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changing minds.

Pacific Regional Office Annual Report

 International Federation
of Red Cross and Red Crescent Societies

MAA55001
30 April 2014

**This report covers the
period** 1 January 2013
to 31 December 2013

*Right: Palau Red Cross
Society volunteer, Marta,
interviews people affected
by tropical cyclone Haiyan,
November 2013
Photo credit 2013/IFRC*



Overview

The IFRC in the Pacific is striving to ‘cultivate’ sustained local capacities by investing in Pacific Red Cross National Societies, their staff and volunteers. These National Societies in turn endeavour to deliver country-wide services to vulnerable people.¹ The IFRC provides assistance to those affected by disasters through the agency of National Societies in a spirit of cooperation with public authorities. Facilitating cooperation and coordination between Red Cross members, the wider International Red Cross Red Crescent Movement and with other humanitarian actors is an essential component of the work of the regional office.

Small Island Pacific Red Cross National Societies have a combined network of more than 100 branches² and relationships with hundreds of communities. Through their local volunteer-led branch networks, National Societies have the potential for greater reach into Pacific communities than any other civil society actor³.

Guided by the ten-year Strategy 2020, the IFRC supports Pacific island National Societies in three strategic areas:

¹ The general object of the International Federation of the Red Cross and Red Crescent Societies (IFRC) is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies with a view to preventing and alleviating human suffering and thereby contributing to the maintenance and promotion of human dignity and peace in the world. See article 4 (General Object), IFRC Constitution (2007)

² This not does include New Zealand or Australian Red Cross branches

³ With perhaps the exception of the church

1. Saving lives, protecting livelihoods and strengthening recovery from disasters and crises.

This is done through disaster preparedness, response and recovery. Pacific Island National Societies are assisted to establish disaster management systems, networks of trained volunteers, adequate contingency stocks, logistics and communications systems. The IFRC advocates and develops government capacity for effective international disaster response laws, thus reducing barriers to urgently needed relief and reducing the costs and bureaucratic challenges of providing effective assistance. As emergency shelter cluster convener in the region, the IFRC is also developing the capacity of shelter actors to deliver more effective emergency shelter solutions.

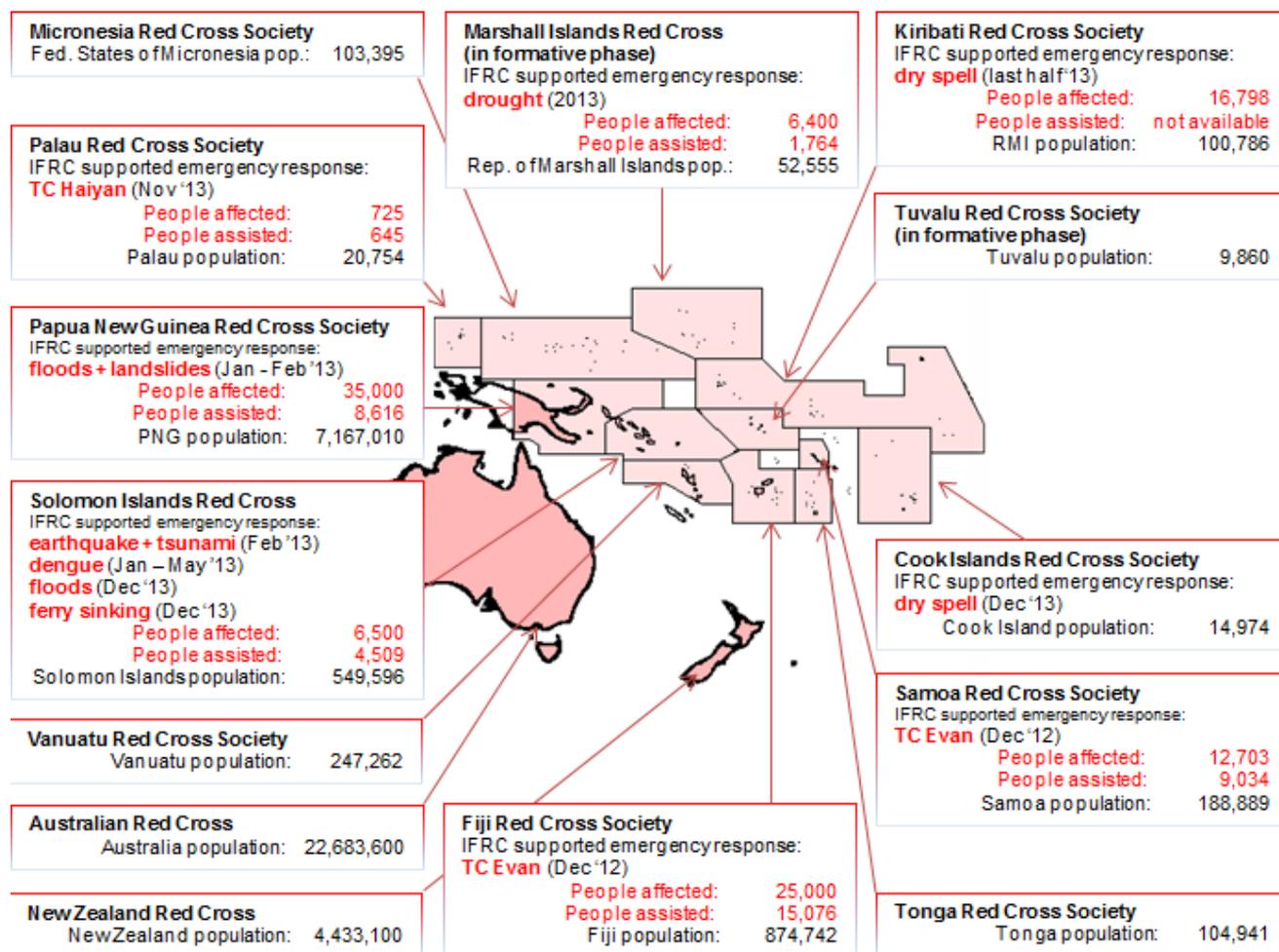
2. Enabling safe and healthy living. The IFRC helps National Societies to strengthen advocacy and programme delivery in community-based health and first aid, HIV and AIDS education, voluntary non-remunerated blood donation programmes, public health in emergencies, water and sanitation, climate change adaptation and disaster risk reduction.

3. Promoting social inclusion and a culture of non-violence and peace. The IFRC promotes humanitarian values and gender equality. It encourages National Societies to reflect the diversity of their populations in their human resource base, ensure effective participation by vulnerable groups, and promote respect for difference. Advocating the Fundamental Principles of the Red Cross Red Crescent Movement, disseminating international humanitarian law and building capabilities in humanitarian diplomacy are all essential steps taken in the Pacific region toward these aims.

The IFRC strives, through voluntary action, for a Pacific region with more resilient people, communities and organizations, and better able to address human suffering and crises with hope and dignity.

The **eight** Pacific National Societies that requested IFRC assistance for **emergency response** operations in 2013 were supported. There were approximately **100,000 people affected** by these disasters and there were approximately **40,000 people assisted**.⁴ Pacific National Societies also responded independently to other emergencies.

⁴ Figures calculated primarily from Information Bulletins published on the IFRC website <http://www.ifrc.org/en/publications-and-reports/appeals/> and supplemented by other sources



Disaster management capacity development was supported in 11 Pacific National Societies, such that when Tropical Cyclone Ian struck in January 2014, the Tonga Red Cross Society developed (with minimal support from the IFRC) a **plan of action** to communicate to national and regional partners the planned response activities and ways of support. The IFRC received updated stock lists from all Pacific National Societies in 2013. There were four disaster management peer exchanges.

The IFRC representative to the **North Pacific**, appointed in 2013, has supported successful management of the **drought operation** in the Republic of Marshall Islands and disaster management capacity building and national society development in the Marshall Islands, Micronesia and Palau Red Cross Societies. Adoption of the **Marshall Islands Red Cross Act** by the parliament heralded the formation of a new National Society and enabled the election of an Interim Committee (with good gender balance and a youth representative) to steer the organization's development.

National society development was supported in 12 Pacific National Societies in areas including constitutional and legal base review, strategic and/or operational planning, leadership and governance, finance and branch development and volunteer policy for recruitment and retention. Milestones this year include the passage of the **Red Cross Act by the parliament of Tuvalu** in December and endorsement of 12 National Society presidents to continue the Pacific Governance Enhancement Programme (PGEP) following a mid-term review.

Support was provided to **nine** Pacific National Societies to build capacity to implement **community-based risk reduction** activities and so contribute towards **community resilience**. Some Pacific National Societies are using **first aid** and **health** activities as the entry point for branch development and community engagement - others are focusing on regular community-based **disaster risk reduction** activities to build branches and sustain volunteer engagement.

Humanitarian diplomacy was undertaken by the IFRC on **climate change**, disaster risk management, protecting humanitarian space, cluster coordination, public-health challenges, the **auxiliary role** of National Societies, **disaster law**, and volunteer and youth promotion. The IFRC also supported the development of advocacy skills among Pacific National Societies, for example, through the completion of a Pacific Red Cross advocacy guide and position papers on climate change, disaster law and the auxiliary role. The legal review of disaster risk reduction and climate change laws in the Cook Islands was completed successfully.

The IFRC supported Pacific National Societies' participation in the annual Pacific Leadership Forum and the **IFRC General Assembly** and Council of Delegates statutory meetings in Sydney in November - over 50 Pacific delegates attended. These major **coordination** endeavours were undertaken while maintaining delivery of normal member services. The IFRC progressed **partnerships with regional organizations**, for example, discussions were initiated with the Secretariat of the Pacific Regional Environment Programme (SPREP) on a potential 14-country partnership focused on the development of more user-friendly climate and weather information for communities. The *Saving Lives, Changing Minds* newsletter is serving as a valuable channel for **sharing lessons learned** among Pacific National Societies and regional partners.

There have been a number of **challenges** in 2013. We are operating in a context of **restricted aid budgets**; it has been difficult to manage multiple funding streams and donor conditions, and to secure resources for 2014. Related to this is the loss of funding for health and finance development positions. **Staff turnover** is an ongoing challenge for most Pacific National Societies. There is strong pressure from other agencies and organizations active in the region to recruit the trained and experienced staff who develop within the Red Cross Movement away from their respective National Societies. An ongoing major challenge is **sourcing information** for learning, planning, monitoring, evaluation and reporting (PMER) from critical points in the Pacific Red Cross network. The geography of the Pacific – combined with the developing capacities of our members in these areas – means that information on activities and their impact is not always captured and reported systematically.

To develop a detailed understanding the activities of the IFRC Pacific regional office in the course of 2013 and the impacts that flow from these activities, please browse through the detailed tables under the **progress towards outcomes** section. If you seek further information about the work of the IFRC Pacific regional office or how you can support it, please refer to the **contact information** section at the end of this report.

