and disaster management programmes.
3. The sharing of lessons learnt, best practices and skilled National Society practitioners provides National Societies with peer support in organizational development and capacity-building across the Movement components in Asia Pacific.

### Achievements

- Supported the ongoing work of the Pacific Governance Enhancement Working Group, including a tools development workshop and the pilot in the Cook Islands. The piloting involved a facilitated dialogue on the governance performance of the Cook Islands Red Cross. The outcomes of the pilot in the Cook Islands were presented by the National Society’s president (refer to photo) during the Pacific regional partnership meeting held in Nadi in May 2011. A number of National Societies have agreed to participate in the programme over the next year.
- Youth as agents of behavioural change (YABC) one-week workshop was delivered in Papua New Guinea involving 22 men and women from the host country, Vanuatu, the Solomon Islands and the Cook Islands. Using participant-centred experiential learning, the group increased their understanding





of issues relating to principles and values whilst practising peer education techniques, building their self-confidence, and strengthening their interpersonal skills – including empathy, active listening, critical thinking, and non-judgemental, non-violent communication and mediation. As a result of the workshop’s methods and multi-cultural experience, the trainees agreed that the building blocks for success as agents of behavioural change was to have a self-questioning attitude and a commitment to continuous learning and personal development. They made a commitment to further promote respect for diversity, inter-cultural dialogue, social inclusion and peace by being role models and living embodiments of the Movement’s fundamental principles as well as underpinning humanitarian values within their local communities.

- Technical advice was given to Papua New Guinea Red Cross on branch, member and volunteer development. Supported the National Society’s Community Resilience Technical Working Group Meeting.
- Together with Australian and New Zealand Red Cross, supported the Tonga Red Cross organizational and programme review. The IFRC is now contributing to the society’s strategic planning process. The review findings and recommendations have helped informed the planning process. Some of the review recommendations have already been implemented including recommendations regarding policy definition and financial management.
- Technical and financial support was provided to Cook Islands for their operational planning.
- The Fiji Red Cross Society is the first National Society to be involved in a new IFRC programme to boost the use of information technology among national societies. The Fiji Red Cross Society is receiving assistance to upgrade its computer networks to the latest standards, as well as training its staff to use their computers to their full potential.
- In the months of March and April, the Fiji Red Cross Society conducted its branch-level annual general meetings at all 15 branches followed by the national council annual general meeting in May. The IFRC provided technical support to the National Society in facilitating Red Cross dissemination sessions at six of the branch-level annual general meetings, as well as at the national council annual general meeting.
- Ongoing support to the resolution of the dispute within Samoa Red Cross. The dispute relates to the legitimacy of the Samoa Red Cross Society’s two governing boards. The matter entered the Samoa Supreme Court and later entered the Samoan Appeal Court. The Appeal Court ruled, in May 2011, that a general meeting of the National Society should be held on 13 August 2011 and should be chaired by a person nominated by the IFRC. The IFRC has decided that the general meeting will be held with the support and assistance of the IFRC under the leadership of an independent chairman, Maiava Iulai Toma, who is also the Samoan ombudsman.
- Helped facilitate process on governance strengthening and leadership lessons for Kiribati Red Cross Society. Recommendations were made regarding the establishment of a finance commission and a secretary general committee, and a board charter and code of conduct was drafted to define the roles and responsibilities of the board and secretary general. Comprehensive in-country management support commenced in June and will continue in the second half of the year including coaching the new Kiribati Red Cross Secretary General.
- Youth empowering vulnerable communities is a project run by the Vanuatu Red Cross Society, which has been awarded a grant from the Empress Shôken Fund. The project aims to empower youth in their action to serve the most vulnerable. The Vanuatu Red Cross Society had been seeking to establish a programme that could enable the youth team to set its own goals – combined with good practice – and is grateful that the Empress Shôken Fund has contributed to its work.



- Supported strategic planning and statutes revision in Palau Red Cross.
- Assisted Solomon Islands Red Cross Society to organize a three-day financial management workshop. The participatory workshop – involving key staff from its national headquarters and branches – was an opportunity for the National Society to update its financial procedures manual, mainly on procurement and working advance acquittals, as well as to raise awareness among its staff of the need

for a good financial management system. The workshop was also an opportunity for the National Society to team build as well as capacity build in one session.

