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Pacific regional office Annual Report

 International Federation
of Red Cross and Red Crescent Societies

MAA55001

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**This report covers the
period 1 January 2014
to 31 December 2014**

Tonga Red Cross Society and Government of Tonga Ministry of Health staff adapt and translate the epidemic control for volunteers (ECV) Pacific Toolkit into local language in preparation for field trials during the dryspell response in October 2014. The ECV Pacific Toolkit is a resource for volunteers in their work in health promotion activities with communities in times of emergency response and for resilience programming.

Photo: Delaney / IFRC



Overview

The International Federation of Red Cross and Red Crescent Societies (IFRC) provides assistance to people affected by disasters through its network of National Societies that work in cooperation with public authorities. In the Pacific region, the IFRC strives to develop sustainable local capacities by investing in Pacific Red Cross National Societies, their staff and volunteers, who, in turn, deliver countrywide services to vulnerable people. Facilitating cooperation and coordination between its members (the Pacific National Societies), the wider International Red Cross Red Crescent Movement and other humanitarian actors is essential work of the IFRC Pacific regional office.

Through their local volunteer-based/member-led branch networks, Pacific National Societies have the potential to reach thousands of Pacific communities. Collectively, Pacific National Societies have a network of over 250 branches (Pacific islands National Societies: 120 branches, New Zealand Red Cross: 146 branches, Australian Red Cross: 41 branches) and relationships with thousands of communities. The IFRC sets out three strategic aims in Strategy 2020:

1. Save lives, protect livelihoods, and strengthen recovery from disasters and crises

This is done through disaster preparedness, response and recovery. Pacific National Societies are assisted to establish disaster management systems, networks of trained volunteers, adequate contingency stocks, and logistics and communications systems. The IFRC advocates and develops government capacity for effective international disaster response laws – reducing barriers to urgently needed relief, and reducing the costs and bureaucratic challenges of providing effective assistance. As the 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. Enable healthy and safe living

The IFRC helps Pacific 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. Promote 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 for the Fundamental Principles of the International Red Cross and Red Crescent Movement, disseminating international humanitarian law and building capabilities in humanitarian diplomacy are some of the essential steps that are being taken in the Pacific region towards these aims. The IFRC strives, through voluntary action, for a Pacific region with more resilient people, communities and organizations, better able to address human suffering and crises with hope and dignity.

Context

The Pacific region is highly disaster prone, and its populations are particularly vulnerable to environmentally-related hazards. The 2014 report from the Inter-Governmental Panel on Climate Change states that the impacts of climate change will affect livelihoods, coastal settlements, infrastructure, ecosystems and economic stability in small islands developing states (SIDS), and that sea level rise poses an increasing threat to low-lying coastal areas. The IPCC's Fifth Assessment Report – *What's in it for Small Island Developing States?* highlights the following as particularly relevant to SIDS:

- The climate is already changing and SIDS are feeling the impacts today; further climate change is inevitable
- Climate change is affecting SIDS' development
- Climate change poses an existential threat to some SIDS
- Adaptation can reduce the impacts of climate change, but there are limits and risks
- The economic cost of adaptation to climate change is high in SIDS due to small economies of scale
- SIDS can benefit from more integration of climate adaptation, mitigation and development approaches

In the Pacific, religious institutions, customary systems, civil society, traditional leadership, youth, women's groups, non-government organizations and community radio play an important role, particularly in the areas of health, education and human security. Women have a strong role as peacemakers, and played a leading role in brokering peace in the Papua New Guinea Highlands and the Solomon Islands tensions. Many communities are rich in traditional knowledge and practices. A renewed focus on community based solutions and traditional knowledge – such as food preservation, housing construction, traditional systems of barter and exchange and the management of natural resources – is helping to enhance disaster risk management action across the region.

Public health will remain a key issue, particularly in the prevalence of non-communicable diseases (NCDs) which already cause about 70 per cent of deaths in the region, and indications are that NCD-related mortality and morbidity is rising. The draft outcome document of the third International Conference on Small Island Developing States highlights that NCDs “constitute one of the major challenges for SIDS in the twenty-first century”.

Gender inequality remains a significant development challenge for the countries in the Pacific. Although many commitments have been made progress on gender equality in the Pacific has been poor. Gender-based violence, which is often exacerbated by rising domestic hardship, will remain a pervasive issue. There are also significant demographic challenges in the region - almost half of the total population of the Pacific Islands is less than 25 years old. In most countries young people are not completing secondary education. Limited employment and under-employment contribute to rising levels of poverty and homelessness among youth, as well as violence and crime.

On the political front, the new Framework for Pacific Regionalism which arose out of the review of the Pacific Plan (2012/2013) and was endorsed by Pacific leaders at the 2014 Pacific Islands Forum aims to put in place more robust processes for identifying priorities worth tackling at the whole-of-region level. It will promote the development of large-scale initiatives that bring together development partners, regional agencies and non-state actors with plans of action, rather than just good ideas.

WorldRiskIndex

Rank	Country	Risk (%)
1.	<u>Vanuatu</u>	36.31
2.	<u>Tonga</u>	28.62
3.	Philippines	27.98
4.	Guatemala	20.75
5.	Bangladesh	20.22
6.	<u>Solomon Islands</u>	18.15
7.	Costa Rica	17.38
8.	Cambodia	17.17
9.	Timor-Leste	17.13
10.	El Salvador	16.89
11.	Brunei Darussalam	15.92
12.	<u>Papua New Guinea</u>	15.81
13.	Mauritius	15.39
14.	Nicaragua	15.36
15.	<u>Fiji</u>	13.69

Alliance Development Works, 2012

Headline accomplishments in 2014

The **Pacific Red Cross Leaders Forum 2014** was co-hosted by IFRC and the ICRC in Nadi in October. The outcomes of the Forum included the adoption of a common vision agreed by 12 Pacific National Societies with a focus on being local, governing well and partnership; endorsement for the continuation of the work of the Pacific Collaboration working group and the Pacific Governance Enhancement Programme working group. A Pacific Leaders peer-sharing discussion on organizational sustainability and impact was conducted as a side event in October 2014. Leaders from Cook Islands, Solomon Islands, Vanuatu, Kiribati, Fiji and Papua New Guinea participated in the sharing platform.

IFRC participation at the **United Nations Small Islands Developing States (SIDS) Conference**, held in Samoa in September 2014: PRO facilitated the attendance of a 23-member delegation led by President Kono and comprising of 11 National Societies from all 3 SIDS regions; IFRC representatives and an ICRC representative. The IFRC Pacific regional office supported Pacific National Societies to bring the voice of vulnerable communities to the high level discussions by, inter alia, facilitating Pacific National Society participation in a number of side events and panel discussions; supporting their engagement via the plenary process; facilitating a side event on IDRL; and producing a booklet of case studies titled "Quest for a Resilient Pacific: Stories from the Region" which showcases Pacific National Societies' actions on humanitarian issues in the Pacific.

The **epidemic control for volunteers (ECV) Pacific Toolkit** was adapted from global IFRC ECV tool in consultation with technical input from WHO, UNICEF and Government of Tonga Ministry of Health. A working group including Australian Red Cross, Fiji Red Cross and Tonga Red Cross oversaw the adaptation and supported field tests in communities in Fiji (August 2014) and Tonga (September 2014). The ECV Pacific Toolkit has been distributed to all Pacific National Societies and key partners (ICRC, French Red Cross). Plan to send to UNICEF Pacific office.