Working in partnership

Through regular interaction with a diverse group of regional-based agencies and regional working groups, the IFRC is able to represent the voice of its Pacific membership, share experiences and lessons learned. At regional level, the IFRC Pacific regional office is part of the Pacific Disaster Risk Management Network and participates in the Pacific Humanitarian Team. As the convener of the

Pacific emergency shelter cluster, the office is working with regional and national-level stakeholders on emergency shelter preparedness and response.

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

Operational partners
Red Cross National Societies of Australia, Cook Islands, Fiji, France, Japan, Kiribati, Marshall Islands, Micronesia, New Zealand, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu and United States of America (list includes Partner National Societies)
Fiji Red Cross Society is also the host National Society for the IFRC Pacific regional office as a result of an MoU with the Fijian Government
Red Cross Red Crescent Climate Change Centre
International Committee of the Red Cross (ICRC)
European Commission, Directorate General for Humanitarian Aid and Civil Protection (ECHO)
United States of America, USAID / Office of US Foreign Disaster Assistance
United Kingdom, Department for International Development (DFID)
Other donor/supporting governments: Australia, France, New Zealand and Japan
Secretariat of the Pacific Community (SPC), Applied Geoscience and Technology Division (SOPAC)
Secretariat of the Pacific Regional Environment Programme (SPREP)
University of the South Pacific (USP)
Pacific Island Forum Secretariat (PIFS)
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, non-governmental and faith-based organizations and corporations

Financial situation

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

Lessons learned and looking ahead

Lessons learned (risks and positive factors/opportunities)	Looking ahead (plans and recommended action)
<p>The Pacific National Societies have the broadest reach of any civil society organization in the Pacific - more than 90 branches and sub branches in the network not counting Australia (41) and New Zealand (146).</p>	<p>This network of volunteers and staff is positioned to play an increasingly significant role in humanitarian activities that assist vulnerable people as Pacific National Societies continue to develop from purely disaster preparedness and response organizations into organizations that also build community resilience through health and climate change adaptation programming</p>
<p>We are operating in a context of restricted aid budgets; it has been difficult to manage multiple funding streams and donor conditions, and to secure resources for 2014. Related to this is the loss of funding for health and finance development positions</p> <p>Accessing new resources or new donor funding requires a considerable investment in staff time and money.</p>	<p>Flexible, long-term support is a valuable support to the IFRC to deliver the national society/organizational development programme and disaster management programme in the Pacific. The IFRC Pacific regional office will continue to guide partners towards contributions that support the priorities of Pacific National Societies and contribute to autonomy and sustainability.</p> <p>Secure funding for all programmes.</p>
<p>There is great potential for regional cooperation and coordination with regional organizations.</p> <p>Investing in regular dialogue with relevant regional organizations is essential for the IFRC to remain connected to key regional processes.</p> <p>The shelter cluster coordinator role needs to be carefully managed so that relational elements do not adversely impact on National Societies.</p> <p>The development of a Red Cross strategic framework on climate change is essential to develop more cohesive and effective positioning and programming.</p>	<p>Balance the priorities of Pacific National Societies with opportunities for coordination/collaboration with regional organisations.</p> <p>Sign the international disaster law MoU with the Pacific Islands Forum Secretariat.</p> <p>Sign the MoU with SPREP on climate change activities.</p> <p>Contribute to the EU/PIFS 11th European Development Fund consultations on the 2014–2020 regional programme.</p> <p>Prepare for the 2014 Samoa-hosted International SIDS Conference.</p> <p>Support Pacific National Societies to consider accessing the Pacific-American Climate Fund.</p>
<p>Talented, dedicated IFRC staff.</p>	<p>Retain and enable staff.</p> <p>Organise technical support missions to Samoa, Papua New Guinea, the Solomon Islands, Vanuatu, FSM, Palau, Australia and the Marshall Islands – many will be joint missions with ICRC.</p>

Lessons learned (risks and positive factors/opportunities)	Looking ahead (plans and recommended action)
<p>Staff turnover is an ongoing challenge for most Pacific National Societies. There is strong pressure from other agencies and organizations active in the region to recruit the trained and experienced staff who develop within the Red Cross Movement away from their respective Pacific National Societies.</p> <p>Peer exchange is a powerful model for development and mutual learning in the Pacific.</p> <p>Approaches that work well elsewhere in the world need to be contextualized and adapted for relevance and acceptance by Pacific National Societies.</p>	<p>The IFRC Pacific regional office supports the induction of new leaders and staff, as well as supporting the National Society to recruit skilled candidates for key positions.</p> <p>Organize the inaugural Pacific Red Cross presidents induction week in collaboration with ICRC.</p> <p>Support the work of the Pacific Collaboration Working Group, comprising six National Society leaders, focused on progressing the agreed actions from the 2013 Pacific Leaders Forum.</p> <p>Organise governance conversations for six National Societies in collaboration with ICRC.</p>
<p>An ongoing major challenge is sourcing information for learning, planning, monitoring, evaluation and reporting from critical points in the Pacific Red Cross network. The geography of the Pacific – combined with the developing capacities of our members in these areas – means that information on activities and their impact is not always captured and reported systematically.</p>	<p>The strategy is to incorporate a higher level of evaluation costs within programme budgets to support this important area of work. In parallel, an Australian Volunteer for International Development is working to adapt and implement low-cost and light-weight monitoring and evaluation tools and processes to yield required information.</p> <p>Continue work to improve our learning and reporting systems.</p>
<p>The auxiliary status of Pacific National Societies is not well understood by government agencies and by many regional and national humanitarian actors.</p>	<p>Complete disaster law study in Tonga, start a disaster law study in Samoa and scope a disaster law study in Kiribati.</p>
<p>Pacific National Societies are perceived as the first responder – which means that high expectations are placed, from all sides, on staff and volunteers who can feel pressure to deliver on emergency response and meet the need.</p>	<p>Plan to factor in that emergency response operations impact directly and severely on long term programmes in that resources and focus is, understandably, drawn to the emergency response.</p> <p>Regional coordination and advocacy on epidemic control in the region, including sharing technical information with Pacific National Societies in affected countries and raising awareness on volunteer welfare.</p>

Progress towards outcomes

Business line 1: To raise humanitarian standards.

Outcome 1: The quality of humanitarian and development thinking is improved by the inputs of experience and knowledge of Pacific National Societies.

Output 1.1: Pacific National Societies' ability to feed into regional and global processes is enhanced through the provision of tailored technical assistance.

Indicators	Baseline 2012	Target 2013	Actual 2013
12 National Societies were supported to represent the Pacific Red Cross voice at regional and global forums in 2013.	13	12	12 100% 1.1.1.1
<p><i>Targets by 2015: 8 National Societies reported on progress against relevant resolutions and pledges arising from the International Conference of the 31st Red Cross and Red Crescent Movement at the next conference.</i></p> <p><i>6 National Societies have contributed to the mid-term review of Strategy 2020.</i></p>			
Comments on progress towards outcome			
<p style="text-align: right;">1.1.1.1</p> <p>Having the Pacific Red Cross voice heard at regional and global forums keeps Pacific issues on the agenda, helps partners and National Societies from other regions understand Pacific National Society plans, so that these Pacific issues and plans are more likely to be factored into review and decision making processes. The IFRC supported the following National Societies to represent the Pacific Red Cross Voice in 2013:</p> <ul style="list-style-type: none"> • Fiji Red Cross was supported to present on 'Displacement: the need for inclusivity' for the Pacific Disaster Risk Management Platform in July 2013. • 2 leaders from Fiji and Kiribati Red Cross Societies were supported to attend the Asia Pacific leaders' induction course in July 2013. • The Solomon Islands, Samoa and Kiribati Red Cross Societies were supported to attend the Asia Pacific Fundraising Network meeting in the Philippines. • 5 Pacific National Societies were supported to participate in a climate change training of trainers' workshop in August 2013. • 12 Pacific National Societies were supported to prepare a policy perspective for the IFRC General Assembly and the Movement's Council of Delegates held in Sydney in November 2013. <p>During November 2013 statutory meetings, Pacific National Societies delivered policy statements on working with people with disabilities, disaster risk reduction and disaster law, enhancing community resilience, addressing the humanitarian impact of external shocks on migration, ensuring safer access and working towards the elimination of nuclear weapons.</p>			

Output 1.2: National Societies profile their services, strengths and gaps by participating in the global databank.

Indicators	Baseline 2012	Target 2013	Actual 2013
At least 6 National Societies have uploaded their annual reports and strategic plan on the Federation-Wide Databank and Reporting System (FDRS).	0	6	7 117% 1.1.2.1a
At least 3 National Societies have also contributed to other key information on FDRS.	0	3	6 200% 1.1.2.1b
<i>Target by 2015: 13 Pacific National Societies have contributed the minimum set of information (annual reports and strategic plans) to the global databank.</i>			
A second National Society has completed the Organizational Capacity Assessment and Certification Process.	1	1	1 100% 1.1.2.2
<i>Target by 2015: 4 National Societies undergone the organizational capacity assessment certification (OCAC) process.</i>			
Comments on progress towards outcome			
<p style="text-align: right;">1.1.2.1a</p> <p>By December 2013, 7 Pacific National Societies had uploaded both their annual report for 2012 and their strategic plan for 2014 – the National Societies of Australia, Fiji, Micronesia, New Zealand, Papua New Guinea, Samoa and Vanuatu. The 2013 annual target was exceeded largely because the IFRC followed up with National Societies to upload documents to FDRS.</p>			
<p style="text-align: right;">1.1.2.1b</p> <p>By December 2013, 6 Pacific National Societies had uploaded entries against all 10 key proxy indicators for 2012 – the National Societies of Fiji, Kiribati, Micronesia, Palau, Samoa and Vanuatu. By December 2013, 6 Pacific National Societies had uploaded entries against at least 5 of the 10 key proxy indicators for 2012 – the National Societies of Australia, Cook Islands, New Zealand, Papua New Guinea, Solomon Islands and Tonga. The 2013 annual target was exceeded largely because the IFRC followed up with National Societies to upload documents to FDRS.</p>			
<p style="text-align: right;">1.1.2.2</p> <p>The Organizational Capacity Assessment and Certification (OCAC) process is part of the IFRC's comprehensive performance development framework to build strong National Societies. The process assists National Societies in identifying their potential for further growth and development based on a broad diagnosis of its organizational strengths and weaknesses. The process is comprised of two distinct assessments: one self-assessment, the other a peer-review. Each is followed by a comprehensive set of organizational development interventions that are tailor-made to address specific capacity deficits identified during the assessments. Fiji Red Cross undertook the first Pacific OCAC process in 2012. Papua New Guinea Red Cross undertook the process in September 2013. The results are now guiding both National Societies' development priorities.</p>			

Output 1.3: Pacific National Societies participate in the IFRC online learning platform to strengthen education, training and leadership development.

