



Pacific Unified Plan 2026-2030

Strategic Framework and 2026 Operational Plan

Cook Island Red Cross Society	Fiji Red Cross Society	Kiribati Red Cross Society	Marshall Island Red Cross Society	
Micronesia Red Cross Society	Palau Red Cross	Samoa Red Cross Society	Solomon Island Red Cross Society	
Tonga Red Cross Society	Tuvalu Red Cross Society	Vanuatu Red Cross Society		

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Overview

This Pacific Unified Plan (UP) presents both a five-year Strategic Framework (2026-2030) and a 2026 annual operational plan. It sets out a collective Pacific vision for humanitarian action in our region shaped by Pacific priorities and partnerships and grounded in a shared commitment to building strong, sustainable, and locally led National Societies at the heart of their communities. It also provides a common framework for action, learning, delivery and accountability.

As a living framework, this UP will be revisited each year to ensure that our priorities, approaches, and resourcing remain responsive to the evolving needs and realities of Pacific National Societies and the communities they serve.

The 2026 component of this plan represents the first year of implementation of the 2026 to 2030 strategic framework, focusing on foundational systems, institutional strengthening, and targeted operational support.

This plan reflects the collective priorities of 10 Pacific National Societies: Cook Islands, Fiji, Kiribati, Marshall Islands, Micronesia, Palau, Samoa, Solomon Islands, Tonga, and Tuvalu, together with their partners across the Movement for 2026. Vanuatu will have its own unified plan for 2026 but will come under this plan for 2027 and beyond. This plan is anchored in the direction set by Pacific leaders through the 2025 Pacific Leaders Meeting Outcomes Statement and aligned with the broader vision and aspirations of the Blue Pacific Strategy strengthening collective action, solidarity and resilience across our region. It is Further informed by ongoing talanoa, peer exchange, and regional dialogue, reflecting a continuous Pacific process of shaping our shared humanitarian future.

Number of people to be reached	2025	2026	2027
Climate and environmental crises	39,000	39,000	
Evolving crises and disaster	62,000	62,000	
Growing gaps in health and well-being	201,000	201,000	
Migration and Identity	5,000	5,000	
Values, power, and inclusion	31,000	31,000	

National Society Profile

The Pacific CCD office also provides secretariat services to the Australian Red Cross (ARC) and New Zealand Red Cross (NZRC). It helps facilitate a connection between these 14 members in the Pacific, including the Papua New Guinea Red Cross (PNGRC). This approach aligns with Pacific values fostering cooperation and solidarity as one International Red Cross Red Crescent (RCRC) Movement.

Out of the 14 NSs, ten National Societies are developing their five years Strategic Plans in 2026 which will aligned with the IFRC's Strategy 2030.

While varying in size, the 11 Pacific Island National Societies covered by this plan face similar challenges and share common values and principles. They all act as auxiliaries to their governments in the humanitarian field, focusing on disaster response and contributing to their respective national disaster management frameworks.

	Pacific Red Cross Societies	When established	No of Volunteers (approximation)	No of staff	No of Branches
Polynesia	Cook Island Red Cross	1989	240	6	12
	Samoa Red Cross	1952	400	8	1
	Tonga Red Cross	1981	85	19	3
	Tuvalu Red Cross	1981	239	9	7
Melanesia	Fiji Red Cross	1971	353	31	16
	Solomon Island Red Cross	1983	274	34	7
	Vanuatu Red Cross	1982	272	50	6
Micronesia	Kiribati Red Cross	1965	116	13	4
	Marshall Island Red Cross	2013	24	8	3
	Micronesia Red Cross	1998	90	8	3
	Palau Red Cross	1997	249	11	2
Total			2342	197	64

IFRC network action

Joint situational analysis

This joint situational analysis has been prepared by the IFRC Secretariat based on engagement and dialogue with Movement Partners and Pacific National Societies. It reflects a shared Pacific understanding of the operating environment and provides the contextual foundation for the Pacific Unified Plan 2026 to 2030.

Grounded in regional policy frameworks and Pacific-led evidence, this analysis situates humanitarian action within broader systems of resilience, governance, and community wellbeing. It aligns with the vision articulated in the [2050 Strategy for the Blue Pacific Continent](#), which

recognises the Pacific as a vast and interconnected ocean continent shaped by deep relationships, mobility, and shared stewardship across islands and seas.¹

In this context, the analysis adopts a strengths-based framing. It affirms that Pacific societies are underpinned by enduring assets, including strong community cohesion, cultural continuity, traditional knowledge systems, and a shared commitment to regional solidarity. These strengths continue to shape how Pacific communities anticipate, respond to, and recover from shocks, while navigating an increasingly complex risk environment.

This joint analysis serves as the contextual foundation for the IFRC Unified Plan 2026 to 2030 and guides the IFRC network's contribution to addressing the five global challenges identified in Strategy 2030: climate and environmental crises, evolving crises and disasters, growing gaps in health and well-being, migration and identity, and values, power, and inclusion. By grounding our collective actions in a nuanced understanding of Pacific realities, this analysis supports more coherent, relevant, and impactful programming across the region.