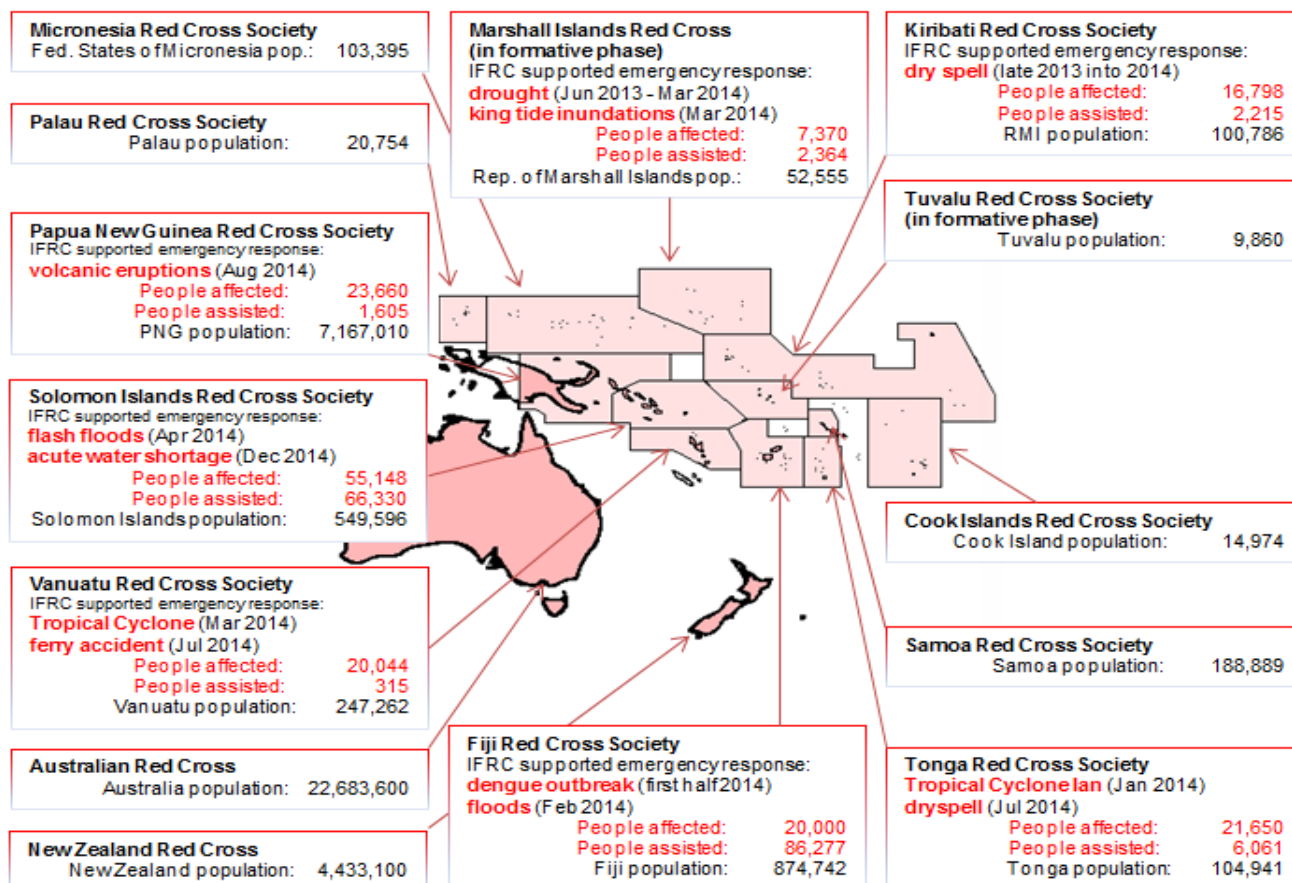
The **Pacific Disaster Risk Management Forum** was co-facilitated by IFRC and Pacific National Society disaster management officers and programme staff in October 2014. The majority of content came from disaster management officers' experience and reflection – which is a remarkable development. There was a more balanced participation between Pacific National Societies. The co-facilitation and increased ownership of process and outcomes by Pacific disaster management officers shows the large input and impact of disaster management capacity building supported by IFRC and partners over the last 5 years.

In 2014 there was an increased volume and proportion of **Pacific National Society-written DMIS updates**, which is an indication of improving information gathering, collation and communication. Increasing coordination between IFRC and Movement partners for response coordination and disaster management capacity building programming, through events such as the Pacific planning and reflection workshop (June 2014) and Partners planning meetings (New Zealand Red Cross in July 2014 and Australian Red Cross September 2014) contributed to this improvement. The improvement in information gathering, collation and communication enhanced support that the Movement was able to coordinate for smaller scale operations such as the Tonga Red Cross Society response to the dry spell in Ha'apai in the second half 2014 and the Solomon Islands Red Cross Society response to the acute water shortage in Gizo in December 2014.

Intensive support was provided through the IFRC **North Pacific** office to Marshall Islands Red Cross Society, Micronesia Red Cross Society and Palau Red Cross Society. All three National Societies received support on governance and legal base issues and made **good progress in finance development**, resulting in updated finance manuals and training in accounting software. Micronesia Red Cross Society conducted **branch-level organisational capacity assessments** in all three of its state chapters and prepared draft Chapter Development Plans as part of the process to develop its next five-year strategic plan. Marshall Islands Red Cross Society continued to progress in accordance with its **Roadmap to Recognition** to meet the 10 criteria for Movement recognition and conducted its first disaster management induction training for volunteers, facilitated by the IFRC and Palau Red Cross Society. Palau Red Cross Society also appointed a **new executive director**, filling a long standing gap in its management structure.

The Cook Islands Red Cross Society **Pacific Government Enhancement Programme (PGEP) governance conversation** was conducted in August 2014, and as a result, a plan of action was developed by Cook Island Red Cross to strengthen the National Society's legal base. A face-to-face meeting of the PGEP Working Group was conducted in October 2014 at which members endorsed the role of the group as facilitators for **inductions of new Pacific national society leaders** and developed the schedule for PGEP governance conversations in 2015. Induction for Papua New Guinea Red Cross Board members was conducted in November 2014. The **Organizational Capacity Assessment and Certification (OCAC) process** was conducted with the Solomon Islands Red Cross Society and then the Vanuatu Red Cross Society in December 2014.

The IFRC supported 13 emergency response operations across seven Pacific National Societies: approximately 165,000 people were affected by these events/disasters with **approximately 165,000 people assisted** by the Pacific National Societies in these IFRC-supported emergency response operations.



Pacific National Societies continue to provide essential services in the areas of first aid and blood services. Partner National Societies provide important support - New Zealand Red Cross continues its long term support of Pacific national society in the vital area of first aid training of trainers and Australia Red Cross supports the community health programming of Pacific National Societies including Cook Islands Red Cross Society and Kiribati Red Cross Society. In its health programming, Fiji Red Cross Society adapted the IFRC non-communicable diseases (NCDs) module to facilitate more effective community work in local contexts. The IFRC has since 2008, through the Global Fund project, supported 4 Pacific National Societies to implement voluntary non-remunerated blood donation (VNRBD) and activities on prevention of human immunodeficiency virus (HIV) or sexually transmitted infection (STI) with civil society, Ministry of Health (MoH) and partners. With that project expected to end in mid-2015, the 4 **Pacific National Societies were in dialogue with respective government authorities to transition the partnership to sustain activities** such as recruitment and retention of blood donors, condom distribution and health promotion.

Through the **Finnish Pacific (FINPAC) project agreement** between SPREP and IFRC which was signed during the SIDS conference in September 2014, IFRC will be able to increase support to 10 Pacific National Societies' community based disaster risk reduction and climate change programming. The first 4 Pacific National Societies (Cook Islands, Tuvalu, Tonga and Marshall Islands) signed country-level project agreements with IFRC. New Zealand Red Cross will make a supporting contribution to this programming.

An **evaluation of the Fiji Red Cross community resilience and safety project** was conducted in December 2014 and showed significant positive results and impacts for the 10 communities that participated as pilot communities in the project (combined population approximately 3,500). Overall, the evaluation found the project to have met its objective of increasing staff and volunteer capacity to implement community based projects as well as increasing the target communities' resilience to the impact of disasters through a community based approach.

Increased participation of Pacific National Societies in global resilience forums: Papua New Guinea Red Cross, Samoa Red Cross and Micronesia Red Cross represented the Pacific National Societies at the Global Resilience Forums in Cali, Columbia and Solomon Islands Red Cross and Papua New Guinea Red Cross participated in the Volunteer Forum in Bangkok, Thailand to enhance skills and capacity to think globally and act locally.

The remaining sections detail the work of the IFRC in the Pacific in 2014. The section headed '**Progress towards outcomes**' presents this detailed information against business line goals, outcomes and outputs. If you would like further information about this work or about how you can support it, please refer the contact people listed under the section headed '**Contact information**'.

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 learnt. 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 works 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's 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 of the work of the Red Cross, to advocate on humanitarian issues and to gather information about aid strategies.

IFRC has current partnership agreements with a number of regional organizations including the Pacific Islands Forum Secretariat (PIFS), the Pacific Regional Environment Programme (SPREP) and the Secretariat of the Pacific Community (SPC). These partnerships are key to our 2015 plans, especially in the areas of disaster law and wider humanitarian diplomacy and disaster risk management.

Pacific National Societies	
Australian Red Cross Cook Islands Red Cross Fiji Red Cross Society Kiribati Red Cross Society Marshall Islands Red Cross (in formation) Micronesia Red Cross New Zealand Red Cross	Palau Red Cross Society Papua New Guinea Red Cross Society Samoa Red Cross Society The Solomon Islands Red Cross Tonga Red Cross Society Tuvalu Red Cross Society (in formation) Vanuatu Red Cross Society
Partner National Societies	
American Red Cross Australian Red Cross Fiji Red Cross Society	French Red Cross Japanese Red Cross Society New Zealand Red Cross
Other partner organizations	
International Committee of the Red Cross (ICRC)	Red Cross Red Crescent Climate Change Centre
Government of Australia, Department of Foreign Affairs and Trade (DFAT), Australian Aid	Government of New Zealand, Ministry of Foreign Affairs and Trade (MFAT), New Zealand Aid Programme (NZAP)
Government of Fiji	Government of France
Government of United Kingdom, Department for International Development (DFID)	Government of United States of America, USAID / Office of US Foreign Disaster Assistance
European Commission, Directorate General for Humanitarian Aid and Civil Protection (ECHO)	The Global Fund to Fight AIDS, Tuberculosis and Malaria (the Global Fund)
Pacific Island Forum Secretariat (PIFS)	Pacific Leadership Programme (PLP)
Secretariat of the Pacific Community (SPC)	University of the South Pacific (USP)
Secretariat of the Pacific Regional Environment Programme (SPREP)	Other United Nations agencies, non-governmental and faith-based organizations and corporations
United Nations International Strategy for Disaster Reduction (ISDR)	United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)
United Nations Development Programme (UNDP)	The World Health Organization (WHO)

Progress towards outcomes ¹

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 2013	Target 2014	Actual 2014
Pacific National Societies have participated in regional and global forums and influenced the dialogue and decision making in these forums	12	13	14 108%
Pacific 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 next conference	2012 8	2015 0	to date 0
Pacific National Societies have contributed to the mid-term review of Strategy 2020	2012 6	2015 6	to date 6
Comments on progress towards outcome			
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.			