Indicators	Baseline 2012	Target 2013	Actual 2013
At least 30 new members from small islands National Societies have participated in the learning platform.	25	30	33 110% 1.1.3.1
<i>Target by 2015: Staff and volunteers from half the Pacific National Societies are using the IFRC online learning platform with 100 new subscribers from the small island National Societies.</i>			
Comments on progress towards outcome			
<p style="text-align: right;">1.1.3.1</p> <p>The online learning platform is a website maintained by the IFRC. Users need to register to use it and it offers a range of Red Cross Red Crescent content and training. It is accessed at http://www.ifrc.org/en/get-involved/learning-education-training/learning-platform1/.</p> <p>The total number of new members from small island Pacific National Societies who have used the learning platform in 2013 is 33.</p> <p>As of 13 January 2014, the running total of new members since 2009 is:</p> <ul style="list-style-type: none"> • 1,584 for all Pacific National Societies (including those in formation) serviced by the regional office. • 100 for small island Pacific National Societies. <p>The breakdown per National Society is as follows: 15 for Cook Islands, 44 for Fiji, 1 for Kiribati, 9 for Micronesia, 0 for Palau, 10 for Papua New Guinea, 0 for Marshall Islands (in early formation), 4 for Samoa, 0 for Solomon Islands, 5 for Tonga, 4 for Tuvalu (in formation), 8 for Vanuatu, 171 for New Zealand, 1,313 for Australia. In addition to these totals, there was also one new member allocated to Nauru. The totals above include 24 members who are or have been IFRC staff who have participated in the learning platform at some point since 2009.</p>			

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

Outcome 1: Pacific National Societies deliver better quality assistance to disaster- and crisis-affected communities.

Output 1.1: Pacific National Societies' capacities in preparedness and response are increased including their ability to respond to needs during emergencies.

Indicators	Baseline 2012	Target 2013	Actual 2013
4 National Societies have received support to build up their staff and volunteers capacities to respond to an emergency.	7	4	9 225% 2.1.1.1
<i>Target by 2015: 11 National Societies have received support to enhance the capacities of their staff and volunteers to respond to an emergency.</i>			
4 National Societies have pre-positioned standard emergency items as a cyclone preparedness measure.	6	4	3 75% 2.1.1.2
<i>Target by 2015: 8 National Societies have pre-positioned standard emergency items as a cyclone preparedness measure.</i>			
All National Societies that requested assistance for emergency response have been supported.	100% 5	100%	100% 8 2.1.1.3
<i>Target by 2015: All National Societies that have requested assistance for emergency response have received the appropriate level of support.</i>			
Comments on progress towards outcome			
2.1.1.1			
<p>The IFRC supported the following National Societies to build the emergency response capacity of their staff/volunteers:</p> <ul style="list-style-type: none"> • Tonga: training for volunteers during review of disaster management plan and standard operating procedures in the first half 2013. • Disaster management induction course for new disaster management officers and supporting staff and volunteers from Palau, Solomon Islands, Tuvalu and Samoa Red Cross societies in first half 2013. • Fiji: 2 emergency response team training sessions in first half 2013. • Emergency Response Team (ERT) training of trainers manual further developed in first half 2013. • Papua New Guinea: emergency response team training in July 2013. • Kiribati: emergency response team training of trainers in August 2013. • Samoa: disaster management officer in-country coaching in September 2013. • Palau: disaster management officer and North Pacific Representative in-country to support the Palau Red Cross management and coaching with quick training in logistics, emergency shelter, assessment and distribution for staff and volunteers during the response to Typhoon Haiyan in November 2013. • The emergency response in the Marshall Islands has built the capacity of 2 in-country operation staff and community volunteers (throughout the period). The Marshall Islands 			

national volunteers group transitioned to the Marshall Islands Red Cross with adoption of the Red Cross Act in November 2013 and is in the early phase of National Society formation.

- Tonga Red Cross used the emergency response team manual, developed by the regional office, to roll out its own adapted training in November–December 2013.

This target has been exceeded because the IFRC Pacific regional office disaster management team has strengthened its own capacities in training, coaching and mentoring delivery. As a result, National Societies are feeling more confident in requesting support from the regional office.

2.1.1.2

The IFRC supported the following National Societies with emergency items pre-positioning in 2013:

- Papua New Guinea: full replenishment.
- Samoa: technical support for replenishment (funded by the Australian and New Zealand Red Cross).
- Tuvalu: fully supported stock maintenance.

This target has not been met because the IFRC had planned to support the Palau Red Cross and Micronesia Red Cross. However, the impact of Tropical Cyclone Haiyan on Palau diverted the focus to response. The replenishment process will continue in the first quarter of 2014. Please note that the IFRC received updated stock lists from all Pacific National Societies in 2013.

2.1.1.3

National Societies made the following requests for assistance and were supported by the IFRC:

- Samoa: Tropical Cyclone Evan (struck December 2012) response – the IFRC supported with overall coordination support, development of plan of action and replenishment support following the response.
- Fiji: Tropical Cyclone Evan (struck December 2012) response – the IFRC supported with information management during the response, coordination at national and local level, coordinating partner National Society support (French and Australian Red Cross), national shelter cluster coordination technical support (ECHO project).
- Papua New Guinea: multiple disasters (floods and landslides) in January/February 2013 – the IFRC supported with deployment of logistic delegate for plan of action development and replenishment.
- Solomon Islands: Temotu earthquake and tsunami (struck late February 2013) – the IFRC supported with deployment of 2 delegates, regional and national coordination, resource mobilization, coordinating partner National Society support and shelter cluster advocacy support.
- Solomon Islands: dengue (first half 2013) – the IFRC supported by providing information management support.
- The IFRC has continued to support the drought response in the Marshall Islands. The emergency appeal launched in June 2013 for this drought operation was only partially funded (46 per cent). The IFRC has used existing funding mechanisms – as well as a partnership with the Secretariat of the Pacific Community (SPC) and the Applied Geoscience and Technology Division of SPC (SOPAC) for in-kind water catchment materials – to support this operation. The ECHO response project started in August 2013 with the establishment of an in-country team. The operation is planned to continue until March 2014.
- When Tropical Cyclone Haiyan hit the Palau islands on 6 November 2013, the IFRC organized a team comprising a disaster management delegate and an IFRC representative to the North Pacific; as well as a Micronesia Red Cross disaster management officer and a

Micronesia-based Australian Volunteer for International Development (AVID) in Koror. The team conducted a joint initial damage assessment and training in Palau and supported the Palau Red Cross in the first few weeks of its response.

- Kiribati has been affected by a dry spell in recent years. The situation worsened in the last half of 2013. The IFRC has supported Kiribati Red Cross in planning its awareness activities and coordinating with its government. This support is ongoing and is long-term support.
- Cook Islands: the IFRC supported the Cook Islands Red Cross in December 2013 to monitor and plan for the dry spell in the northern islands.
- Solomon Islands: the Solomon Islands Red Cross was supported in its response to floods and a ferry-sinking disaster in December 2013.

The number of requests for assistance and therefore the number of responses supported by the IFRC in any given period depends on the number and scale of disasters/emergencies which strike and the response capacity of the National Societies affected. We do make a prediction for the purpose of the Long Term Planning Framework and this associated Annual Report as to the number and scale of disasters/emergencies that will strike not to the number of requests for assistance that will be made in a given period. That is why we set the target as conditional on that which eventuates – and state the baseline, target and actual accordingly. We could choose to use the actual figure for 2012, which was 5, as a baseline. However, the target is largely speculative due to the inherent variability discussed.

Output 1.2: Protocols, operating procedures and systems are in place for effective response and coordination of regional and national assistance in the event of a major disaster or crisis.

Indicators	Baseline 2012	Target 2013	Actual 2013
2 National Societies have improved their emergency response mechanisms and documented it.	8	2	6 300% 2.1.2.1
Emergency response agreements exist among partners to support logistics during emergency response and logistics capacity building.	none	1	1 100% 2.1.2.2
The regional disaster response team training course has been reviewed and improved.	none	4	4 100% 2.1.2.3
<p><i>Targets by 2015: 8 National Societies are better able to respond by utilizing common approaches and tools developed with support from the regional office.</i></p> <p><i>The IFRC and participating National Societies active in the Pacific have agreed to, and are following, a common coordination mechanism during disaster response.</i></p>			
The response and coordination of shelter preparedness mechanisms are improved in the region with support from the IFRC as cluster convener.	none	1	3 300% 2.1.2.4

Target by 2015: The response and coordination of shelter preparedness mechanisms have improved with the support from the IFRC as cluster convenor.

Comments on progress towards outcome

2.1.2.1

The following National Societies improved and documented emergency response mechanisms, namely, disaster management plans and standard operating procedures (SOPs):

- Solomon Islands: updated their emergency procedures by developing a new situation report format, emergency organizational chart and emergency operations centre (EOC) management procedures in first half 2013. Later, conducted a disaster scenario simulation to test and practice the disaster management plan and SOPs in November 2013.
- Fiji: conducted review of branch level EOC response support re Tropical Cyclone Evan – which updated branch presidents' roles and emergency organisational chart in first half 2013.
- Palau: developed draft disaster management plan in first half 2013 - IFRC provided detailed comments on disaster management plan and SOPs in December 2013.
- Tonga: Desktop disaster scenario simulation that tests and practices the disaster management plan and SOPs in first half 2013.
- Kiribati: Desktop disaster scenario simulation that tests and practices the disaster management plan and SOPs in August 2013.
- Vanuatu: IFRC provided detailed comments on disaster management plan and SOPs in September 2013 and ongoing.

Note also, the drought response operation in the Marshall Islands has raised the profile of the Red Cross in the country. Its parliament enacted the Red Cross Act in November 2013.

The review of procedures in Pacific National Societies has been slow in previous years, which is why the target was set low for 2013. It seems that with the continuous and sustainable technical support from the regional office, the National Societies have been working more quickly on this process in 2013 and so the target has been exceeded.

2.1.2.2

This indicator relates to reaching an agreement among emergency response partners. The indicator relates to developing a better understanding between partners about who is to do what and where and when.

- In October 2013, 20 representatives from 9 Pacific National Societies and the IFRC met in Nadi, Fiji to participate in a disaster scenario simulation that tests disaster management plans and SOPs. The exercise was held to test and operationalize the international disaster response coordination mechanisms in the Pacific in accordance with the Asia Pacific zone disaster response and early recovery standard operating procedures (SOPs) and relevant Red Cross and Red Crescent disaster response policies and guidelines. In addition, the exercise was designed to also raise awareness about preparedness measures to be taken prior to the onset of the 2013/2014 tropical cyclone season. This exercise allowed a better understanding of all Movement partners' role and responsibilities during response, and a list of actions to improve coordination and response support in the Pacific was created.

2.1.2.3

The regional disaster response team (RDRT) system has not been compatible with the Pacific context. The IFRC Pacific regional office has decided, instead, to use the peer-exchange system to allow Pacific National Societies to support each other in capacity building and response.

- The Solomon Islands Red Cross shelter kit trainer visited the Fiji Red Cross to facilitate shelter

training to volunteers and government officials for Tropical Cyclone Evan in January 2013.