- Tuvalu Red Cross Society 'Stay Relevant – a Good Governance' workshop was organized with the support of the IFRC. Its aim was to better understand the role of a governing board, assess its strengths and weaknesses, and challenge its relevance in the Tuvaluan context. The workshop was attended by six key governing board members and two staff National Society members, who produced a list of priority actions for the coming months in order to establish a well-functioning governing board that is able to lead the National Society to be more efficient and effective in doing more and doing better. The workshop also analyzed the National Society's status with regards to recognition by measuring effectiveness against each of the ten conditions needed to be fulfilled to be 'recognised'. During the next three months, the governing board will meet fortnightly to accomplish the agreed priority actions with clearly defined responsibilities for selected board members and staff.



- During the same period, the Tuvalu Red Cross Society also hosted a one-day volunteering policy development workshop with selected active volunteers, staff and board members. The focus of the workshop was to better understand the concept of volunteering in the Red Cross, the factors motivating people to become volunteers and the volunteer management cycle. Participants produced a list of issues and actions under each step of the volunteer management cycle in order to inform the volunteering policy and guidelines. The workshop concluded with a formation of a three-member volunteering policy and guidelines-drafting committee from the active volunteers.
- The IFRC's programme and organizational development coordinator completed a mission to the Tuvalu Red Cross Society from 24 to 31 May 2011 and facilitated the two above-mentioned workshops with support from the IFRC's regional community health delegate. The delegate also took the opportunity to pay a courtesy visit to the permanent secretary of Tuvalu's ministry of health to discuss National Society auxiliary status, the pending Geneva Conventions law, and the Tuvalu Red Cross Society Act and its recognition process.
- The IFRC regional office held an organizational development workshop for its staff which was also attended by ICRC. The workshop focused on concepts, models and methodology and the tools available to staff to support organizational development and capacity building in national societies. Workshop participants reported great benefits from the workshop: more confidence, enhanced understanding of organizational development, commitment to an integrated approach, and a better understanding of the complex challenges facing Pacific National Societies.

## Constraints or challenges

Our ability to offer close, tailored and consistent support to Pacific National Societies is an ongoing challenge due to the significant number of members supported from the regional office and the geographical area covered. Technical and advisory support from the secretariat's zonal office in Kuala Lumpur is invaluable, but is stretched with such a large area and membership to service.

Given the capacity constraints within the secretariat and the membership, it is critical that we work more efficiently and effectively with the resources available. Resources are often wasted when inputs channelled through National Societies are narrowly targeted (often due to donor criteria), without consideration for how they may also benefit other programmes, or target groups, or the National Society's organizational capacities as a whole.

Therefore we are working on a more integrated approach to the support we give, and to encourage this in others. A more integrated approach reduces the time and effort required by our members to absorb and utilize our support. We are trying to find ways to demonstrate the benefits of more flexible, multi-year funding that includes an organizational development component. We are also continuing to develop our support to help National Societies build their own sustainable capacities alongside shorter term programme delivery.

## Working in partnership

- The Pacific Red Cross Red Crescent Movement Partnership Meeting was organized jointly with the ICRC under the theme “Leading and Learning Together”. Australian Red Cross Society led on logistics arrangements for the event. The four days included a closed meeting for National Society leaders which aimed to promote a safe space for exchange, an external session on humanitarian issues in the Pacific, a joint session with Pacific governments on the International Conference of Red cross and Red Crescent, lessons learned from recent disaster operations in Australia, New Zealand, Japan and Vanuatu and the review of the draft humanitarian diplomacy strategy for the Pacific. The meeting decision sheet is available on request.
- Nine Pacific National Societies received support from the IFRC and ICRC regional offices in reporting on pledges and resolutions from the 30<sup>th</sup> International Red Cross Red Crescent Conference. IFRC and ICRC also facilitated input from ten National Societies for the agenda for the 31<sup>st</sup> International Conference taking place in Geneva in November-December this year.
- Production of a Movement booklet in collaboration with the ICRC regional delegation with inputs from all Pacific National Societies as well as the overseas territories and branches of the American and French Red Cross Societies.
- Ongoing facilitation of harmonized Movement support to Pacific National Societies since January on Micronesia, Kiribati, Papua New Guinea, Samoa, Palau, Vanuatu and Tonga.
- A regional Movement coordination meeting was organized by IFRC and hosted by the New Zealand Red Cross. Two regional coordination teleconferences were facilitated by the IFRC. These coordination events support information sharing and encourage regional Movement partners (ICRC and Australian, French and New Zealand Red Cross) to consider collaborative initiatives.
- Supported the preparation and facilitation of Vanuatu Red Cross Society partnership and branch meeting.
- The regional office continued working in partnership with PIAF and offered PIAF office space during the reporting period. Collaboration progressed on the adaptation of the IFRC’s ‘HIV prevention, treatment, care and support’ training module for community volunteers.
- The regional health team actively took part in the WASH coalition group, chaired by SPC-SOPAC, during the reporting period. Information on the IFRC’s water and sanitation activities and emergency preparedness were shared with coalition partners.
- The partnership with the Fiji School of Medicine (Fiji National University) continues. The Fiji Red Cross Society will offer a short course on the IFRC’s *Making a difference* manual for VNRBD recruitment to students and blood services staff. The manual’s description has been developed and final approval is pending with the FNU curriculum development committee.
- The Tuvalu CBHFA–disaster management project has been very successful in establishing links with local government and NGOs, utilizing their technical expertise to address issues outside the scope of the Tuvalu Red Cross Society’s current work. Additionally, a partnership with the Australian Red Cross has resulted in a small bilateral grant to strengthen the homes of the most vulnerable against heavy rain.
- The regional community health delegate has developed strong working relationships with partner National Societies working in the Pacific. This has included collaboration with the New Zealand Red Cross first aid delegate, and together they have developed a community first aid curriculum, which is currently being piloted in Tuvalu. The Australian Red Cross is also a member of the critical reference group for the Vanuatu Red Cross CBHFA bilateral project.
- The IDRL delegate is a member of the working group focused on mainstreaming disaster risk management for the Pacific disaster risk management partnership network. Through regular meetings, the group will foster closer coordination and collaboration of development partners in this area. As a member of the group, the IFRC focuses primarily on legislative preparedness for international response.