1. Overview & Oceanic Context

The Pacific is a vast ocean continent, which contains approximately 30,000 islands² and is defined not by isolation, but by connection across one of the largest ocean spaces on the planet. Pacific Island Countries and Territories (PICTs) collectively steward an area that extends across nearly one-fifth of the globe, reflecting both the scale and global significance of the Blue Pacific Continent.³

Within this oceanic context, Pacific Island countries are characterised by relatively small and geographically dispersed land areas, connected through deep cultural, social, and economic networks across islands and seas. Populations are distributed across urban centres, rural communities, and outer islands, with Pacific Island Countries and Territories home to approximately 13 million people.⁴ These spatial dynamics shape how services are accessed and delivered, requiring approaches that are responsive to distance, mobility, and local context.

National Societies operate within environments that are both ecologically rich and highly dynamic, where geographic dispersion, small domestic markets, and infrastructure constraints influence the cost and complexity of service delivery. At the same time, Pacific communities demonstrate strong systems of social cohesion, traditional knowledge, and local governance that underpin resilience and collective action.

Pacific Island countries are also at the forefront of a changing climate, experiencing evolving risks including sea-level rise, coastal change, flooding, saltwater intrusion, drought and are facing more intense tropical cyclone outlooks for the future. These realities are addressed through long-standing regional leadership and frameworks such as the Framework for Resilient Development in the Pacific (FRDP) and the 2050 Strategy for the Blue Pacific Continent, which emphasise

¹ Pacific Islands Forum Secretariat (PIFS), *2050 Strategy for the Blue Pacific Continent* (2022).

² [Pacific RISA, NOAA CAP Team](#)

³ Pacific Community (SPC), *Pacific Island Populations 2020* and Pacific Data Hub datasets (Noumea: SPC, 2020–2023).

⁴ Pacific Community (SPC), Secretariat of the Pacific Regional Environment Programme (SPREP), and Pacific Islands Forum Secretariat (PIFS), *Framework for Resilient Development in the Pacific: An Integrated Approach to Address Climate Change and Disaster Risk Management (FRDP) 2017–2030* (Suva: SPC, 2016).

integrated, locally led, and context-specific approaches to resilience, preparedness, and sustainable development.⁵

2. Demographic, Social & Economic Trends

Population & Structure

Pacific populations are characterised by strong communal structures, extended family systems, and enduring cultural continuity, which remain central to wellbeing, identity, and resilience across the region. A significant proportion of Pacific peoples continue to reside in rural and outer island communities, where traditional livelihoods, customary land systems, and community governance structures play a central role in sustaining social cohesion and adaptive capacity.⁶

Mobility is an intrinsic feature of Pacific societies, reflecting long-standing patterns of connection, exchange, and kinship across islands and oceans. In contemporary contexts, these patterns are increasingly complemented by structured labour mobility pathways, including seasonal and longer-term schemes, such as Australia's Pacific Australia Labour Mobility (PALM) scheme and New Zealand's Recognised Seasonal Employer (RSE) scheme. These programmes now engage tens of thousands of Pacific workers annually, contributing significantly to household incomes, skills development, and national economies through remittances.⁷

At the same time, Pacific regional frameworks recognise mobility as a key dimension of climate adaptation. The *2050 Strategy for the Blue Pacific Continent* and regional declarations underscore the importance of safe, dignified, and voluntary mobility pathways, including emerging bilateral arrangements that respond to climate-related risks. This includes initiatives such as the Australia–Tuvalu Falepili Union, which provides for mobility pathways in the context of climate change, reflecting a Pacific-led approach to preserving sovereignty, identity, and community continuity.⁸

Across the region, these patterns of internal and international mobility are reshaping population distribution, with increasing urbanisation alongside continued connections to outer islands through kinship, remittances, and circular migration. In some contexts, outward migration contributes to reduced population growth or ageing demographics in certain communities; however, these dynamics are balanced by strong transnational networks that sustain social, economic, and cultural ties across borders.⁹

Pacific Island Countries and Territories are home to approximately 13 million people, whose distribution across vast ocean spaces continues to shape service delivery, labour markets, and governance systems. These dynamics highlight the importance of approaches that recognise

⁵ Secretariat of the Pacific Regional Environment Programme (SPREP), *State of the Climate in the Pacific* (Apia: SPREP, latest edition, e.g. 2022/2023).

⁶ Pacific Community (SPC), *Pacific People and Communities: Population and Social Indicators* and Pacific Data Hub datasets (Noumea: SPC, latest updates 2020–2024).

⁷ Government of Australia, Department of Foreign Affairs and Trade (DFAT), *Pacific Australia Labour Mobility (PALM) Scheme Annual Report* (Canberra: DFAT, latest edition); Government of New Zealand, Ministry of Business, Innovation and Employment (MBIE), *Recognised Seasonal Employer (RSE) Scheme Reports* (Wellington: MBIE, latest edition); Pacific Islands Forum Secretariat (PIFS), *2050 Strategy for the Blue Pacific Continent* (Suva: PIFS, 2022).