- The Fiji Red Cross logistics officer visited the Solomon Islands for the earthquake and tsunami response in April 2013.
- The Kiribati Red Cross disaster management officer participated in the Marshall Islands drought response in May 2013.
- The Micronesia Red Cross disaster management officer took part in a peer exchange to reinforce the IFRC and Palau Red Cross team's relief operation to Tropical Cyclone Haiyan in Palau in November 2013.

2.1.2.4

The indicator, as used for 2013, is not workable in terms of setting a target and recording an actual figure in its current form. As such, it has been revised and reworded for 2014. That said, for the purposes of calculating actual figures for this report, we have counted events that suggest that the IFRC's shelter cluster role is improving relief and recovery operations and/or improving the coordination of shelter preparedness.

- The shelter cluster support for the Tropical Cyclone Evan response in Fiji resulted in a review of the operation. This provided clear guidelines to the Fiji shelter cluster system on ways to move forward. In December 2013, the Fijian government reactivated the national cluster system for the 2013/2014 cyclone season.
- Following shelter cluster support, the Fijian government made a request to IFRC to procure 1,000 tarpaulins and 500 shelter tool kits to be pre-positioned in government warehouses.

During the Pacific Humanitarian Team meeting in October 2013, the IFRC supported discussions on updating the shelter cluster plan of action.

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

Outcome 1: Pacific National Societies scale up their efforts to build community safety and resilience utilizing their grass-roots branch and volunteer networks.

Output 1.1: More tailored, integrated and consistent accompaniment to National Societies' self-development.

Indicators	Baseline 2012	Target 2013	Actual 2013
2 National Societies completed the revision of their statutes and/or constitution: Cook Islands, Micronesia, Samoa, Tonga or Palau.	3	2	5 250% 3.1.1.1
<i>Target by 2015: 10 National Societies have revised their statutes and/or constitution</i>			
2 National Societies completed strategic planning and/or operation planning process: Micronesia, Palau, Kiribati, Samoa or Vanuatu.	1	2	3 150% 3.1.1.2
<i>Target by 2015: 6 National Societies have completed a strategic planning and/or operational planning process that has been informed by Strategy 2020.</i>			
1 National Society (Tuvalu) has been recognized and become a member of the IFRC.	0	1	0 0% 3.1.1.3
<i>Target by 2015: Tuvalu Red Cross Society has been recognized and become a member of the IFRC.</i>			

1 National Society is engaged with the IFRC's digital divide project.	2	1	1 100% 3.1.1.4
<i>Target by 2015: 6 National Societies have upgraded their capacity in human resources management, resource mobilization, IT, and programme monitoring, evaluation and reporting.</i>			
4 National Societies are engaged with the Pacific finance development programme.	4	4	5 125% 3.1.1.5
<i>Target by 2015: 6 National Societies have met the minimum Pacific finance management standards.</i>			
Comments on progress towards outcome			
<p>The following National Societies completed statutory or constitutional review:</p> <ul style="list-style-type: none"> • Samoa: constitution adoption in May 2013. • Tonga: revised its constitution in fourth quarter and sent the document to the Joint Statutes Commission (JSC) for review and comments in December 2013. • Micronesia: completed its statutes revision process in fourth quarter 2013. The revised statute will be adopted in the National Society's 2014 General Assembly, which is planned for 2014. • Palau: completed its statutes revision in fourth quarter 2013 and sent the document to JSC for comment in December 2013. • The Marshall Islands Red Cross Act was adopted in fourth quarter 2013. A draft constitution has been developed and was sent to JSC for comment in first quarter 2014. 			3.1.1.1
<p>The following National Societies finalized or are in the process of strategic and operational planning:</p> <ul style="list-style-type: none"> • Vanuatu: finalized its 2013–2017 strategic plan in September 2013 with support of IFRC. • Kiribati: finalized its 2013–2017 strategic plan in March 2013 with support of IFRC. • Samoa: finalized its 2013- 2016 Strategic Plan in May 2013. • Palau: with the support of the IFRC Palau Red Cross has developed a strategy identifying the steps required in lead up to next General Assembly which will adopt the new Constitution and elect a new Governing Board - paving the way for longer term strategic planning. • Micronesia: will initiate its strategic planning process in May 2014. 			3.1.1.2
<p>The Tuvalu Red Cross has not yet become a member of the IFRC. Target was not met due to unexpected delays beyond control of the IFRC. The Red Cross Act was passed by the parliament of Tuvalu in December 2013 – this took longer than was expected, at the time of setting the indicator target for 2013, because of a constitutional crisis in Tuvalu. Tuvalu Red Cross is expecting its audit to be completed by March 2014. A joint assessment mission of the IFRC and ICRC will be conducted after the audit as part of the process to recognize Tuvalu as a member of the IFRC.</p>			
<p>The Marshall Islands parliament enacted the Red Cross Act in November 2013, marking the birth of a new National Society. With IFRC support, a draft constitution was developed and submitted to JSC for review/comment in 2014. Meanwhile, the IFRC supported Marshall Islands Red Cross to develop a Road Map towards Recognition - identifying the steps and activities and timeframes required to achieve recognition as a member of the Red Cross/Red Crescent Movement.</p>			3.1.1.3
<p>In the first half 2013, Papua New Guinea Red Cross received hardware relating to the global Digital Divide Project and received ongoing in-country technical support. The follow up in second half 2013</p>			3.1.1.4

has been delayed because of visa delays for the specialist recruited to support this work.

3.1.1.5

In 2011, the IFRC Pacific regional office, with the support of Australian Red Cross, established a finance development programme. In the first phase, it focused on:

- ensuring National Societies have appropriate financial policies and procedures
- upgrading budgeting and financial reporting skills
- establishing computerized financial systems (MYOB software) which provides function to customized reports, letters and templates based on the need
- supporting the preparation of accounts for financial audits.

An important milestone was the Samoa and Solomon Islands Red Cross completing a long-outstanding audit process. This required significant efforts in forensic work to recreate the accounts.

In the first half of 2013, country support missions were undertaken to support the National Societies of Samoa, Kiribati, Tuvalu, Vanuatu and the Solomon Islands. Surge finance capacity was provided to the Solomon Islands Red Cross following the earthquake and emergency tsunami operation in February 2013.

Unfortunately, due to funding constraints, the finance development programme was suspended in July 2013. The IFRC is working closely with partners to identify resources to continue the programme. Despite a lack of specific funding in second half 2013, the 5 National Societies continued finance work. In second half 2013, the IFRC provided minimal guidance to requests from some Pacific National Societies. Work is underway to develop a tailored finance development programme for the North Pacific National Societies (Micronesia, Palau and Marshall Islands).

Output 1.2: Enhanced strategic leadership through tailored support to both governance and management.

Indicators	Baseline 2012	Target 2013	Actual 2013
2 National Societies engaged with the Pacific Governance Enhancement Programme (PGEP).	2	9	0 0% 3.1.2.1
A mid-term review of PGEP completed by July 2013.	0	1	1 100% 3.1.2.2
<i>Target by 2015: 13 National Societies have participated in the Pacific Governance Enhancement Programme (6 National Societies have reported on progress of addressing identified gaps)</i>			
10 National Societies provided mentoring support on National Society development or received leadership development training.	14	10	11 110% 3.1.2.3
<i>Target by 2015: 5 National Societies accessed mentoring or participated in leadership development training.</i>			
Comments on progress towards outcome			
3.1.2.1 The Pacific Governance Enhancement Programme (PGEP), established in 2010, has provided governance advice to over 50 Pacific Red Cross leaders. National Societies in Vanuatu, Australia, Kiribati, Samoa and Cook Islands benefited from PGEP governance conversations before 2013. No governance conversations were held in 2013 because the PGEP formative review was in progress			

(9 National Societies contributed). Completion of the review and restart of the PGEP governance conversations took longer than anticipated. 5 governance conversations are planned for 2014.

3.1.2.2

The PGEP objective is to “support Pacific National Societies in assessing their governance strength and weaknesses, identifying gaps, and providing support to further enhance and establish a good governance culture which ensures National Societies reach the most vulnerable people of their countries”. A PGEP working group was established in 2011 to oversee and guide PGEP implementation with technical and administrative support from the IFRC. The PGEP formative review, completed September 2013, recommended that the PGEP continue with some fine-tuning. The working group met in Sydney in November 2013 to discuss the review and plan for 2014. At the Pacific Leadership Meeting, all 12 presidents present endorsed the continuation of the PGEP.

3.1.2.3

The following National Societies were involved in mentoring on national society development or in leadership development:

- Fiji and Kiribati: induction held at the IFRC Asia Pacific zone office for the Director General of the Fiji Red Cross and the president of the Kiribati Red Cross in July 2013s
- Kiribati, Solomon Islands and Vanuatu: IFRC supported leaders to take part in the Asia Pacific Fundraisers’ Network in July 2013s
- Cook Islands, Fiji, Kiribati, New Zealand, Solomon Islands and Tuvalu: IFRC provided support to senior managers to participate in the climate change adaptation training of trainers workshop in Bangkok in August 2013s
- Fiji: IFRC provided support to participate in the NCD conference in Sri Lanka in October 2013
- 11 leaders took part in the IFRC-supported Pacific Leadership Meeting in November 2013.

Output 1.3: A focus on supporting national efforts to develop volunteering⁵ and to ensure young people become more active in leading and participating in their national society.

Indicators	Baseline 2012	Target 2013	Actual 2013
8 National Societies are supported to review the standing capability of their branch network.	3	8	7 90% 3.1.3.1
7 National Societies are supported to undertake low-cost, low-tech activities.	2	7	9 130% 3.1.3.2
1 national society has developed or updated its volunteering policy.	2	2	2 200% 3.1.3.2
<i>Target by 2015: 6 National Societies are applying their volunteering policy and guidelines and maintaining a volunteer database.</i>			
5 National Societies are active members of the global Youth as Agents of Behavioural Change (YABC) network.	none	5	0 0% 3.1.3.3
<i>Targets by 2015: An active Pacific Youth Network will have contributed to youth empowerment in 5 National</i>			

⁵ Note: has in practice been revised to “develop branch standing capabilities including volunteering” so as to better communicate the nature of the output, in that the output aims for the development of branch capacity through elements such as volunteer recruitment and retention.

Societies resulting in increased youth-led and youth-facilitated service delivery.