## Looking ahead

- In defining its work with National Societies, the team at the Pacific regional office is primarily guided by the needs of vulnerable people, the value of voluntary service and the critical role of branches in reaching out to communities. The regional office is also mindful that, through good governance and management, members, volunteers and staff are able to participate meaningfully in decision-making processes. The belief is that good leadership, with clarity about the roles of governance and management, is critical to the sustainable growth of Pacific National Societies.
- Tailored organizational development support will continue to be a priority in the second half of 2011. The Movement's work in the first half of 2011 has reaffirmed the importance of strong support to the development of enhanced governance across the region and in finance development. Alongside already planned tailored governance work for specific National Societies – namely, Micronesia, Palau, Tonga, Vanuatu, Samoa, Kiribati and Tuvalu – the IFRC will continue to support the activities of the Pacific governance working group and the leadership working group.
- The regional finance delegate, having established the needs of the Solomon Islands Red Cross and commenced capacity building activities in that National Society, will also start working with Papua New Guinea Red Cross. The regional office will also be providing salary support to Cook Islands, Samoa and Palau Red Cross societies for their finance officers.
- As part of IFRC's commitment to a more holistic approach to supporting its Pacific members, a community programming unit will be established combining health, disaster risk reduction and organizational development.
- Continue to promote and increase understanding of CBHFA within Pacific National Societies and, more broadly, promote community-based programming through workshops and training. Two training brochures will be developed and distributed. The brochures will provide a training overview and explain responsibilities, and preparatory and follow-up activities. Finalize, translate and field test the draft Tuvalu Red Cross Society's CBHFA manual and CBHFA community tools, including health messages on non-communicable diseases.
- Continue to support the Tuvalu Red Cross with activities such as a participatory evaluation of the Empress Shôken Fund project. Support the National Society to implement its ongoing CBHFA project under additional funding. CBHFA technical advice will also be ongoing in the Cook Islands and Samoa.
- Disaster risk reduction activities in the Cook Islands will receive support from the IFRC delegate based in that country. Activities are focused on water supply preparedness, emergency road access, sanitation, outer island preposition of emergency stocks, establishment of Red Cross operation centres on all islands and climate change awareness raising.
- The regional humanitarian diplomacy strategy and plan of action will be finalized for endorsement by members by the end of the year with support from a reference group of national societies established at the Pacific Partnership Meeting. The Australian Red Cross Humanitarian Diplomacy staff on loan position has been extended to December 2011.
- The Pacific IDRL programme will continue to work to promote the implementation of the IDRL guidelines, raise awareness of legal issues in disaster management, and support nation states and regional organizations in their work on increasing international cooperation on legal preparedness for disaster risk reduction and response.
- With the ICRC, the IFRC will continue its support to Pacific National Societies in their preparations for the 31st International Conference of the Red Cross and Red Crescent, scheduled for November 2011. A number of briefing papers will be produced on how global themes to be addressed at the Conference are relevant to this region. We will work with the New Zealand Red Cross in organizing the final Pacific preparatory meeting taking place in Auckland in mid-November.
- The Pacific Monthly newsletter will continue to be published with contributions from National Societies. Two external newsletters will also be produced for regional stakeholders.