Output 1.2: Pacific National Societies profile their services, strengths and gaps by participating in FDRS.

Indicators	Baseline 2013	Target 2014	Actual 2014
Pacific National Societies have uploaded their annual report and strategic plan on the Federation-wide Databank and Reporting System (FDRS)	7	6	3 50%
Pacific National Societies have contributed other key information on the Federation-wide Databank and Reporting System (FDRS)	6	3	5 167%
Pacific National Societies have contributed the minimum set of information (annual reports and strategic plans) to the global databank	2012 1	2015 13	to date 3
Comments on progress towards outcome			
In November 2009, National Red Cross and Red Crescent Societies committed to reporting their results against common key proxy indicators (KPIs) measuring performance dimensions agreed within Strategy 2020. Globally, the baseline which is set on data from 2012 (collected in 2013) will facilitate tracking trends and measuring progress over the current decade of Strategy 2020 implementation and beyond. It will enable the IFRC to answer the question: "how much are we doing, and what is the trend?" in a consistent manner.			

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

Indicators	Baseline 2013	Target 2014	Actual 2014
New members from small island Pacific National Societies have subscribed to the IFRC online learning platform	33	30	25 83%

¹ The analysis for this section focuses on the annual achievements in 2014 based on indicators that have been updated through operational planning and following the mid-term revision of the Pacific long term planning framework (LTPF) in October 2013. Some indicators have been revised for improved monitoring remain aligned to the LTPF 2012-2015 indicators which are presented immediately below each indicator.

Staff and volunteers from half the Pacific National Societies use the IFRC online learning platform with 100 new subscribers from small island National Societies	2012	2015	to date
	30	100	123
Comments on progress towards outcome			
The Red Cross Red Crescent Learning platform (www.ifrc.org/learning-platform) is a global yet local online learning community, it consists of hundreds of short, free, high quality, self-directed, multilingual Red Cross Red Crescent courses covering programmatic functions and professional and personal development.			

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

Outcome 1: Pacific National Societies' capacities in preparedness and response are increased including their ability to respond to needs during emergencies.

Output 1.1: Pacific National Societies have adequate access to skilled human resources with equipment for implementation of multi-sectoral disaster relief actions.

Indicators	Baseline 2013	Target 2014	Actual 2014
Pacific National Societies have received support to enhance their staff and volunteers capacities to respond to an emergency	9	4	14 350%
Pacific National Societies have received support to enhance the capacities of their staff and volunteers to respond to an emergency	2012	2015	to date
	4	11	14
Comments on progress towards outcome			
Disaster response is a core mandate of all Pacific National Societies. In cooperation with other partners, the IFRC supports National Society requests for disaster management technical advisory services and disaster response stocks replenishment. Emergency response team and emergency communications training and skills building in initial damage assessments using mobile technology, will be focus activities in 2015. These will be implemented in collaboration with Australian Red Cross, Fiji Red Cross Society and New Zealand Red Cross. In its support to members IFRC promotes local ownership and adaptation of global and regional tools. For example, in 2013, the Solomon Islands Red Cross adapted the IFRC Emergency Operations Center (EOC) model for application at national level and then engaged and supported branches to emulate the model at local level. Distance support and coaching for disaster management staff in Pacific National Societies is a key component of IFRC's support with the aim of developing the confidence and capacity of disaster managers and in turn reducing disaster management staff turnover. Fostering the regional network of Red Cross disaster managers and encouraging regular exchanges promotes peer-learning, peer-support and motivates disaster managers to improve their performance and remain in their roles.			

Output 1.2: Pacific National Societies have adequate access to material resources for implementation of multi-sectoral disaster relief actions.

Indicators	Baseline 2013	Target 2014	Actual 2014
Pacific National Societies have prepositioned standard emergency items as a cyclone preparedness measure	3	4	3 75%
Pacific National Societies have pre-positioned standard emergency items as a cyclone preparedness measure	2012	2015	to date
	6	8	9
Comments on progress towards outcome			
This indicator has been applied by counting those Pacific National Societies that have actively undertaken replenishment of prepositioned stocks during the relevant period - the Pacific National Society could have done the replenishment independently or with support of the IFRC, partner National Societies or government etc. The following Pacific National Societies have been supported by the IFRC with replenishment since 2012: Cooks Islands, Fiji, Kiribati, Palau, Papua New Guinea, Samoa (x2), Solomon Islands (x2), Tuvalu (x2) and Vanuatu.			

Output 1.3: Pacific National Societies will have received support in line with their mandate and capacities.

Indicators	Baseline 2013	Target 2014	Actual 2014
Each Pacific National Society <u>request</u> for emergency response operation assistance is supported by IFRC	8	13	13 100%
All Pacific National Societies that have requested assistance for emergency response have received the appropriate level of support	2012	2015	to date
	4	n/a	27
Comments on progress towards outcome			
<p>A core role of the IFRC is to provide surge capacity (financial, HR, material) to Pacific Red Cross National Societies during relief operations. When a National Society requests international assistance for a disaster relief operation the IFRC is responsible for coordinating this assistance with the Red Cross Red Crescent Movement. The effectiveness of a disaster response operation depends on the level of disaster response preparedness and disaster management capacity of a National Society, an enabling legal base and trusting relationships between the National Society and IFRC, between the National Society and the respective government and between the National Society and the community. Supporting National Societies to ensure these elements are in place is an integral part of the disaster management and wider institutional development services provided by the IFRC in the Pacific.</p> <p>The following Pacific NS requests for assistance for emergency response have received the appropriate level of support from IFRC:</p> <ol style="list-style-type: none"> 1. Fiji Red Cross re dengue outbreak, first half 2014: support to develop the national Dengue Plan of Action and resource mobilisation with partners (20,000 people affected; 84,277 people assisted) 2. Fiji Red Cross re floods, Viti Levu, February 2014: support in early warning and national coordination and information sharing - Fiji Red Cross is largely autonomous in emergency response operations of this type and scale (TBC people affected; 2,000 people assisted) 3. Kiribati Red Cross re dry spell, last half 2013 and ongoing in 2014: supported access to a community level water project in coordination with Australian Red Cross (16,798 people affected; 2,215 people assisted) 4. Marshall Islands Red Cross re king tide inundations, Majuro and Arno, March 2014: support in planning, volunteer training, coordination and information sharing enabled Marshall Islands Red Cross to mobilise over 20 volunteers to support rapid assessments and relief distributions in coordination with local authorities (970 people affected; 600 people assisted) 5. Marshall Islands Red Cross re drought response, June 2013 - March 2014: support provided for drought response operation requested by Government; Marshall Islands Red Cross formed in course of operation, evaluation conducted in March 2014 against operation's stated outcomes, targets and indicators - lessons documented to guide the planning and to improve the quality and impact of similar operations in future (6,400 people affected; 1,764 people assisted) 6. Papua New Guinea Red Cross re volcanic eruption Mt Bagana, Bougainville, August 2014: technical support and information management support provided from distance to Papua New Guinea Red Cross (8,200 people affected; 1,380 people assisted) 7. Papua New Guinea Red Cross re volcanic eruption Mt Tavurvur, East New Britain, August 2014: technical support, information management support provided from distance to Papua New Guinea Red Cross and financial support for logistics (15,460 people affected; 225 people assisted) 8. Solomon Islands Red Cross re flash floods, Guadalcanal, April 2014: resource mobilisation including DREF and Emergency Appeal, partner coordination, joint operational management of assessments, distribution in health, water, sanitation and hygiene promotion, emergency shelter; National Society capacity building (52,000 people affected; 66,000 people assisted - WASH and health activities reached 66,000 people, 1,428 households received emergency shelter kit, 2,878 households received household kit) 9. Solomon Islands Red Cross re acute water shortage, Gizo, December 2014: coordinated partner support (3,148 people affected; 330 people assisted) 10. Tonga Red Cross re Tropical Cyclone Ian, Ha'apai and Vava'u, January 2014: technical support, coordination of partner National Society support, information management, human resource surge capacity (with support of partner National Societies) included 2-week deployment of IFRC disaster management staff member to assist national-level planning and coordination and 3-week deployment of shelter cluster coordinator to support national-level shelter response (21,650 people affected; 5,000 people assisted) 			

11. Tonga Red Cross re dry spell, Ha'apai, July 2014: support provided for information management, financial support, training of volunteers, coordination of partner support, co-financed by IFRC (TBC people affected; 1061 people assisted)
12. Vanuatu Red Cross re Tropical Cyclone Lusi, March 2014: information sharing with Pacific Humanitarian Team and coordination via distance support (20,000 people affected; 273 people assisted)
13. Vanuatu Red Cross re ferry accident (capsized/sunk) near Efate Island, July 2014: distance technical support (44 people affected; 42 people assisted)

Outcome 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.

Output 2.1: Systematic procedures, mechanisms, tools and guidelines and laws are in place for disaster response at national level.