13 National Societies have youth focal points in place and 10 have a youth representative on the governing board.

Comments on progress towards outcome

3.1.3.1

The IFRC supported the following National Societies in reviewing the standing capabilities of their respective branch networks:

- Kiribati, Fiji, Tonga and Tuvalu: supported through in-country missions in first half 2013.
- Fiji: supported the branch president's conference held in December 2013 where branch leaders reviewed their branch's capacity and made plans for 2014.
- Kiribati: supported planning for establishment of first branch outside the capital in July 2013.
- Micronesia: supported a workshop with governing board members, volunteers and senior managers to assess the organizational and branch capacity, and to identify priorities in first half 2013. In second half of 2013 the IFRC provided ongoing distance support for this process.
- Palau: currently no branches in the Palau Red Cross. The IFRC conducted a country support mission in October 2013 to support a range of critical organizational issues that need to be resolved before branches are established.
- Solomon Islands: In collaboration with French Red Cross, the IFRC supported a branch development and community-based disaster risk reduction (CBDRR) visit to Renbell branch in August 2013. The National Society expressed great interest in the low-cost, low-tech approach as part of an overall package to strengthen its branch network.
- Tonga: ongoing distance support in second half 2013 to continue the progress made after a country support mission in February 2013.
- Tuvalu: ongoing distance support in second half 2013 to continue progress of the recognition process and to develop its seven outer island and Funafuti branches.

3.1.3.2

The IFRC provided in-country support missions and/or distance support to the following National Societies, in second half 2013, in order to continue progress on low-cost, low-tech approaches to community-based health and disaster risk reduction:

- Fiji: regular advice on the roll-out of the reform process, including branch revitalization and low-cost community based disaster risk reduction activities, facilitation of national and local branch workshops focused on the implementation of the reforms including low-cost community based disaster risk reduction, assisting with the planning and implementation of more intensive community based disaster risk reduction activities in 10 pilot sites, developing a proposal submitted to Applied Geoscience and Technical Division of the Secretariat of the Pacific Community (SOPAC) to fund the development of low-cost early warning systems in 6 communities.
- Kiribati: the National Society is only currently active on the main island of Tarawa (Gilbert Islands), e.g. the national office organizes dramas and travelling road shows to communities to raise awareness about HIV. The low-cost approach was introduced to Kiribati Red Cross during the strategic planning process, which was supported by the IFRC in early 2013. As part of this planning process, Kiribati Red Cross reaffirmed its interest in extending its services beyond Tarawa. Despite the daunting logistical challenges, the National Society hopes to extend its activities to the other island groups (Phoenix and Line islands) over the next 5 to 10

years. As part of this ambition, Kiribati Red Cross requested support from the IFRC to undertake an exploratory visit to Kiritimati Island in the Line Islands, 3,300 kilometres from Tarawa (by way of comparison, it is 3,450 kilometres from Madrid to Moscow). The objective of the visit, which took place in July 2013, was to explore the potential to establish a branch in Kiritimati. During the visit, the president and secretary general of the Kiribati Red Cross met with local chiefs and government representatives to introduce the Red Cross and the branch concept. A first-aid course was organized to demonstrate a Red Cross core programme.

- Micronesia: the IFRC been supporting the National Society to finalize the revision of its constitution and to plan for its first General Assembly since 2001. Three branch officer positions are supported. The IFRC conducted a country support mission in June 2013. With the establishment of an IFRC sub-regional office in the North Pacific, the IFRC is better placed to provide more regular support.
- Papua New Guinea: Since April 2013, the IFRC has supported leadership and community programming training for 11 branches (March–April), Participatory Hygiene and Sanitation Transformation and community based disaster risk reduction activities training for 12 branches (June), inter-agency emergency response team training in Oro Province (June–July), the design and establishment of two community-based low-cost, low-tech disaster risk reduction pilot projects, coaching the Papua New Guinea Red Cross national programme manager on disaster risk reduction programming, providing advice to the leadership on governance and management issues.
- Samoa: In September 2013, the IFRC supported the review of the Samoa Red Cross disaster management plan, which involved 35 participants. In Savaii branch, the IFRC supported a workshop focused raising awareness of the Samoa Red Cross national disaster management plan and development of locally adapted standard operating procedures for response, with a focus on cyclone and tsunami hazards.
- Tonga: The IFRC supported the revision of the Tonga Red Cross constitution. The IFRC also supported the Tonga Red Cross to review its disaster management plan and to update its standard operating procedures for response. This national level work led to the review of the Ha'apai branch disaster management plan and the training of community emergency responders. In December 2013, some of these volunteer responders were involved in raising awareness within communities about water consumption during dry spells, as well as preparedness discussions with local government, focused on an analysis of the seasonal rainfall outlook.
- Tuvalu: the IFRC supported the National Society in its approach to use basic first aid is as an entry point to establish a sustainable branch and volunteer network on the 8 outer islands.
- Solomon Islands: during a country support mission in August 2013, Renbell branch committed to organizing the community-based activities, such as school dissemination, earthquake preparedness, first aid and hygiene promotion, healthy food competition, visiting vulnerable households (elderly and other vulnerable groups) and carrying out small maintenance tasks, organizing a clean-up day in the village, and recruiting more volunteers.
- Marshall Islands: the drought operation has provided several opportunities to initiate small scale low cost, low tech initiatives with communities in the operational sites in the Northern outer atolls, such as hygiene promotion for school and women's groups, poster competitions to raise awareness about rainwater harvesting and movies nights to raise awareness about the Marshall Islands Red Cross.

The IFRC has plans to continue this process in 2014. This includes a plan to invite the Fiji Red Cross to support the roll-out in at least one other National Society. The French Red Cross is supportive of the low-cost, low-tech approach and, with Vanuatu Red Cross, has requested the IFRC support roll-out workshops in Vanuatu in 2014.

The target was exceeded because the IFRC pursued this approach as a priority for the Pacific region.

3.1.3.3

With the support of the IFRC, Micronesia Red Cross updated its volunteer policy in first half 2013. The updated policy covers the branch structure, which will enable the Micronesia Red Cross to attract more volunteers to branches. This will ensure improved engagement and service delivery at community level.

With the support of IFRC, the Marshall Islands Red Cross updated its volunteer registration system and the IFRC developed a national personnel policy for the Marshall Islands drought operation which will form the basis for the ongoing human resources and volunteer policy development of the National Society.

3.1.3.4

The Youth as Agents of Behavioural Change (YABC) target is prominent in earlier planning documents, however, the IFRC Pacific regional office is not resourced to support Pacific National Societies' participation in the YABC global network. Due to limited resources, the IFRC Pacific regional office has not monitored Pacific National Society participation in YABC in 2013.

Output 1.4: National Societies are better able to engage and support vulnerable communities to achieve better health practice and behaviour.

Indicators	Baseline 2012	Target 2013	Actual 2013
2 National Societies have community-based health and first-aid (CBHFA) programmes supporting vulnerable communities.	2	2	2 100% 3.1.4.1
<i>Target by 2015: 4 National Societies have self-sustaining⁶ community-based health and first aid programmes supporting vulnerable communities.</i>			
4 National Societies are supported to implement HIV prevention programmes.	4	4	4 100% 3.1.4.2
<i>Target by 2015: 6 National Societies are identified as the primary source of Voluntary Non-Remunerated Blood Donations (VNRBD) by their respective ministries of health.</i>			
2 National Societies have non-communicable diseases and healthy lifestyle programmes that are contributing to behaviour change.	1	2	3 150% 3.1.4.3
<i>Target by 2015: 6 National Societies have self-sustaining⁷ healthy lifestyle programmes contributing to behaviour change.⁸</i>			

⁶ Note: has been amended for the revised Long Term Planning Framework 2012-15 from "self-sustaining" to "sustainable" to more accurately reflect the intention and that which is realistic.

⁷ Note: has been amended for the revised Long Term Planning Framework 2012-15 from "self-sustaining" to "sustainable" to more accurately reflect the intention and that which is realistic.

Comments on progress towards outcome

3.1.4.1

Community-based health and first aid programmes supported communities in the following National Societies in 2013:

- Tuvalu: first-aid training was held by Tuvalu Red Cross as an entry point for community-based health and with a view to eventually broaden into other aspects of community resilience. Training was carried out on the main island of Funafuti and the two outer islands of Nui and Nanumea. Attendees were branch members and volunteers, youth and teachers of Vaipuna primary school on Nui Island. Communities valued their new skills in first aid as they are isolated from formal health services.
- Fiji: with the assistance of the Australian Red Cross, Fiji Red Cross is implementing community-based health and first aid by developing work plans and by building the capacity of its staff. The development of the work plans was informed by the community assessments and first-aid training, which was delivered to communities in first half 2013. The IFRC supported a Fiji Red Cross manager to attend the IFRC Asia Pacific zone workshop on non-communicable diseases in October 2013. The IFRC also delivered a planning, monitoring, evaluation and reporting training workshop for Fiji Red Cross programme staff in November 2013.

3.1.4.2

The IFRC continued to support the 4 National Societies (Cook Islands, Kiribati, Micronesia and Samoa) as part of The Global Fund Round 7 action. The IFRC coordinated, shared technical information and sourced additional funding for the 4 National Societies to support the implementation of HIV and sexually transmitted infections (STI) prevention programmes, including safe blood donation. Red Cross volunteers performed dramas, road shows, and used mass media and workshops to reach communities. Young people, sex workers and the general public were targeted. The number of people reached, condoms distributed, and units of blood collected from voluntary non-remunerated donors were collected as indicators. The IFRC also encouraged an integrated community health approach with first aid, HIV and AIDS, safe blood, non-communicable diseases, healthy living, covered in appropriate sections of National Society engagement with communities.

3.1.4.3

Non-communicable diseases and healthy lifestyle programmes were in place and active in the following National Societies:

- Tuvalu: continuing with healthy lifestyle and physical activity programmes. Zumba exercise was introduced to young people on Nanumea Island. Measuring behaviour change has not been carried out as the project is still at an early stage.
- Fiji: continuing with healthy lifestyle and physical activity programmes. Measuring behaviour change has not been carried out as the project is still at an early stage. Fiji Red Cross, with support from Australia Red Cross, is promoting community-based health and awareness regarding non-communicable diseases as priority. The IFRC supported a Fiji Red Cross manager to attend the IFRC Asia Pacific zone workshop on non-communicable diseases. The IFRC also delivered a planning, monitoring, evaluation and reporting training workshop for Fiji Red Cross programme staff.
- Cook Islands: conducting a non-communicable diseases programme, supported by Australian Red Cross.

⁸ Note: has been amended for the revised Long Term Planning Framework 2012-15 include reference to “non-communicable disease” to draw attention to main risk being targeted.

The target was exceeded because the Australian Red Cross assistance programme for Fiji and Cook Islands started during the reporting period.

Output 1.5: National Societies are better able to engage and support communities, reducing their vulnerability to disasters and emergencies.⁹¹⁰

Output 1.6: National Societies are better able to support communities in an integrated and harmonized way by utilizing common approaches and tools developed with support of the regional office.

Output 1.7: National Societies' ability to implement community safety and resilience programmes is enhanced due to the regional office coordinating closer cooperation between stakeholders and agreeing on common, simpler ways of working and sharing of experiences.