## How we work

The IFRC's activities are aligned with its Global Agenda, which sets out four broad goals to meet the IFRC's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

IFRC's work is guided by [Strategy 2020](#) which puts forward three strategic aims:

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

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# International Federation of Red Cross and Red Crescent Societies

MAA55001 - Pacific region

Interim Report

Selected Parameters	
Reporting Timeframe	2011/1-2011/6
Budget Timeframe	2011/1-2011/12
Appeal	MAA55001
Budget	APPEAL

All figures are in Swiss Francs (CHF)

## I. Consolidated Response to Appeal

	Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	TOTAL
<b>A. Budget</b>	<b>1,081,282</b>	<b>800,217</b>	<b>635,277</b>	<b>0</b>	<b>64,382</b>	<b>2,581,158</b>
<b>B. Opening Balance</b>	<b>403,496</b>	<b>175,425</b>	<b>108,993</b>	<b>0</b>	<b>162,367</b>	<b>850,282</b>
<b>Income</b>						
<b>Cash contributions</b>						
<i>Australian Red Cross</i>			115,555			115,555
<i>Australian Red Cross (from Australian Government)</i>	63,318					63,318
<i>China Red Cross (from Chinese Government)</i>			63,573		9,082	72,655
<i>GDS GIVING</i>		281,424	290,602			572,026
<i>Japanese Red Cross</i>	282,686	85,323	318,736		21,331	708,075
<i>New Zealand Red Cross</i>	38,700					38,700
<i>Norwegian Red Cross</i>	2,872					2,872
<i>Norwegian Red Cross (from Norwegian Government)</i>	63,783					63,783
<i>The Global Fund (to fight AIDS, TB &amp; Malaria) (from Secretariat of the Pacific Community (SPC))</i>		241,251				241,251
<b>C1. Cash contributions</b>	<b>451,358</b>	<b>607,998</b>	<b>788,465</b>		<b>30,413</b>	<b>1,878,234</b>
<b>Inkind Personnel</b>						
<i>Australian Red Cross</i>	54,600					54,600
<i>Japanese Red Cross</i>	54,600					54,600
<i>New Zealand Red Cross</i>	44,147	54,600				98,747
<b>C3. Inkind Personnel</b>	<b>153,347</b>	<b>54,600</b>				<b>207,947</b>
<b>Other Income</b>						
<i>Sales</i>					713	713
<b>C4. Other Income</b>					<b>713</b>	<b>713</b>
<b>C. Total Income = SUM(C1..C4)</b>	<b>604,705</b>	<b>662,598</b>	<b>788,465</b>		<b>31,125</b>	<b>2,086,894</b>
<b>D. Total Funding = B + C</b>	<b>1,008,202</b>	<b>838,024</b>	<b>897,458</b>	<b>0</b>	<b>193,492</b>	<b>2,937,176</b>
<b>Appeal Coverage</b>	<b>93%</b>	<b>105%</b>	<b>141%</b>	<b>#DIV/0</b>	<b>301%</b>	<b>114%</b>

## II. Balance of Funds

	Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	TOTAL
<b>B. Opening Balance</b>	403,496	175,425	108,993	0	162,367	<b>850,282</b>
<b>C. Income</b>	604,705	662,598	788,465		31,125	<b>2,086,894</b>
<b>E. Expenditure</b>	-460,994	-373,959	-143,175		-15,485	<b>-993,614</b>
<b>F. Closing Balance = (B + C + E)</b>	547,207	464,064	754,283	0	178,007	<b>1,943,561</b>

# International Federation of Red Cross and Red Crescent Societies

MAA55001 - Pacific region

Interim Report

Selected Parameters	
Reporting Timeframe	2011/1-2011/6
Budget Timeframe	2011/1-2011/12
Appeal	MAA55001
Budget	APPEAL

All figures are in Swiss Francs (CHF)