Indicators	Baseline 2012	Target 2014	Actual 2014
Pacific National Societies are better able to respond by utilizing common approaches and tools developed with support from the IFRC Pacific regional office	3	4	14 350%
Pacific National Societies are better able to respond by utilizing common approaches and tools developed with support from the IFRC Pacific regional office	2012	2015	to date
	none	8	14
Comments on progress towards outcome			
<p>The main reason why more Pacific National Societies are better able to respond by utilizing common approaches and tools developed with support from the IFRC Pacific regional office, compared to our expectation, is that the all Pacific National Societies received the Regional Seasonal Rainfall Outlook during this period (supported by IFRC and Red Cross Red Crescent Climate Centre), as well, some Pacific National Societies used the Epidemic Control for Volunteers (ECV) Pacific Toolkit (developed by IFRC with support from partner agencies). Per our expectations, some Pacific National Societies used DMIS, DREF, EA, FACT, EPoA, logistics tools (stock holding reports waybills), resource mobilisation table, partner updates, partner National Society water modules, partner National Society delegate deployment, peer learning, revised disaster management plans and revised contingency plans.</p>			

Output 2.2: Pacific National Societies have the skills to engage with the national humanitarian response system.

Indicators	Baseline 2012	Target 2014	Actual 2014
National initiatives have been implemented to reinforce collaboration and coordination at national level	No baseline	1	2 200%
Comments on progress towards outcome			
<p>More national initiatives have been implemented to reinforce collaboration and coordination at national level, compared to our expectation., This is attributed to the successful completion of the epidemic control for volunteers (ECV) Pacific Toolkit testing with Tonga MoH and Tonga Red Cross as part of the Ha'apai dry spell response (Sep 2014), as well as the Interagency Evacuation Centre Management and Shelter Kit Training with NDMO and other government agencies, SPC and Samoa RC (Jul 2014).</p> <p>The Pacific Humanitarian Team (PHT) meetings in October 2014 was the first time that group of Pacific DMOs (Australian RC, Fiji RC, Samoa RC, Solomon Islands RC, Tonga RC, Vanuatu RC) have participated in the PHT meetings and met in that forum with relevant senior officers at counterpart NDMO or MFAT. Among the planned initiatives which stemmed from this meeting anticipated in 2015: Solomon Islands Interagency ERT training and for Vanuatu Interagency Shelter Kit training.</p>			

Output 2.3: Regional coordination for preparedness and response (Pacific Humanitarian Team and Red Cross).

Indicators	Baseline 2012	Target 2014	Actual 2014
IFRC and participating (partner) National Societies active in the Pacific have agreed to, and are following, a common coordination mechanism during disaster response	2014 is baseline	4	4 100%
IFRC and participating National Societies active in the Pacific have agreed to, and are following, a common coordination mechanism during disaster response	2012	2015	to date
	2014 is baseline	4	4
Comments on progress towards outcome			
<p>The common coordination mechanism referred to here is the coordination process set out in the IFRC Asia Pacific Zone Standard Operating Procedures. The indicator considers the emergency response operations in the period that attracted significant partner National Society support and for each such response, we assess whether the IFRC and those partner National Societies were following the common coordination mechanism. We eliminate double counting of partners who were involved in more than 1 emergency response operation in the given period. In 2014, there was increased communication/relationship between IFRC and partners for response coordination and disaster management capacity building programming – the Pacific planning and reflection workshop (June 2014) and partners planning meetings (New Zealand Red Cross July 2014, Australian Red Cross September 2014) contributed to this increase. These improvements enhanced support that the Movement was able to coordinate for smaller events such as the Tonga Red Cross dry spell response (second half 2014, Ha'apai Group) and the Solomon Islands Red Cross acute water shortage response (December 2014, Gizo).</p>			

Output 2.4: As per IFRC global mandate the emergency shelter sector has appropriate regional and in-country coordination and support in preparedness and response.

Indicators	Baseline 2013	Target 2014	Actual 2014
The response and coordination of shelter preparedness mechanisms have improved in the region with the support from IFRC as cluster convener	3	5	8 160%
The response and coordination of shelter preparedness mechanisms have improved with the support from the IFRC as cluster convener	2012	2015	to date
	5	n/a	16
Comments on progress towards outcome			
<p>The indicator considers events that suggest that the support of the IFRC as the shelter cluster convener is improving the coordination of shelter preparedness and/or shelter aspects of relief and recovery operations. The main reason why the response and coordination of shelter preparedness mechanisms have improved in the region with the support from IFRC as cluster convener is because the influence of the informal shelter expert group is being felt in 2014. From late 2012 the IFRC coordinated a number of shelter delegate deployments in the region (TC Evan in Fiji in late 2012, Temotu earthquake in Solomon Islands in early 2013, TC Ian in Tonga in early 2014). IFRC capitalized on the opportunity inherent in these deployments to bring together an informal shelter expert group.</p>			

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 Society self-development.

Indicators	Baseline 2013	Target 2014	Actual 2014
Pacific National Societies have completed the revision of their statutes and/or constitution	3	2	3 150%
Pacific National Societies have revised their statutes and/or constitution	2012	2015	to date
	4	10	12
Pacific National Societies have completed their strategic planning and/or operational planning process (<i>plan in place which covers relevant period</i>)	2	2	8 400%
Pacific National Societies have completed a strategic planning and/or operational planning process that has been informed by Strategy 2020	2012	2015	to date
	2	6	9
Pacific National Societies have undergone the Organizational Capacity Assessment and Certification (OCAC) process	2	1	5 500%
Pacific National Societies undergone the organizational capacity assessment certification process	2012	2015	to date
	1	4	5
Pacific National Society (Tuvalu Red Cross Society) has achieved recognition and has become a member of IFRC	0	1	0 0%
Tuvalu Red Cross Society has been recognized and become a member of the IFRC	2012	2015	to date
	0	1	0
Pacific National Societies have been engaged with the IFRC Digital Divide project	3	1	0 0%
Pacific National Societies have received support from and through the Digital Divide initiative	2012	2015	to date
	2	5	3
Pacific National Societies have upgraded their capacity in finance management [measured using OCAC standards]	0	2	0 0%
Pacific National Societies have engaged with the Pacific finance development programme	2012	2015	to date
	0	6	5

Comments on progress towards outcome

The primary responsibility for building strong National Societies rests with each National Society and its senior leadership. The IFRC supports Pacific Red Cross National Society leaders to better understand their roles, to put in place strong organizational strategies, to prepare for and manage organizational change and in some cases to establish new National Societies. In this area IFRC works with the leaders of each organization as they are key in ensuring well-functioning governance and management systems. Leaders with a clear vision and effective management skills are better positioned to develop strong, relevant and active branches and volunteers. Well-supported branches and volunteers are better equipped to deliver relevant and regular humanitarian services to communities. A National Society with active grassroots branches and volunteers is best positioned to deliver disaster response operations that meet the needs of vulnerable people.

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.

In 2014, a monitoring system had not yet been established to monitor whether capacity in finance management has been made against OCAC indicators.

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

Indicators	Baseline 2013	Target 2014	Actual 2014
Pacific National Societies have participated in the Pacific Governance Enhancement Programme (PGEP)	0	3	3 100%
Pacific National Societies have participated in the Pacific Governance Enhancement Programme (PGEP)	2012	2015	to date
	5	13	6
Pacific National Societies have received tailored support to resolve integrity issues and other sensitive internal situations	9	5	7 140%
Pacific National Societies have received tailored support to resolve sensitive internal situations	2012	2015	to date
	9	8	7
Pacific National Society leaders have received induction and mentoring support	11	4	7 175%
Pacific National Society leaders receive induction and mentoring support	2012	2015	to date
	14	10	14
Comments on progress towards outcome			
<p>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. 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 with participation of 9 Pacific National Societies, 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 Pacific National Society presidents present endorsed the continuation of the PGEP.</p> <p>Induction of new leaders develops understanding of the Fundamental Principles of the Red Cross Red Crescent Movement, rights and obligations of member National Societies, the legal base and humanitarian mandate of National Societies. As described earlier, leaders with a clear vision and effective management skills are better positioned to develop strong, relevant and active branches and volunteers.</p>			

Output 1.3: A focus on supporting national efforts to develop branch standing capacities including volunteering and to ensure young people become more active in leading and participating in their National Society.

Indicators	Baseline 2013	Target 2014	Actual 2014
Pacific National Societies are applying their volunteering policy and guidelines	2014 is baseline	2	8 400%
Pacific National Societies are applying their volunteering policy and guideline	2012	2015	to date
	2014 is baseline	6	8
Pacific National Societies experience an increase in youth-led and youth-facilitated service delivery as a result of an active Pacific Youth Network that contributes to youth empowerment	2014 is baseline	14	6 43%
Pacific National Societies experience an increase in youth-led and youth-facilitated service delivery as a result of an active Pacific Youth Network that contributes to youth empowerment	2012	2015	to date
	2014 is baseline	5	6
Pacific National Societies have youth focal points in place	2014 is baseline	13	9 69%
Pacific National Societies have youth focal points in place	2012	2015	to date

	2014 is baseline	13	9
Pacific National Societies have a youth representative on the governing board	13	10	1 10%
Pacific National Societies have a youth representative on the governing board	2012	2015	to date
		10	

Comments on progress towards outcome

Pacific Red Cross National Societies are community-based organizations. Support to improving the functioning of local Red Cross institutions, programmes and the resulting services, which then have an impact on vulnerable people, is at the heart of the IFRC's mandate. In the Pacific region, the IFRC strives to support the development of sustainable local capacities by investing in Red Cross leaders, volunteers and staff. These champions, in turn, strive to deliver countrywide services to vulnerable people through their grassroots units.