Indicators	Baseline 2012	Target 2013	Actual 2013
Community-based approaches are field-tested (2 disaster risk reduction resource-intensive projects).	2	2	2 100% 3.1.5.1
3 initiatives relating to the roll-out and fine-tuning of the Pacific low-cost community-based approach are completed.	3	3	3 100% 3.1.5.2
15 examples of regional learning are shared to inform and influence programming in National Societies.	12	15	15 100% 3.1.5.3
Support 3 National Societies in the dissemination of community-based early warning and disease surveillance systems.	none	3	2 65% 3.1.5.4
4 peer support exchanges take place between National Societies.	none	4	2 50% 3.1.7.1

Targets by 2015: 4 National Societies have self-sustaining community-based disaster risk reduction (CBDRR) programmes that support vulnerable communities.

6 National Societies have included climate change adaptation in their CBDRR programmes.

6 National Societies are utilizing climate information in their early warning systems.

11 National Societies are utilizing common community-based approaches and tools.

8 National Societies have adapted tools specific to their context.

6 National Societies are implementing community-based programming in an integrated and/or holistic way.

50 per cent of all IFRC and partner programming is utilizing common approaches to community-based activities.

The regional office is represented on 7 regional committees advocating community safety and resilience perspectives on behalf of the secretariat and Pacific National Societies.

⁹ Note: has been amended for the revised Long Term Planning Framework 2012-15 to clarify that National Societies are utilizing a sustainable approach contributing to increased resilience.

¹⁰ These outputs and targets are handled together due to similarity and due to the large number of amendments that have been made for the revised Long Term Planning Framework 2012-15

15 examples of regional learning that informs and influences programming in Pacific National Societies have been identified.

Comments on progress towards outcome

3.1.5.1

The IFRC supported field testing of community-based approaches that are disaster risk reduction intensive projects with the following National Societies:

- Fiji: building on the support by the IFRC provided under the ECHO's "building safer, more resilient communities" action, Fiji Red Cross secured additional funding from the Asia Foundation Pacific programme to support low-cost low-tech early warning systems in 6 pilot communities in the Northern Division in second half 2013.
- Papua New Guinea: following the Participatory Hygiene and Sanitation Transformation (PHAST) training and Community Resilience Participatory Approach (CRPA) training in first half 2013, 2 provincial branches rolled out activities in 4 target communities in second half 2013.

3.1.5.2

An initiative is complete when the introductory discussion with the Pacific National Society about the integration or adaptation of low-cost community-based approach has occurred. Please note that, beyond completion of the initiative, ongoing support in successive periods is vital to sustain the approach over the long term. Initiatives were completed with the following National Societies:

- Tuvalu: completed during an in-country support mission in October 2012 where the discussion was undertaken with the governance, senior management and volunteers. Distance support was provided in second half 2013 to support sustainability of the approach.
- Fiji: completed in December 2012. In second half 2013, ongoing support included support for a branch president's meeting that was conducted in December 2013 in which each branch developed a plan of action to implement low-cost, low-tech community-based activities for 2014.
- Tonga: completed during an in-country support mission in first half 2013. Distance support provided in second half 2013 to ensure sustainability of the approach.
- Micronesia: completed during an in-country support mission in June 2013. Distance support is required in the future.
- Solomon Islands: completed during an in-country support mission in August 2013 which focused on Renbell branch and then discussed approach with all branches.

Initiatives are underway (but not completed) in the National Societies of Kiribati, Papua New Guinea and Samoa. Further initiatives are being considered in the Cook Islands, Palau and Vanuatu.

3.1.5.3

The IFRC is embracing its role of being a conduit to share lessons in the region, examples are:

- Saving Lives, Changing Minds: internal edition no.33 disseminated February 2013.
- Saving Lives, Changing Minds: internal edition no.34 disseminated March 2013.
- Saving Lives, Changing Minds: external edition no.5 disseminated April 2013.
- Saving Lives, Changing Minds: internal edition no.35 disseminated June 2013.
- Disaster simulation exercise carried out in Nadi in October 2013.
- Peer exchange took place between the Micronesia disaster management officer during the response to Tropical Cyclone Haiyan in Palau in November 2013.
- All secretaries general and one governing board member from each Pacific National Society

engaged in learning during the Pacific Leadership Meetings in November 2013.

- Pacific Collaboration Working Group comprising six Pacific leaders was established in November 2013. The main objective of the group is to support learning between National Societies in volunteering development, financial management and resource mobilization.
- The Pacific Governance Enhancement Programme mid-term review was finalized and disseminated in October 2013. The Pacific Governance Enhancement Programme facilitators' terms of reference, key performance indicators, brochure and working group terms of reference were also updated.
- Saving Lives, Changing Minds: external edition no.6 disseminated October 2013.
- Saving Lives, Changing Minds: internal edition no.36 disseminated October 2013.
- Saving Lives, Changing Minds: internal edition no.38 disseminated December 2013.
- The IFRC facilitates the sharing of half-yearly reports among the 4 National Societies (Cook Islands, Kiribati, Micronesia and Samoa) who participate in The Global Fund Round 7 programme (HIV, STIs and Voluntary Non-Remunerated Blood Donor).
- The IFRC facilitates the sharing of regular community-based disaster risk reduction activity reports between 2 of the National Societies (Papua New Guinea and Fiji) who participate in the community safety and resilience project.
- The IFRC facilitates sharing of plans of action between 5 climate change adaptation trainees.

3.1.5.4

The IFRC supported the following National Societies in the dissemination of community-based early warning systems:

- Fiji Red Cross: has secured additional funding from the Asia Foundation Pacific programme to support low-cost, low-tech early warning systems in 6 pilot communities in the Northern Division in second half 2013. The communities selected face flash floods, king tides, storm surges, river flooding, cyclones, droughts and isolation. The systems are being designed and implemented in collaboration with the local disaster management office and the national meteorological service. The early warning systems may include: a community seasonal calendar board and weather risk tracking board to be installed in the common meeting place; a river-level gauge on the river bank (levels to be updated on the tracking board); integrated alarm systems using traditional Fijian *lali* (wooden drums) and used tyre rims; concrete anchors and ropes for pre-cyclone roof tie down to be supplied with best-practice demonstrations by the Fiji Red Cross; Fiji's meteorology office will deliver workshops on interpreting radio weather forecasts; disaster emergency kits; training for emergency response team members.
- Solomon Islands Red Cross: the IFRC conducted a workshop in August 2013 with Renbell branch which encouraged volunteers to engage with communities to hold a weather week event. Weather week is focused on the seasonal calendar, which the community creates to outline recurring risks (such as cyclones and flooding). Creating the calendar and discussing risks raises awareness and, in itself, provides an early warning. This form of early warning system is considered an early stage compared to the systems being considered in Fiji.

The IFRC did not support the dissemination of the community-based disease surveillance system in 2013. A disease surveillance system should monitor the prevalence or onset of a disease and then issue warnings to the community so that preventative or mitigating action can be started. Existing systems are administered by the health ministries in each respective country. Any community-based disease surveillance system would be independent or auxiliary to the existing system. To fulfil the definition of a community-based system, its administration would need to be managed by community

members, rather than the authorities.

The target was not met because the target set was unrealistically high. Fiji Red Cross is among the front runners in the region in the community-based disaster risk reduction approach. In Fiji, the IFRC has observed that the community is only ready to seek out options for a community-based early warning system once the community has carried out its vulnerability and capacity assessments (including hazard mapping etc.). At this point, the community recognizes the need for an early warning system for the disasters it faces, and the community seeks and adapts such systems. The IFRC may not have fully recognized this sequence of events when setting the target for 2013.

3.1.7.1

The IFRC supported the following peer exchanges to build National Society capacity on community based risk reduction approaches:

- The Solomon Islands Red Cross shelter kit trainer visited the Fiji Red Cross to facilitate shelter training to volunteers and government officials for Tropical Cyclone Evan in January 2013.
- The Fiji Red Cross disaster management office co-facilitated the Participatory Health and Sanitation Transformation (PHAST) training in Western Highlands Province branch in Papua New Guinea in June 2013.

The annual target was not met because the process to identify and settle the skill sets in demand and skills sets available (to match that demand) has taken longer than anticipated at the time of setting the indicator target for 2013.

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

Outcome 1: The IFRC and National Societies are respected and recognized as neutral, impartial humanitarian actors; and have a distinctive, authoritative and consistent voice which influences and improves policy and legislation affecting vulnerability.

Output 1.1: Pacific National Societies are better engaged with their government.

Indicators	Baseline 2012	Target 2013	Actual 2013
The Red Cross auxiliary status is better understood, further defined and operationalized within the current legal framework of relevant countries.	13	14	14 100% 4.1.1.1
At least 1 country has updated the legal framework around the auxiliary status.	0	1	2 200% 4.1.1.2

Targets by 2015: The Red Cross auxiliary status is better understood, further defined and operationalized in 4 countries, within the current legislation.

At least 2 countries have updated the legislation around the auxiliary status.

Comments on progress towards outcome

4.1.1.1

This indicator is primarily targeted at governments, but is also useful for all Red Cross Red Crescent partners – whether a government or other inter-governmental or non-governmental international/regional/local organization. “Better understood” means that the concept of the auxiliary role is more clearly understood and the person and/or group is able to articulate what it means in

their own words. “Further defined” means the person and/or group is able to relate the idea of the auxiliary role back to their specific context and identify what that actually means for them in practice and the way they interact with the Red Cross Red Crescent and other actors. “Operationalized” means that once they identify the practical steps, they start implementing them.

During the course of the year, the IFRC was able to discuss elements of the auxiliary role with government counterparts and then link them back to their respective National Society for further discussion and action. In first half 2013, 30 Red Cross dissemination sessions were conducted respectively with the governments of Australia, Cook Islands, Cuba, Federated States of Micronesia, Fiji, Indonesia, Japan, Kiribati, Tuvalu, Marshall Islands, New Zealand, Samoa, Tonga and the United States. Discussions also took place with the European Union in Suva and in Brussels and with the Global Fund in Geneva. During the climate change roundtable meeting (3–5 July 2013), the Pacific Platform Disaster Risk Management Meeting (8–11 July 2013) and the Pacific Humanitarian Team meeting (21–25 October 2013), Red Cross dissemination sessions were conducted with the governments of: Fiji, Kiribati, Tonga, Tuvalu, Samoa, Vanuatu and Solomon Islands.

4.1.1.2

A humanitarian diplomacy/advocacy manual was developed and tested with three test groups reflecting the three geographic regions of the Pacific. Following feedback, the manual is being modified to be further tested and finalized in the final half of the year. Legal frameworks regarding the auxiliary status were updated:

- The Red Cross Act establishing the Marshall Islands Red Cross was passed on 6 November 2013. It defines, inter alia, the auxiliary role of the Marshall Islands Red Cross. During the Act adoption process, there was an opportunity to participate in a public hearing to enhance awareness and understanding on the auxiliary role and several follow up discussions have been held with the Marshall Islands Government to further elaborate on how this relationship will develop in the coming years.
- The Red Cross Act establishing the Tuvalu Red Cross was passed on 20 December 2013. It defines, inter alia, the auxiliary role of the Tuvalu Red Cross.