## III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure						Variance
		Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	TOTAL	
A		B						A - B
<b>BUDGET (C)</b>		<b>1,081,282</b>	<b>800,217</b>	<b>635,277</b>	<b>0</b>	<b>64,382</b>	<b>2,581,158</b>	
<b>Relief items, Construction, Supplies</b>								
Shelter - Relief	9,825							9,825
Water, Sanitation & Hygiene	20,972	1,973					1,973	19,000
Medical & First Aid			232				232	-232
Utensils & Tools		4,922					4,922	-4,922
Other Supplies & Services	25,000							25,000
<b>Total Relief items, Construction, Su</b>	<b>55,797</b>	<b>6,894</b>	<b>232</b>				<b>7,126</b>	<b>48,671</b>
<b>Land, vehicles &amp; equipment</b>								
Computers & Telecom	6,000							6,000
Office & Household Equipment		24,681					24,681	-24,681
<b>Total Land, vehicles &amp; equipment</b>	<b>6,000</b>	<b>24,681</b>					<b>24,681</b>	<b>-18,681</b>
<b>Logistics, Transport &amp; Storage</b>								
Storage	60,000							60,000
Distribution & Monitoring	4,100	807	1,464				2,270	1,830
Transport & Vehicle Costs		618	922			129	1,669	-1,669
Logistics Services		502					502	-502
<b>Total Logistics, Transport &amp; Storage</b>	<b>64,100</b>	<b>1,927</b>	<b>2,386</b>			<b>129</b>	<b>4,442</b>	<b>59,658</b>
<b>Personnel</b>								
International Staff	651,504	237,873	131,444	90,442		44	459,803	191,702
National Staff	133,441	20,197	3,442			2,578	26,217	107,224
National Society Staff	79,748							79,748
Volunteers		1,540					1,540	-1,540
<b>Total Personnel</b>	<b>864,693</b>	<b>259,610</b>	<b>134,886</b>	<b>90,442</b>		<b>2,621</b>	<b>487,560</b>	<b>377,133</b>
<b>Consultants &amp; Professional Fees</b>								
Consultants	91,750	8,112	2,973	1,443		11,835	24,362	67,388
Professional Fees		1,028	9			5	1,042	-1,042
<b>Total Consultants &amp; Professional Fe</b>	<b>91,750</b>	<b>9,139</b>	<b>2,982</b>	<b>1,443</b>		<b>11,839</b>	<b>25,403</b>	<b>66,347</b>
<b>Workshops &amp; Training</b>								
Workshops & Training	1,053,256	78,953	147,213	3,986		-7,040	223,111	830,144
<b>Total Workshops &amp; Training</b>	<b>1,053,256</b>	<b>78,953</b>	<b>147,213</b>	<b>3,986</b>		<b>-7,040</b>	<b>223,111</b>	<b>830,144</b>
<b>General Expenditure</b>								
Travel	100,304	26,943	30,897	18,423		11,418	87,681	12,623
Information & Public Relation	45,207	2,947	1,403			6,954	11,304	33,903
Office Costs	72,000	4,515	4,767	640		2,817	12,739	59,261
Communications	11,665	7,320	7,343	1,338		613	16,614	-4,949
Financial Charges	648	5,406	1,186	1,355		4,488	12,435	-11,787
Other General Expenses	58,203							58,203
<b>Total General Expenditure</b>	<b>288,027</b>	<b>47,130</b>	<b>45,597</b>	<b>21,756</b>		<b>26,289</b>	<b>140,772</b>	<b>147,255</b>
<b>Operational Provisions</b>								
Operational Provisions		10,918	18,365	15,546		-19,451	25,378	-25,378
<b>Total Operational Provisions</b>		<b>10,918</b>	<b>18,365</b>	<b>15,546</b>		<b>-19,451</b>	<b>25,378</b>	<b>-25,378</b>
<b>Indirect Costs</b>								
Programme & Service Support	157,535	18,584	19,309	8,656		935	47,484	110,051
<b>Total Indirect Costs</b>	<b>157,535</b>	<b>18,584</b>	<b>19,309</b>	<b>8,656</b>		<b>935</b>	<b>47,484</b>	<b>110,051</b>
<b>Pledge Specific Costs</b>								
Earmarking Fee		2,557	2,990	1,348		162	7,057	-7,057
Reporting Fees		600					600	-600
<b>Total Pledge Specific Costs</b>		<b>3,157</b>	<b>2,990</b>	<b>1,348</b>		<b>162</b>	<b>7,657</b>	<b>-7,657</b>
<b>TOTAL EXPENDITURE (D)</b>	<b>2,581,158</b>	<b>460,994</b>	<b>373,959</b>	<b>143,175</b>		<b>15,485</b>	<b>993,614</b>	<b>1,587,544</b>
<b>VARIANCE (C - D)</b>		<b>620,288</b>	<b>426,257</b>	<b>492,101</b>		<b>48,897</b>	<b>1,587,544</b>	