A Pacific National Society is assessed as applying its volunteering policy and guidelines if it has a volunteer policy approved by the relevant authority (e.g. the Governing Board) and has least at 1 of the following three elements in place: a volunteer focal point; a volunteer recognition system (a system of events, awards, certification or similar through which volunteer contributions are recognised; and/or a volunteer database (where registration contact details at least are maintained).

There are significant demographic challenges in the region - almost half of the total population of the Pacific Islands is less than 25 years old. In most countries young people are not completing secondary education. Limited employment and under-employment contribute to rising levels of poverty and homelessness among youth, as well as violence and crime. The IFRC Youth Engagement Strategy (YES) reinforces youth participation as intrinsic to strengthening National Societies from within. In this context, volunteerism is critical to the meaningful engagement of children, adolescents, and young adults. The provision of training and educational opportunities, empowerment, and creation of enabling environments are likewise, critical. Well-equipped, knowledgeable and empowered youth, who are enabled to act, can assume roles of agents of change. As agents of change in local communities, young people have an invaluable position to inform decision-making and should be engaged at all levels of governance, management, and service delivery. In 2014, the IFRC researched the impact of different programming initiatives in Papua New Guinea, specifically how it culminated around the work of one youth volunteer in the Western Highlands, and it became clear that a Red Cross youth volunteer can be the agent of change in his or her community to stimulate action to improve climate and disaster resilience. This research was developed into a case study titled 'Youth volunteers motivate community to build resilience in Papua New Guinea' which has featured in the Road to Sendai Campaign 2015 <http://bit.ly/1MOMXU5>.

Pacific Youth Network (PYN) is an active peer group for the representation of youth perspectives in the Red Cross Movement. PYN representatives from Pacific National Societies participate in regional and global IFRC initiated programs. In 2014, PYN conducted their election and appointed a new president (the Fiji Red Cross Society youth focal point). The PYN generally conducts monthly Skype conference and shares ideas over emails, Skype, webinar, Red Cross Pacific Youth Network Facebook page. We cannot yet objectively measure whether there has been increase in youth-led and youth-facilitated service delivery. If the representative from a Pacific National Society is active with PYN then, for the purposes of this indicator, we have assumed that their activity with PYN is leading to an increase in youth-led and youth-facilitated service delivery.

A youth focal point is a person nominated by the Pacific National Society to represent it in national youth activities (emergency response, awareness, recruitment, fundraising etc.) and international youth activities (youth forum, PYN). It can be difficult to separate "youth activities" from general "volunteer activities" in the Pacific context. In many Pacific National Societies the youth focal point is also the volunteering focal point or has other programme responsibilities. In many contexts, youth activities are part of general volunteering activities. In Pacific National Societies, a youth focal point may well be a youth as per the definition of "youth" for each respective national context. The definition of "youth" in each respective national context might surprise some outsiders.

A youth representative on the governing board is a person elected to the national Governing Board (or equivalent) by the Pacific National Society membership to represent the youth voice on the national Governing Board. The IFRC has not systematically gathered or compiled this information on whether Pacific National Societies have a youth representative on the governing board in 2014. This information is planned to be gathered for future periods to present a more accurate picture of the situation.

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

Indicators	Baseline 2013	Target 2014	Actual 2014
Pacific National Societies have community-based health and first aid programmes supporting vulnerable communities	2014 is baseline	2	8 400%
Pacific National Societies have sustainable community-based health and first aid programmes supporting vulnerable communities	2012 2014 is baseline	2015 6	to date TBC
Pacific National Societies have programmes that include healthy lifestyle activities on non-communicable diseases (NCD) prevention/reduction	3	6	4 67%
Pacific National Societies have sustainable non-communicable diseases (NCD) healthy lifestyle activities contributing to behaviour change	2012 1	2015 6	to date 4
Pacific National Societies implement voluntary non-remunerated blood donation (VNRBD) or human immunodeficiency virus (HIV) or sexually transmitted infection (STI) activities with civil society, Ministry of Health (MoH) and partners	2	4	4 100%
Pacific National Societies are identified as the primary source of Volunteer Non-Remunerated Blood Donations (VNRBD) by their respective ministries of health	2010 4	2015 6	to date TBC
Comments on progress towards outcome			
<p>A Pacific National Society is assessed as having a programme (as opposed to a collection of activities) if it has integrated the implementation of its vision of a community based approach into its current national-level plan. A community based approach is one that is volunteer-facilitated community action (for example, such an approach is encapsulated in the IFRC Pacific regional office's menu of low cost, low tech activities). A community based approach has been integrated if the Pacific National Society leadership has made a commitment to implement the community based approach (including integrating the implementation of a community based approach into the national strategic plan or operational plan) and the programme staff and/or volunteers have translated the community based approach to local context.</p> <p>The IFRC Community Based Health and First Aid (CBHFA) approach is outlined in the relevant manuals. In the Pacific context, this indicator is assessed on the basis that Pacific National Societies have some form of community-based health programming and some form of community-based first aid programming. The IFRC is not in a position in 2014 to evaluate the impact of the support that the programmes in various Pacific National Societies provides to vulnerable communities and so this indicator is assessed on the assumption that the programming does support vulnerable communities. The sustainability of these programmes has not been evaluated by the IFRC in 2014.</p> <p>The IFRC has since 2008, through the Global Fund project, supported 4 Pacific National Societies to implement voluntary non-remunerated blood donation (VNRBD) and activities on prevention of human immunodeficiency virus (HIV) or sexually transmitted infection (STI) with civil society, Ministry of Health (MoH) and partners. With that project expected to end in mid-2015, the 4 Pacific National Societies were in dialogue with respective government authorities to transition the partnership to sustain activities such as recruitment and retention of blood donors, condom distribution and health promotion. The IFRC has not surveyed in 2014 to determine which Pacific National Societies are identified as the primary source of Volunteer Non-Remunerated Blood Donations (VNRBD) by their respective ministries of health.</p>			

Output 1.5: National Societies are better able to engage and support communities, utilizing a sustainable approach contributing to increased resilience.

Indicators	Baseline 2013	Target 2014	Actual 2014
Pacific National Societies have customized and institutionalized a local community activities approach to strengthening their "grassroots" branch and volunteer networks contributing to resilience	2014 is baseline	8	4 50%

Pacific National Societies have community-based disaster risk reduction (CBDRR) programmes that support vulnerable communities	2	2	2 100%
Pacific National Societies have sustainable community-based disaster risk reduction programmes that support vulnerable communities	2012	2015	to date
	2	TBC	TBC
Pacific National Societies have included climate change adaptation in their community based disaster risk reduction (CBDRR) activities	2	6	5 83%
Pacific National Societies have included climate change adaptation in their CBDRR activities	2012	2015	to date
	0	6	5

Comments on progress towards outcome

The resilience approach acknowledges that there is always capacity in people or communities. The objective of resilience strengthening is to increase this capacity to withstand the effects of adversity. In the Pacific, the IFRC promotes the development of sustainable, locally-designed and locally-resourced resilience building activities. Working with National Society leaders and national staff, the IFRC supports its members to develop the capacity of branches and volunteers to implement regular community level activities that are relevant to the needs of each community, resourced through local fundraising and designed to promote community ownership.

As explained in detail in the preceding comments, a Pacific National Society is assessed as having a programme (as opposed to a collection of activities) if it has integrated the implementation of its vision of a community based approach into its current national-level plan.

Disaster risk and health issues are intertwined. For example, underlying sanitation issues and the incidence of associated disease in the community can be exacerbated by a flood event. Another example of the way in which disaster risk and health issues are intertwined would be a community which has members who suffer diabetes and so the community should develop a contingency plan for quick resupply of medications if community member's personal stocks are destroyed in a flood event. The community activities that arise through a Pacific National Society's community based health programme and community based disaster risk reduction programme might converge. The distinction between a community based health programme and a community based disaster risk reduction programme can be made on the basis of the entry point of the programming, i.e. a community based disaster risk reduction programme considers disaster events and the impacts, including the impact on health as well as livelihood, community infrastructure etc.

In 2014, the IFRC Pacific regional office took opportunities to undertake different forms of evaluation in the course of branch-led community based disaster risk reduction programming that it supports with Pacific National Societies. The IFRC uses these opportunities to engage in semi-structured interviews with community key informants, partner agency contacts and branch volunteers and national office staff. An evaluation of the Fiji Red Cross Society's community resilience and safety project was conducted in December 2014 and showed significant positive results and impacts for the 10 communities that participated as pilot communities in the project. Overall the evaluation found the project to have met its objective of increasing staff and volunteer capacity to implement community based projects as well as increasing the target communities' resilience to the impact of disasters through a community based approach. In terms of sustainability, the evaluation found that the branches and volunteers are confident that they would be able to replicate disaster risk reduction trainings for other volunteers within their respective branches and would be able to undertake disaster risk reduction low cost, low-tech initiatives in newer communities, including undertaking vulnerability and capacity assessments (VCAs). In terms of practice such as hand washing, composting, recycling bottles and cans to name a few, that was introduced to the communities through the project, the communities confirmed that it is likely to continue and be practiced regardless of the end of the project cycle. Some communities raised the point that continued interaction and follow-up visits of the Red Cross branches to their communities would ensure they continue with these practices.