Output 1.2: National Societies have utilized their enhanced advocacy skills and Pacific-tailored advocacy and communication tools and materials to influence decision-makers and opinion leaders about the needs of vulnerable people at local, national and regional level.

Indicators	Baseline 2012	Target 2013	Actual 2013
1 Pacific humanitarian diplomacy position paper on key topics.	0	1	3 300% 4.1.2.1
A Pacific humanitarian diplomacy and advocacy manual is finalized for distribution.	none	1	1 100% 4.1.2.2
<i>Target by 2015: A Pacific humanitarian diplomacy and advocacy manual has been developed and disseminated.</i>			
15 examples of Red Cross humanitarian diplomacy contributing to changing decision-making with regards to vulnerable groups.	16	15	16 110% 4.1.2.3

<i>Target by 2015: 10 demonstrated examples of Red Cross humanitarian diplomacy contributing to changing decision-making with regards to vulnerable groups have been identified.</i>			
The <i>Saving Lives, Changing Minds</i> newsletter published every two months, including 2 newsletters for an external audience.	11	7	7 100% 4.1.2.4
<i>Targets by 2015: The Pacific monthly newsletter is published each month and the two IFRC external newsletters are published each year.</i>			
<i>The Pacific Movement pamphlet (Rising to the Challenge) has been updated in collaboration with ICRC.</i>			
2 demonstrated cases of more responsible resourcing of Pacific Red Cross activities as a result of advocacy to donors and other partners.	2	2	2 100% 4.1.2.5
<i>Target by 2015: 8 demonstrated cases of more responsible resourcing of Pacific Red Cross activities as a result of advocacy to donors and other partners have been identified</i>			
Comments on progress towards outcome			
4.1.2.1			
The Pacific positions briefing paper on climate change was first developed in 2012. It was further refined and sent to all Pacific National Societies and Movement partners for feedback in late November 2013, together with the disaster law briefing paper and the National Society auxiliary role briefing paper.			
4.1.2.2			
A humanitarian diplomacy and advocacy manual was first completed in April 2012 and tested in three National Societies. Feedback was consolidated into a subsequent draft. The manual was refined and a draft humanitarian diplomacy package, including templates and checklists, was developed in 2013 and tested with all Pacific National Societies and Movement partners in November 2013.			
4.1.2.3			
In second half of 2013, the IFRC has undertaken humanitarian diplomacy climate change, disaster risk management, protecting humanitarian space, cluster coordination, public-health challenges, auxiliary role of National Societies, disaster law, and volunteer and youth promotion. It promoted these themes through the following:			
<ul style="list-style-type: none"> • as members of the Pacific Humanitarian Team Strategic Advisory Group • as members of the Pacific Platform Disaster Risk Management (PPDRM) meeting and the climate change roundtable • as sub-recipients of the Global Fund for HIV • as participants in the consultations on the new Pacific Strategy for Climate and Disaster Resilient Development • input into the government of Tonga's presentation on disaster law at the Pacific Islands Legal Officers Network annual meeting • discussions with government representatives of the Cook Islands, Kiribati, Samoa, Solomon Islands and Tonga on how to strengthen their disaster law frameworks • support and technical assistance for the scoping study of the Cook Islands government into integrating disaster risk reduction and climate change legislation • regular visits to diplomatic missions in Suva and other Pacific countries 			

- regular meetings with regional organizations.

4.1.2.4

The *Saving Lives, Changing Minds* newsletter aims to showcase National Society activities, promote the sharing of information between Pacific National Societies, and to educate and advocate on a range of humanitarian issues that are relevant to the Pacific. Due to a reduction in funding in 2013, the newsletter is only being produced every two months since April 2013.

4.1.2.5

This target was achieved during the first half of 2013. Proposals to the EU and USAID were developed in line with the IFRC stated strategy on supporting branch and volunteer development of Pacific National Societies. Both proposals were successful. An existing contract was renegotiated to better reflect implementation needs and context in Papua New Guinea. In regular discussions with donors and diplomatic missions in Suva and in other Pacific countries, the IFRC presents lessons learned from the Red Cross on aid programming and the importance of striking a balance between supporting institutional capacity building and work on programme activities and relief operations. The IFRC also advocates for more coordinated support from Movement and external funders.

Output 1.3: International disaster response and disaster risk reduction legislative advocacy contribute to IFRC becoming increasingly influential within regional and national policy and opinion-making forums.

Indicators	Baseline 2012	Target 2013	Actual 2013
1 country-level technical assistance project is completed.	1	1	1 100% 4.1.3.1
1 country has received ad hoc advice on disaster-related legal frameworks and policies from the IFRC Disaster Law Programme ¹¹ or National Society.	1	1	2 200% 4.1.3.2
1 country has adopted a new, procedure, policy and/or regulation that addresses aspects of disaster law.	0	1	0 0% 4.1.3.3
<i>Target by 2015: 3 countries have been able to adopt a new law, procedure, policy and/or regulation which addresses aspects of disaster law and disaster risk reduction</i>			
2 National Societies have increased their understanding of key IFRC messages on disaster law.	13	2	12 600% 4.1.3.4
<i>Target by 2015: 6 National Societies are aware of key IFRC messages on disaster law</i>			
1 National Society has further increased its skills in legislative advocacy in disaster law.	13	1	12 1200% 4.1.3.5
At least 1 National Society has actually participated in legislative advocacy in disaster law.	0	1	3 300% 4.1.3.6

¹¹The Disaster Law Programme seeks to reduce human vulnerability by promoting legal preparedness for disasters. Previously known as the International Disaster Response Laws, Rules and Principles (IDRL) Programme, the Programme has now broadened its focus to cover legal issues related to disaster risk reduction and recovery. <http://www.ifrc.org/what-we-do/idrl/about-idrl/>

*Targets by 2015: At least 3 National Societies have increased their skills in legislative advocacy in disaster law
At least 5 National Societies have actually participated in legislative advocacy in disaster law.*

Comments on progress towards outcome

4.1.3.1

A technical assistance project in the Cook Islands to develop standard operating procedures and a prime minister's directive during times of disaster was completed at the end of the second quarter 2013. Technical assistance projects were started in Tonga (disaster law) and in the Cook Islands (climate change and disaster risk management integration) in the first half 2013, and are likely to conclude during first quarter 2014.

4.1.3.2

In the first half 2013, a meeting was held with the NDMO in Samoa during which assistance with emergency shelter was requested and discussion of the assistance available from the IFRC and the benefits of a legal review of their frameworks which would capture the concerns raised and make recommendations to address them.

In second half 2013, the IFRC received a request from the Tonga Solicitor General's Office to provide input into Tonga's presentation to the Pacific Islands Legal Officers Network (PILON) on its current work with disaster law. Assistance was provided. The Tongan government has expressed an interest in seeking assistance from the IFRC for the next phase of disaster law work in Tonga. This is about implementing the recommendations from the current study into an operational framework such as regulations.

The IFRC also received a request from the Kiribati president's office and National Society to start discussions on a disaster law study for 2014. Discussions have started with a view to carrying out a scoping assessment in early 2014.

4.1.3.3

The IFRC supported the Cook Islands Red Cross to work with the Cook Islands government in the development of standard operating procedures and a Prime Minister's directive directly addressing disaster law issues. These documents were finalized at the end of June 2013 and were expected to have been adopted, but there have been some unforeseen delays in parliament.

4.1.3.4

The Kiribati Red Cross has been in discussion with its government on the need for a disaster law study in Kiribati. As a result, the Kiribati government approached the Pacific regional office in July 2013 about a scoping assessment into a disaster law study. All 12 Pacific National Societies present at the statutory meetings in November 2013 were outspoken advocates for disaster law during the meetings, insisting that disaster law become a component of all joint Pacific statements to highlight its relevance and importance for the Pacific region.

4.1.3.5

Due to the disaster law study currently being undertaken (started in April 2013), the Tonga Red Cross is quickly establishing itself as an authority on disaster law. It is working closely with the Crown Law Office to provide advice and feedback on the formulation of recommendations for the study and the drafting of subsequent operational guidelines.

As above, all 12 Pacific National Societies present at the statutory meetings in November 2013 were outspoken advocates for disaster law during the meetings. This was strategic humanitarian diplomacy for the National Societies as petitioning the IFRC's General Assembly would result in funding being allocated to areas of special interest. This would then fund programmes and opportunities for National Societies to interact and work with governments, and provide technical

assistance on special interest projects.

4.1.3.6

Cook Islands Red Cross advised its government in second half 2013 to undertake a scoping study to evaluate the benefits of integrating climate change and disaster risk management legislation.

Tonga Red Cross has been advising its government in second half 2013 on the need for a more cohesive and coordinated approach to response and recovery in Tonga's domestic disaster management procedures, as well as the need for the Tonga Red Cross to become a permanent member of the National Emergency Management Committee.

Samoa Red Cross has also been advocating the need for disaster law, which has led to the development of terms of reference for a disaster law study in December 2013 and a new partnership with the Attorney-General's office in implementing the study. This will begin in 2014.

Output 1.4: Cooperation with external partners has contributed to complementarity of action and coordination and improved understanding about the distinctive role of the IFRC and its individual members.

Indicators	Baseline 2012	Target 2013	Actual 2013
At least 1 National Society engages in a more strategic way with an external organization and is able to influence policy outcomes to strengthen assistance to vulnerable people.	1	1	2 200% 4.1.4.1
1 new MOU or agreement in place with regional cooperation body to enhance collaboration between the IFRC and the organization to influence better outcomes for vulnerable people.	1	1	0 0% 4.1.4.2

Targets by 2015: At least 2 National Societies are engaging in a more strategic way with external organizations and are able to influence policy outcomes to strengthen assistance to vulnerable people.

2 MOUs or agreements are in place with regional cooperation bodies to enhance collaboration between the IFRC and the organization to influence better outcomes for vulnerable people.

Comments on progress towards outcome

4.1.4.1

The IFRC advised the Micronesia Red Cross on its engagement with the International Migration Organisation and supported the Republic of the Marshall Islands Volunteer Group to liaise with relief actors during the drought operation. The IFRC equipped the Cook Islands Red Cross to represent the IFRC perspective at the Nansen Initiative Pacific regional meeting in May 2013. The IFRC supported discussions between the Fiji Red Cross and Habitat for Humanity which resulted in more coordinated action during the TC Evan response in first half 2013. The IFRC advised Tonga Red Cross in second half 2013 on taking part in an Adventist Development and Relief Agency (ADRA) disaster simulation on disaster management coordination and disaster law. Such simulations are important to attend as they allow real-time testing of domestic processes and allow the National Society to share its experience as a first-responder, whilst also disseminating information on its auxiliary role and about general coordination.

4.1.4.2

The finalization of this Pacific Islands Forum Secretariat (PIFS) MOU was unable to be completed during second half 2013 due to a number of logistical and technical issues. However, the text has

been finalized, as have the signing authorities. The signing is planned for February 2014.

Business line 5: To deepen our tradition of togetherness through joint working and accountability.**Outcome 1:** Cooperation between Movement actors results in our expanded contribution to meeting humanitarian needs in the Pacific.**Output 1.1:** Regional cooperation and coordination mechanisms contribute to the quality and effectiveness of our work and better development of National Societies.

Indicators	Baseline 2012	Target 2013	Actual 2013
6 monthly regional coordination meetings facilitated by the secretariat result in 2 joint initiatives that benefit the region as a whole	2	2	4 200% 5.1.1.1
At least 2 country partnership meetings are conducted	2	2	1 50% 5.1.1.2
2 partner regional coordination meetings are facilitated	2	2	3 150% 5.1.1.3
<p><i>Targets by 2015: Quarterly regional coordination meetings facilitated by the secretariat have resulted in 5 joint initiatives that benefit the region as a whole.</i></p> <p><i>Biennial partnership meetings, facilitated by the secretariat in collaboration with ICRC, have contributed to clarifying Pacific-wide policy positions and the development of regional initiatives.</i></p>			
At least 2 examples of the secretariat facilitating the success of other Movement actors.	1	2	5 250% 5.1.1.4
<p><i>Target by 2015: 6 examples of the secretariat facilitating the success of other Movement actors have been identified</i></p>			
Comments on progress towards outcome			
<p style="text-align: right;">5.1.1.1</p> <p>The Pacific Collaboration Working Group comprising six National Society leaders was established in fourth quarter 2013 by the 11 Pacific National Societies that attended the Pacific Leadership Meeting. The Pacific Collaboration Working Group met twice in fourth quarter 2013. The Pacific Collaboration Working Group has initiated a number of activities of benefit to the region including:</p> <ul style="list-style-type: none"> • promoting more peer exchanges on volunteering development, financial management and resource mobilization • developing a more coherent framework for supporting digital divide initiatives in the region • developing a strategic framework on climate change • establishing a preparatory process for the 2014 Sustainable Development of Small Islands Development States Conference in Samoa. <p style="text-align: right;">5.1.1.2</p> <p>The preparations and hosting of the Pacific Leadership Meeting in November 2013 and the preparations for the statutory meetings were the focus of the second half of the year. Partnership discussions were held during the Pacific Leadership Meeting.</p> <p style="text-align: right;">5.1.1.3</p> <p>Partner coordination meetings were superseded by the Pacific Collaboration Working Group, which</p>			

is comprised of secretaries general and one president. Discussions will be held in 2014 to determine how best to engage with operational teams in Red Cross societies in Australia, Japan and New Zealand.

5.1.1.4

The following examples of success by other Movement partners were facilitated by the IFRC in second half 2013:

- support for the review of the Pacific Governance Enhancement Programme, which is led by Pacific presidents
- support to the New Zealand Red Cross-hosted Pacific policy dialogue prior to the statutory meetings
- support for Pacific preparations for the General Assembly and Council of Delegates hosted by the Australian Red Cross.

Output 1.2: Pacific National Societies engage with each other developing trusting relationships, unified by the common ideals of the fundamental principles, the IFRC constitution and Strategy 2020.

Indicators	Baseline 2012	Target 2013	Actual 2013
At least 1 leadership forum per year facilitated by the secretariat.	2	1	1 100% 5.1.2.1
<i>Target by 2015: At least 1 leadership forum per year has been facilitated by the secretariat</i>			
The Pacific Governance Enhancement Programme and the Pacific Leadership Working Group has increased opportunities for member-to-member exchanges.	2	2	2 100% 5.1.2.2
<i>Target by 2015: The Pacific Governance Enhancement Programme and the Pacific Leadership Working Group have increased opportunities for member-to-member exchanges.</i>			
National Societies are actively involved in following up pledges and other commitments made at the 2011 statutory meetings.	none	12	12 100% 5.1.2.3
National Societies are adequately prepared for the General Assembly and Council of Delegates in Sydney 2013.	none	12	12 100% 5.1.2.4
<i>Target by 2015: A greater sense of ownership and trust in the IFRC has been established.</i>			
Comments on progress towards outcome			
The Pacific Leadership Forum was held over four days in Sydney in November 2013.			5.1.2.1
Please also refer to 3.1.2.1 and 3.1.2.2 and 5.1.2.1.			5.1.2.2
International Conference pledges were reviewed with 12 Pacific National Societies during the Pacific Leadership Forum in November 2013. National Societies were encouraged to follow up their pledges between now and the IFRC regional conference in China in 2014.			5.1.2.3
12 Pacific National Societies were supported to prepare for and attend the statutory meetings in			5.1.2.4

Sydney in November 2013.

Outcome 2: A strong Pacific regional office team with continuity of knowledge, experience and service in the region.

Output 2.1: Effective management of secretariat resources.

Indicators	Baseline 2012	Target 2013	Actual 2013
100 per cent compliance with contract approval procedures	none	100%	100% 5.2.2.1
We only mobilize resources that support our strategic and operational goals, and we reallocate existing resources in line with our goals	100%	100%	100% 5.2.2.2
<i>Target by 2015: Resources are only mobilized to support strategic and operational goals; existing resources will be reallocated in line with these goals</i>			
50 per cent of regional office policies and procedures are revised and updated	none	5	9 180% 5.2.2.3
<i>Target by 2015: Internal audit recommendations have been implemented</i>			
100 per cent compliance with working advance procedures	none	100%	100% 5.2.2.4
Timely working advance analysis shared with the managers every month, as well as tailored working advance analysis shared with National Societies on a monthly basis	12	12	12 100% 5.2.2.5
<i>Target by 2015: Working advance risk management procedures have been put in place</i>			
Comments on progress towards outcome			
We maintained our 100 per cent compliance with contract approval procedures and IFRC procurement guidelines.			5.2.1.1
Resource mobilization is undertaken in line with the IFRC Pacific regional office's long-term strategy. This ensures that resources sought are in line with the direction set by the team in consultation with Pacific National Societies.			5.2.1.2
Note that the IFRC has over 100 policies and procedures for its global network. However, for the purposes of this indicator, we refer to the 10 commonly used policies and procedures of the IFRC Pacific regional office. The following procedures were revised and updated in 2013, but they are not necessarily implemented yet:			5.2.1.3
<ul style="list-style-type: none"> • Travel bookings procedure (implemented) • Housing regulations (implemented) • Security regulations (implemented) • Motor vehicle policy (created Q1–2, not yet implemented) 			

- Duty officer regulations (revised Q3–4, not yet implemented)
- Staff employment contracts (revised Q3–4, not yet implemented)
- New staff induction/briefing procedure (revised Q3–4, implemented Q3–4)
- Communications policy (created Q3–4, not yet implemented)
- National staff regulations (new regulations came from the IFRC secretariat headquarters in September 2013, not yet implemented)

The annual target was exceeded because it was identified as a priority.

5.2.1.4

The IFRC Pacific regional office maintained compliance with the National Society working advance procedures

5.2.1.5

Timely working advance analysis was shared with the managers on a monthly basis

Output 2.2: All team members feel valued, are committed to continuity, strive for work life balance and healthy living

Indicators	Baseline 2012	Target 2013	Actual 2013
50 per cent of delegates remain in their position for 3 years or more	none	50% 4.5	45% 2 5.2.2.1
<i>Target by 2015: 50 per cent of delegates have remained in their positions for 3–4 years</i>			
70 per cent of staff report that their managers provide the necessary support and listen to staff needs	none	70%	0% 5.2.2.2
<i>Target by 2015: 70 per cent of staff have reported that their managers provide the necessary support and listen to staff needs</i>			
25 per cent staff have received training and/or coaching in one identified development area	none	25% 4	25% 4 5.2.2.3
<i>Target by 2015: All staff have received training and/or coaching in one identified development area</i>			
Comments on progress towards outcome			
In both halves of 2013, there were 2 of 9 delegates in position for more than 3 years.			5.2.2.1
It was envisaged at the time of setting this indicator target that the 360-evaluation would measure this indicator (i.e. whether staff report that their managers provided necessary support and listen to staff needs). The 360-evaluation is a review proposed by the IFRC's secretariat headquarters in Geneva for which the IFRC Pacific regional office was intended as a pilot. However, the 360-evaluation pilot has not been launched. In the absence of this evaluation, the IFRC Pacific regional office is not in a position to report actual figures against this indicator.			5.2.2.2
In 2013, 4 staff members were supported to undertake further studies in accounting, public health, safe access and contingency planning. In the first half 2013, staff was 19: of which 2 received training. In second half 2013 staff was 18: of which 2 received training.			5.2.2.3

Output 2.3: Increased diversity within the team including more Pacific Islander representation

Indicators	Baseline 2012	Target 2013	Actual 2013
30 per cent of programme staff are Pacific Islanders	none	30% 12	33% 4 5.2.3.1
<i>Target by 2015: 30 per cent of programme staff are Pacific Islanders</i>			
Comments on progress towards outcome			
In both halves of 2013, there were 12 programme staff of which 4 were Pacific islanders. 5.2.3.1			

Output 2.4: Compliance with IFRC operational standards, timely and quality narrative and financial reporting and risk management in place

Indicators	Baseline 2012	Target 2013	Actual 2013
100 per cent of reports are delivered on time and in line with quality standards.	100%	100%	75% 5.2.4.1
<i>Target by 2015: 100 per cent of reports have been delivered on time and in line with quality standards</i>			
A risk management plan is in place and informing management decisions.	none	1	0 0% 5.2.4.2
Upgrade monthly management report package and dashboards and ensure timely delivery.	none	100%	80% 5.2.4.3
<i>Target by 2015: A risk management plan is in place and informing management decisions.</i>			
Comments on progress towards outcome			
5.2.4.1 For the purposes of this indicator, the reports are considered to be reports that are required under donor pledges. The percentage of reports submitted on time was not met. A challenge is coordinating the process to draft and review reports. It requires contributions from and collaboration between half a dozen individuals who, at any given time, may be located in Suva, on mission with a Pacific National Society, in Kuala Lumpur or in Geneva. Processes are being developed to make this coordination more efficient. An ongoing major challenge is sourcing information for learning, planning, monitoring, evaluation and reporting from critical points in the Pacific Red Cross network. The geography of the Pacific – combined with the developing capacities of our members in these areas – means that information on activities and their impact is not always captured and reported systematically 5.2.4.1 No progress made. 5.2.4.1 We constantly review and upgrade our monthly management report package and dashboards to ensure that it meets management needs and addresses any recurring issues. As for timely delivery, we have experienced some delays in the last period due to workload and delays in receiving the			

required information from our service providers.

How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations \(NGOs\) in Disaster Relief](#) and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

www.ifrc.org
Saving lives, changing minds.



The IFRC's work is guided by Strategy 2020, which puts forward three strategic aims:

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

Find out more on www.ifrc.org

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