In a case study developed from semi-structured interviews as part of branch-led community-based disaster risk reduction programming in one village in Fiji (<http://bit.ly/18BISdU>), feedback about the programming approach was that a community disaster committee is established among existing institutions - community members who may have previously been left out of decision-making have a voice in community decisions; the community is more aware of vulnerabilities and capacities to reduce risks including increased awareness of waste, livestock, drainage and coastline management practices; the community is using the early warning system including community seasonal calendar board, river gauge, weather risk tracking board and loud hailer and that the most significant change is the increased level of confidence and skills within the community to lead action to reduce risk and to continue this practice.

In a case study developed from semi-structured interviews as part of branch-led community-based disaster risk reduction programming in one village in Papua New Guinea (<http://bit.ly/1M0MXU5>), feedback was that a Red Cross volunteer can be the agent of change in his or her community to stimulate action to improve climate and disaster resilience; it is important for community decision-making processes to be inclusive, particularly for women, special needs groups and youth - through an improved decision making process, the community is continuing to build its own resilience and reduce risk to future disasters; the impacts spreads – as Red Cross volunteers have supported a recovery operation in a remote community in the Southern Highlands affected by flood and landslides; and training, branch development, technical advice and regular activities are vital for volunteer retention and the community based activity approaches – over five years, Papua New Guinea Red Cross Society undertook this supported by the International Red Cross and Red Crescent Movement - to emulate this success, partners need to adopt a patient investment perspective.

Pacific National Societies have an increased awareness of climate change impacts and have increased their engagement with national climate change programming of government and partner organisations. The Finnish Pacific (FINPAC) project has increased Pacific National Society awareness and national engagement. Pacific National Society awareness and national engagement has increased because of the development of National Joint Action Plans (NJNAP) between government agencies and stakeholders, including Pacific National Societies in a number of Pacific island countries. NJNAPs flow from preparations for the Strategy for Climate and Disaster Resilient Development in the Pacific which will combine and supersede the Regional Framework for Action 2005-2015 and the Pacific Islands Framework for Action on Climate Change 2006-2015.

Output 1.6: 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 2013	Target 2014	Actual 2014
Movement partners are utilizing and supporting common approaches to community-based activities	No baseline	4.5 50%	TBC TBC%
Movement partners are utilizing and supporting common approaches to community-based activities	2012	2015	to date
	No baseline	50%	TBC
Regional committees on which the IFRC Pacific regional office is represented and advocates community safety and resilience perspectives on behalf of the IFRC and Pacific National Societies	2014 is baseline	6	8 133%
Regional committees on which the IFRC Pacific regional office is represented and advocates community safety and resilience perspectives on behalf of the IFRC and Pacific National Societies	2012	2015	to date
	2014 is baseline	7	8
Examples of regional learning which inform and influence the programming of Pacific National Societies	2014 is baseline	7	5 71%
Examples of regional learning which inform and influence the programming of Pacific National Societies	2012	2015	to date
	2014 is baseline	10	5

Comments on progress towards outcome

The IFRC is a global federation of 189 members which aims to leverage its local and global positioning for the benefit of vulnerable communities. In the Pacific, the IFRC supports its network to leverage resources for maximum impact by facilitating strategic and operational cooperation between its members and with the ICRC. A number of regional networks and annual gatherings are hosted by the IFRC to support cooperation on good governance, leadership development, humanitarian policy dialogue and disaster management. Red Cross Red Crescent Movement actors can do more to join-up their planning and resourcing so as to maximise their contribution to humanitarian and development initiatives. Four areas for improved cooperation have been identified by Movement actors and these will be further explored in 2015. They are: joint planning (national and regional), joint resource mobilisation, developing further clarity around roles and responsibilities and developing more common processes and systems for improving our collective effectiveness and efficiency. An objective method to measure whether Movement partners are utilizing and supporting common approaches to community-based activities has not yet been developed.

In 2014, the IFRC advocated in line with its community resilience focus on the following regional committees: Pacific Humanitarian Team, Pacific Shelter Cluster, Pacific Network for Disaster Risk Management, Pacific Strategy for Disaster Resilient Development, EU EDF 11 regional programming consultation, PIFS Non states Actors Dialogue, Regional Steering Group for the World Humanitarian Summit Consultations and FINPAC Project Steering Group (TBC date).

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

Outcome 1: 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 2013	Target 2014	Actual 2014
Governments and/or organisations of Pacific countries better understand, further define and operationalize the Red Cross auxiliary role	14	5	26 520%
Governments and/or organisations of Pacific countries better understand, further define and operationalize the Red Cross auxiliary role within current legislation	2012 4	2015 4	to date TBC
Advocacy sessions held with government authorities on the auxiliary status of Pacific National Societies	15	5	19 380%
Governments of Pacific countries have updated legislation around the auxiliary status	2012 2	2015 2	to date 2
Comments on progress towards outcome			
<p>The status of National Societies as auxiliaries to government in the humanitarian field is based on international and domestic laws. These laws allow National Societies to mobilise and organise volunteers to work with public authorities in a neutral and impartial manner to meet the needs of vulnerable communities, and to advocate on their behalf when needed. IFRC advocates directly with relevant stakeholders about the auxiliary role of Pacific Red Cross National Societies. In 2014, there were a large number of IFRC-led dissemination sessions or discussions with governments and organisations of Pacific countries because of the preparatory work to disseminate key messages in preparation for the Small Island Developing States (SIDS) Conference, invitations to partner organisations to participate in the Pacific DRM Forum and because of effective participation in the Pacific Humanitarian Team (PHT) meetings.</p>			

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 2013	Target 2014	Actual 2014
Examples of the Pacific humanitarian diplomacy/advocacy manual and/or IFRC Pacific position papers being utilized by Pacific National Societies	No baseline	5	TBC 0%
Pacific humanitarian diplomacy/advocacy manual has been developed and disseminated	2012 0	2015 1	to date 1
Completed IFRC position papers on issues identified in the Pacific humanitarian diplomacy strategy	3	3	0 0%
Pacific humanitarian diplomacy position papers on key topics have been developed and disseminated	2012 0	2015 6	to date 3

Demonstrated examples of Red Cross humanitarian diplomacy contributing to changing decision making with regards to vulnerable groups	16	3	7 233%
Demonstrated examples of Red Cross humanitarian diplomacy contributing to changing decision making with regards to vulnerable groups	2012	2015	to date
	16	40	39
Demonstrated examples of more responsible resourcing of Pacific Red Cross activities as a result of advocacy to donors and other partners	2012	2015	to date
	0	8	4
The Saving Lives Changing Minds newsletter is published (internal edition published every two months, external editions published twice per year)	7	8	4 50%
The Saving Lives Changing Minds newsletter is published (internal edition published every two months, external editions published twice per year)	2012	2015	to date
	11	8	48
Pacific Movement pamphlet (Rising to the Challenge) has been updated in collaboration with the ICRC	2011	2015	to date
	1	1	0

Comments on progress towards outcome

The IFRC provides guidance and resources to Pacific National Societies to build the capacity of national office staff to undertake humanitarian diplomacy/advocacy in their own key priority areas and to develop strategic and operational partnerships with external actors. Relationship building is central to the work of Pacific National Societies and the IFRC, not just so that the Red Cross can extend its reach in collaboration with others, but also because a relationship of trust will assist when dealing with sensitive situations.

Persuading decision-makers and opinion leaders to act, at all times, in the interests of vulnerable people, and with full respect for fundamental humanitarian principles is central to the work of the Red Cross. The IFRC in the Pacific works with National Society leaders to identify policy positions on humanitarian issues and to communicate these nationally and regionally. IFRC works with regional opinion leaders to ensure the creation of enabling environments to facilitate the work of the Red Cross in the region so that it can be as impactful as possible. The IFRC also supports National Societies to develop their resource mobilization, communication and advocacy skills.

IFRC has not yet established a monitoring system to survey Pacific National Societies or routinely monitor media and other sources to identify examples of the Pacific humanitarian diplomacy/advocacy manual and/or IFRC Pacific position papers being utilized by Pacific National Societies.

In 2014, preparations for the Small Islands Developing States (SIDS) Conference, IFRC Asia Pacific Zone Regional Conference, World Humanitarian Summit (ongoing consultations until 2016 Conference), Disaster Risk Reduction Conference, humanitarian diplomacy training workshop for the Vanuatu Red Cross in Port Vila, for the Pacific Red Cross Leaders Forum and the Pacific DRM Forum took precedence over completion of IFRC position papers on issues identified in the humanitarian diplomacy Pacific strategy. As part of preparations for participation in the United Nations Small Islands Developing States (SIDS) Conference, IFRC produced the booklet of case studies titled "Quest for a Resilient Pacific: Stories from the Region" which showcases Pacific National Societies' actions on humanitarian issues in the Pacific.

The number of Saving Lives Changing Minds newsletter internal editions that would be published was reduced due to limited resourcing available to undertake the story gathering, collation, editing and layout.

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 2013	Target 2014	Actual 2014
National government-level technical assistance project is completed	1	1	0 0%
National government-level technical assistance project is completed	2012	2015	to date
	1	4	2

National government has received ad hoc advice on disaster-related legislation from the IFRC Disaster Law Program or Pacific National Society	2	1	0 0%
National government has received ad hoc advice on disaster-related legislation from the IFRC Disaster Law Program or Pacific National Society	2012	2015	to date
	0	6	2
National government has adopted a new, procedure, policy and/or regulation which addresses aspects of international disaster response law (IDRL) guidelines or incorporates IFRC messages on community level disaster risk reduction	0	1	1 100%
National government has adopted a new, procedure, policy and/or regulation which addresses aspects of international disaster response law (IDRL) guidelines or incorporates IFRC messages on community level disaster risk reduction	2012	2015	to date
	0	3	1
Pacific National Societies are aware of key IFRC messages on disaster laws	12	2	14 700%
Pacific National Societies are aware of key IFRC messages on disaster laws	2012	2015	to date
	13	13	14
Pacific National Societies have increased skills in legislative advocacy in disaster law	12	2	5 250%
Pacific National Societies have actually participated in legislative advocacy in disaster law	3	2	4 200%
Pacific National Societies have increased skills in legislative advocacy in disaster law	2012	2015	to date
	13	13	13

Comments on progress towards outcome

The IFRC supports international disaster response law (IDRL) studies with governments in the Pacific. In February 2014, the IFRC signed a memorandum of understanding with the Pacific Islands Forum Secretariat (PIFS) to strengthen national policy and institutional and legal frameworks to allow international assistance to enter a country quickly and efficiently in order to reach the people who need it, when they need it. In September 2014, the IFRC signed a partnership agreement with the Secretariat Regional Environment Programme (SPREP) focused on climate change adaptation.

Completion of the Tonga IDRL study was hampered by the TC Ian response in Ha'apai and Vava'u in first half 2014 and the dry spell response in Ha'apai in second half 2014. Disaster laws priorities and key messaging was discussed with Pacific National Society leaders and disaster management officers at the regional forums in the second half of 2014 (Pacific Red Cross Leaders Forum and the Pacific DRM Forum). Pacific National Societies have increased skills in legislative advocacy in disaster law in 2014 as a result of two ongoing IDRL studies, presentation at or participation in the SIDS Conference and side events, and because two Pacific National Societies accessed IFRC humanitarian diplomacy funding and used it to facilitate conversations with government on disaster law.

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 2013	Target 2014	Actual 2014
Pacific National Societies engage in a more strategic way with an external organization and are able to influence policy outcomes to strengthen assistance to vulnerable people	2	2	1 50%
Pacific National Societies engage in a more strategic way with an external organization and are able to influence policy outcomes to strengthen assistance to vulnerable people	2012	2015	to date
	1	2	4
Memorandums of Understanding (MoUs) or agreements in place with regional cooperation bodies to enhance collaboration between IFRC and the organization to influence better outcomes for vulnerable people	0	1	3 300%

Memorandums of Understanding (MoUs) or agreements in place with regional cooperation bodies to enhance collaboration between IFRC and the organization to influence better outcomes for vulnerable people	2012	2015	to date
	0	2	3
Comments on progress towards outcome			
<p>There were many examples of Pacific National Societies engaging in a more strategic way with external organisations in 2014. For example, 10 Pacific National Society disaster management officers participated in the Pacific Humanitarian Team (PHT) meetings in October 2014, and Marshall Islands Red Cross and Micronesia Red Cross engaged with IOM. IFRC has not yet established a monitoring system to survey Pacific National Societies or routinely monitor media and other sources to determine whether Pacific National Societies' strategic engagement with external organisations actually leads to influence on policy outcomes to strengthen assistance to vulnerable people.</p> <p>IFRC staff are encouraged to undertake their work by building partnerships and facilitate developments which are of mutual benefit for Pacific National Societies and partners, and ultimately for vulnerable communities. After 5 years of negotiation and preparation the IFRC and Pacific Islands Forum Secretariat (PIFS) signed an MOU under which the parties will work together to strengthen national policy, institutional and legal frameworks to reduce the risk of disasters, mitigate their effects when they occur and expedite the recovery of Pacific communities (IFRC –PIFS IDRL Guidelines MOU). The IFRC - SPREP Finnish Pacific (FINPAC) project agreement and IFRC - Pacific Island Legal Officer Network (PILON) MOUs were entered.</p>			

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 2013	Target 2014	Actual 2014
Joint initiatives that benefit the Pacific region as a whole have resulted from regional coordination meetings that were facilitated by the Secretariat	4	1	5 500%
Six monthly regional coordination meetings facilitated by the Secretariat have resulted in joint initiatives that benefit the region as a whole	2012	2015	to date
	2	5	5
Biennial partnership meetings facilitated by the Secretariat in collaboration with the ICRC, have contributed to clarifying Pacific-wide policy positions and the development of regional initiatives	2012	2015	to date
		n/a	1
Examples of the Secretariat facilitating the success of other Movement actors	5	2	4 200%
Examples of the Secretariat facilitating the success of other Movement actors	2012	2015	to date
	1	6	10

Comments on progress towards outcome

The IFRC is a global federation of 189 members which aims to leverage its local and global positioning for the benefit of vulnerable communities. In the Pacific, the IFRC supports its network to leverage resources for maximum impact by facilitating strategic and operational cooperation between members and with the ICRC. A number of regional networks and annual gatherings are hosted by the IFRC to support cooperation on good governance, leadership development, humanitarian policy dialogue and disaster risk management.

In the second half of 2014, Pacific National Societies, IFRC and ICRC launched a Movement cooperation change process focused on improving joint action in regional and national planning, clarifying roles and responsibilities, effectiveness and efficiency and resource mobilisation. In 2015, the IFRC will actively participate in the Pacific Movement change process taskforce, continue to support regional networks, and encourage peer exchanges within the region and beyond. The inaugural meeting of the Pacific Red Cross Donor Advisory Group will represent a major innovation in how the Red Cross engages with donor governments and agencies in the region.

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 2013	Target 2014	Actual 2014
Leadership forums have been facilitated by the Secretariat	1	1	1 100%
Leadership forums have been facilitated by the Secretariat	2012	2015	to date
	2	4	4
The Pacific Governance Enhancement Programme and other peer learning has increased opportunities for member to member exchanges	2	24	24 100%
The Pacific Governance Enhancement Programme and other peer learning has increased opportunities for member to member exchanges	2012	2015	to date
	2	n/a	28
Comments on progress towards outcome			
<p>The Pacific Red Cross Leaders Forum 2014 was co-hosted by IFRC and the ICRC in Nadi in October. The outcomes of the Forum included the adoption of a common vision agreed by 12 Pacific National Societies with a focus on being local, governing well and partnership; endorsement for the continuation of the work of the Pacific Collaboration working group and the Pacific Governance Enhancement Programme working group.</p> <p>There was such a large increase in the number of opportunities for member to member exchanges ("peer learning") because of the priority given to preparing and convening the regional forums (Leadership Forum and DRM Forum) in the second half of 2014 and the increasing uptake of PGEF governance conversations, peer exchanges, leaders induction and OCAC assessments.</p>			

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 utilized in the region.

Indicators	Baseline 2013	Target 2014	Actual 2014
Compliance with contract approval procedures	100%	81 100%	49 60%
Compliance with contract approval procedures	2012	2015	to date
	100%	100%	69%
Resources are only mobilized to support our strategic and operational goals and existing resources are reallocated in line with these goals	100%	100%	100%
Resources are only mobilized to support our strategic and operational goals and existing resources are reallocated in line with these goals	2012	2015	to date
	100%	100%	100%
Pacific regional office policies and procedures revised and updated	0 0%	9 100%	5 56%
Pacific regional office policies and procedures revised and updated	2012	2015	to date
	0%	100%	56%
Compliance with working advance procedures	100%	100%	100%
Compliance with working advance procedures	2012	2015	to date
	100%	100%	100%

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

Indicators	Baseline 2013	Target 2014	Actual 2014
Staff remain in their position for 3 or more years	none	14 50%	6 43%
Staff remain in their position for 3 or more years	2012	2015	to date
	2014 is baseline	50%	21%
360 degree appraisal system in place	0	1	1 100%
360 degree appraisal system in place	2012	2015	to date
	0	1	1
Staff have received training and/or coaching in one identified development area every two years	4 21%	28 100%	23 82%
Staff have received training and/or coaching in one identified development area every two years	2012	2015	to date
	41%	100%	82%

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

Indicators	Baseline 2013	Target 2014	Actual 2014
Programme staff are Pacific Islanders	4 33%	8.5 ≥50%	9 53%
Programme staff are Pacific Islanders	2012	2015	to date
		≥50%	21%

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

Indicators	Baseline 2013	Target 2014	Actual 2014
Reports are delivered on time and in line with quality standards	36 75%	90 100%	49 54%
Reports are delivered on time and in line with quality standards	2012	2015	to date
	100%	100%	54%
A risk management plan is in place and informing management decisions	0	1	0
A risk management plan is in place and informing management decisions	2012	2015	to date
	0	1	0

Comments on progress towards outcome

The main reason for not meeting all reporting deadlines is that there is a consistently high year-round PMER workload and the IFRC Pacific regional office is working towards a PMER system to meet that demand. This indicator considers only one element, i.e. pledge based reporting, of the full PMER workload. The PMER workload including pledge, emergency, operational, technical and special products due is approximately 200 products in any given year. The PMER focal point is working on the development of an improved planning, monitoring, evaluation and reporting system for the IFRC Pacific regional office including, review of the existing tools and system, development of learning framework and review of existing components of information system.

Stakeholder participation and feedback

The Pacific Red Cross Leaders Forum 2014 was co-hosted by IFRC and the ICRC in Nadi in October. The outcomes of the Forum included the adoption of a common vision agreed by 12 Pacific National Societies with a focus on being local, governing well and partnership; endorsement for the continuation of the work of the Pacific Collaboration working group and the Pacific Governance Enhancement Programme working group. A Pacific Leaders peer-sharing discussion on organizational sustainability and impact was conducted as a side event in October 2014. Leaders from Cook Islands, Solomon Islands, Vanuatu, Kiribati, Fiji and Papua New Guinea participated in the sharing platform.

Pacific Disaster Risk Management Forum (DRM Forum) co-facilitated by IFRC and Pacific National Society disaster management officers and programme staff (Oct 2014). The co-facilitation and increased ownership of process and outcomes by Pacific disaster management officers showed the large input and impact of DRM capacity building by IFRC and partners over the last 5 five years. The majority of content came from disaster management officers' experience and reflection – which is a remarkable development. There was a more balanced participation between Pacific National Societies. Major partners (ECHO and Japanese Red Cross Society) participated.

In the assessment processes in emergency response operations, Pacific National Societies volunteers and staff identify community needs and this informs IFRC-supported response operations and subsequent long term programming. In 2014, the IFRC Pacific regional office took opportunities to undertake reviews in the course of emergency response operations including an overall response review and a shelter sector review of the Solomon Islands flash flood emergency response operation and an overall review of the Tonga TC Ian emergency response operation review. The IFRC adapted the Epidemic Control for Volunteers (ECV) Pacific Toolkit from global IFRC ECV tool in consultation with technical input (WHO, UNICEF, Government. of Tonga MoH); working group (Australian Red Cross, Tonga Red Cross, Fiji Red Cross) that helped to oversee the adaptation and with field tests in communities in Fiji (Aug 2014) and Tonga (Sep 2014).

In branch-led community based disaster risk reduction programming that IFRC supports with Pacific National Societies, the vulnerability and capacity assessment (VCA) process is used to engage with communities and understand community needs and capacities to inform programme design. In 2014, the IFRC Pacific regional office took opportunities to undertake different forms of evaluation in the course of branch-led community based disaster risk reduction programming that it supports with Pacific National Societies. The IFRC uses these opportunities to engage in semi-structured interviews with community key informants, partner agency contacts and branch volunteers and national office staff:

- An evaluation of the Fiji Red Cross community resilience and safety project was conducted in December 2014 and showed significant positive results and impacts for the 10 communities that participated as pilot communities in the project. Overall the evaluation found the project to have met its objective of increasing staff and volunteer capacity to implement community based projects as well as increasing the target communities' resilience to the impact of disasters through a community based approach. Areas for improvement were identified, for example, efforts should be put towards analysis of community gender roles from the design phase to ensure programme interventions suit the different gender roles of a community – the IFRC Pacific regional office will increase its focus on gender issues in assessment and program design in 2015.
- In a case study developed from semi-structured interviews as part of branch –led community-based disaster risk reduction programming in one village in Fiji, feedback about the programming approach was that a community disaster committee is established among existing institutions - community members who may have previously been left out of decision-making have a voice in community decisions; the community is more aware of vulnerabilities and capacities to reduce risks including increased awareness of waste, livestock, drainage and coastline management practices; the community is using the early warning system including community seasonal calendar board, river gauge, weather risk tracking board and loud hailer and that the most significant change is the increased level of confidence and skills within the community to lead action to reduce risk and to continue this practice.
- In a case study developed from semi-structured interviews as part of branch –led community-based disaster risk reduction programming in one village in Papua New Guinea, feedback was that a Red Cross volunteer can be the agent of change in his or her community to stimulate action to improve climate and disaster resilience; it is important for community decision-making processes to be inclusive, particularly for women, special needs groups and youth - through an improved decision making process, the community is continuing to build its own resilience and reduce risk to future disasters; the impacts spreads – as Red Cross volunteers have supported a recovery operation in a remote community in the Southern Highlands affected by flood and landslides and training, branch

development, technical advice and regular activities are vital for volunteer retention and the community based activity approaches – over five years, Papua New Guinea Red Cross Society undertook this supported by the International Red Cross and Red Crescent Movement - to emulate this success, partners need to adopt a patient investment perspective.

Through regular interaction with a diverse group of regionally-based agencies and regional working groups, the IFRC is able to represent the voice of its Pacific membership, share experiences and lessons learnt. At regional level, the IFRC Pacific regional office is part of the Pacific Disaster Risk Management Network and participates in the Pacific Humanitarian Team. The regional office participated during this period in consultations on the development of the Pacific Strategy for Climate and Disaster Resilient Development. As the convener of the Inter-Agency Standing Committee (IASC) Emergency Shelter, the office works with regional and national-level stakeholders on emergency shelter preparedness and response.

IFRC participation at the United Nations Small Islands Developing States (SIDS) Conference, held in Samoa (Sep 2014). The IFRC facilitated the attendance of a 23-member delegation led by IFRC President Konoe and comprising of 11 National Societies from all 3 three SIDS regions; IFRC representatives and an ICRC representative. The IFRC Pacific regional office supported Pacific National Societies to bring the voice of vulnerable communities to the high level discussions by, inter alia, facilitating Pacific National Society participation in a number of side events and panel discussions; supporting their engagement via the plenary process; facilitating a side event on IDRL; and producing a booklet of case studies titled “Quest for a Resilient Pacific: Stories from the Region” which showcases Pacific National Societies' actions on humanitarian issues in the Pacific.

The IFRC is an accredited international organization in Fiji and regularly liaises with the Ministry of Foreign Affairs and is invited to participate in high-level dialogue on disaster risk management and public health. The IFRC 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 of the work of the Red Cross, to advocate on humanitarian issues and to gather information about development and aid strategies.

Key Risks or Positive Factors

Key Risks or Positive Factors	Priority	Recommended Action
Pacific National Societies have the broadest reach of any civil society organization in the Pacific – more than 100 branches and sub-branches in the network, not counting Australia (41) and New Zealand (146).		This network of volunteers and staff is well placed 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.
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. Accessing new resources and/or new donor funding requires a considerable investment in staff time and money.		Flexible, long-term support is a valuable way for the IFRC to assist National Societies and to deliver the organizational development programme and disaster management programme in the Pacific. The IFRC's Pacific regional office will continue to guide partners towards contributions that support the priorities of Pacific National Societies and contribute to autonomy and sustainability. Secure funding for all programmes.
There is great potential for regional cooperation and coordination with regional organizations. Investing in regular dialogue with relevant regional organizations is essential for the IFRC to		Balance the priorities of Pacific National Societies with opportunities for coordination and collaboration with regional organizations. Sign the international disaster law memorandum

Key Risks or Positive Factors	Priority	Recommended Action
<p>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>of understanding with the Pacific Islands Forum Secretariat.</p> <p>Sign the memorandum of understanding 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 International Conference on Small Island Developing States (SIDS) in Samoa.</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</p> <p>Organize technical support missions to Samoa, Papua New Guinea, the Solomon Islands, Vanuatu, the Federated States of Micronesia, Palau, Australia and the Marshall Islands – many will be joint missions with ICRC.</p>
<p>Staff turnover is also an ongoing challenge for most Pacific National Societies. There is strong competition from other agencies and organizations that are active in the region to recruit staff, who train and become experienced within the Red Cross Red Crescent Movement, away from their respective National Societies. 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>Organize 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 about 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, a volunteer from Australian Volunteers for International Development is working to adapt and implement low-cost monitoring and evaluation tools and processes to generate the information required.</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 programme in Samoa and scope out a disaster law study programme 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</p>		<p>Plan to factor in that emergency response operations impact directly and severely on long-term programmes in that resources and focus are, understandably, drawn to the emergency</p>

Key Risks or Positive Factors	Priority	Recommended Action
during an emergency response and meet urgent needs.		response. Regional coordination and advocacy on epidemic control in the region, including sharing technical information with Pacific National Societies in affected countries and raising awareness about volunteer welfare.

Lessons learned and looking ahead

The following lessons will continue to guide our work in 2015:

- Models and approaches that work well elsewhere need to be contextualized and adapted for relevance and acceptance in the Pacific.
- The per-capita cost of delivering humanitarian and development services in the Pacific is much higher than in other parts of the world due to the geography of the region and the limited opportunities for economies of scale in small nations. Supporting the expansion of the Red Cross volunteer network and the establishment of grassroots units that have a permanent presence on outer islands will increase the effectiveness and efficiency of Red Cross services.
- Regular policy dialogue and operational collaboration with government agencies is essential to ensure that National Societies' activities in disaster management and public health fully compliment the work of public authorities.
- It is essential to spend the time required to align international project resources to each National Society's priorities. Supporting the development of humanitarian services that are designed to meet local needs and that are resourced locally will contribute to the sustainability of Red Cross action.
- Operational partnerships between National Societies and government agencies and between the IFRC and regional organizations represent significant opportunities for partnering for collective impact.
- Red Cross Red Crescent Movement actors can do more to join-up their planning and resourcing so as to maximise their contribution to humanitarian and development initiatives. Four areas for improved cooperation have been identified by Movement actors and these will be further explored in 2015. They are: joint planning (national and regional), joint resource mobilisation, developing further clarity around roles and responsibilities and developing more common processes and systems for improving our collective effectiveness and efficiency.
- The IFRC's emergency shelter cluster convenor role needs to be carefully managed so that activities conducted with governments and other emergency shelter actors do not adversely impact on the work or reputation of National Societies.

Financial situation

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

How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations \(NGOs\) 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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