⁸ Pacific Islands Forum Secretariat (PIFS), *2050 Strategy for the Blue Pacific Continent* (Suva: PIFS, 2022); Government of Australia and Government of Tuvalu, *Falepili Union Treaty* (2023).

⁹ Pacific Community (SPC), *Urbanisation and Migration in the Pacific* (Noumea: SPC, various publications); World Bank, *Pacific Possible / Migration and Remittances in the Pacific* (Washington, DC: World Bank, recent updates).

mobility not as a challenge to be managed, but as a longstanding source of resilience, opportunity, and regional interconnectedness.

Economic Vulnerabilities

Pacific Island Countries and Territories are part of a vast Blue Pacific Continent whose economies are shaped by ocean geography, small domestic markets, and deep regional and global interdependence. Across the region, economic performance in recent years has reflected both recovery and continued fragility: the Asian Development Bank projected Pacific growth at 3.9 per cent in 2025 and 3.5 per cent in 2026, supported in some countries by tourism recovery, public investment and remittance inflows, but moderated by high import costs, external volatility and fiscal pressure.¹⁰

Rather than being defined simply by “smallness”, Pacific economies are better understood as high-cost, highly connected ocean economies. Many remain heavily reliant on a combination of remittances, tourism, fisheries, public expenditure and development finance, while also navigating elevated transport costs, supply chain disruptions, and exposure to international price shocks.¹¹ Fisheries remain central to livelihoods, food systems and public revenue in many countries, while labour mobility has become an increasingly important component of household and national economic resilience.¹²

Structured labour mobility schemes now form part of the region’s economic landscape. Australia’s Pacific Australia Labour Mobility (PALM) scheme and New Zealand’s Recognised Seasonal Employer (RSE) scheme continue to create income, skills and remittance opportunities for Pacific workers and their families, while also raising important policy questions around workforce depletion, skills gaps and the longer-term social impacts on home communities.¹³ Regional policy discussions increasingly frame labour mobility not only as an economic opportunity, but as an issue requiring Pacific-led safeguards to ensure that benefits are shared equitably and do not undermine domestic labour markets or essential services.¹⁴ National Societies have reflected on the impact of the schemes particularly noting decreasing volunteer numbers, challenges facing communities rebuilding post-disaster (as the younger, often more mobile workforce are overseas and unable to participate in rebuilding) as well as describing RC training occurring with communities/volunteers having high turnover/ sustainability challenges as community members are trained then depart for seasonal work. Some positives such as remittances, were noted as part of disaster risk financing discussions.

These dynamics point to the need for economic strategies that are both resilience-oriented and Pacific-defined: strengthening domestic value creation, supporting inclusive private sector growth, protecting fiscal space, and investing in the social and economic infrastructure that enables communities to thrive across dispersed island settings.¹⁵

¹⁰ Asian Development Bank (ADB), *Asian Development Outlook, July 2025: Pacific Subregional Update* (Manila: ADB, 2025).

¹¹ ADB, *Asian Development Outlook, July 2025*; Pacific Islands Forum Secretariat (PIFS), *2050 Strategy for the Blue Pacific Continent* (Suva: PIFS, 2022).

¹² Pacific Community (SPC), *Director-General’s Report 2025*; SPC, Pacific Heads of Agriculture and Forestry Services papers, 2024.

¹³ Australian Government, Department of Foreign Affairs and Trade (DFAT), “Pacific Labour Mobility”; New Zealand Ministry of Foreign Affairs and Trade (MFAT), “Labour Mobility.”

¹⁴ PIFS, *Socio-Economic Impact Assessment of Human Mobility in the Pacific* (2025); MFAT, briefing to 2024 Pacific Islands Forum Economic Ministers’ Meeting.

¹⁵ PIFS, *Draft Pacific Regional Private Sector Strategy* (2025/26); ADB, *Asian Development Outlook, July 2025*.

Political & Governance Factors

Pacific governance contexts are diverse, but they are underpinned by strong traditions of leadership, community authority, deliberation and regional diplomacy. At the regional level, the 2050 Strategy for the Blue Pacific Continent affirms a collective Pacific vision of peace, harmony, security, social inclusion and prosperity, and provides an overarching framework for aligning national, regional and partner efforts.¹⁶

At the same time, governments across the region continue to manage the practical constraints associated with narrow revenue bases, small administrations, and the high recurrent costs of delivering public services across remote and dispersed geographies. Recognising these realities, Forum Economic Ministers have advanced renewed regional coordination on public financial management, including the establishment of a Public Financial Management Regional Coordination Mechanism to strengthen coherence, capacity and resource mobilisation across the region.¹⁷

The political environment is also being shaped by a more complex strategic landscape. The Pacific Security Outlook 2025 notes that global and regional tensions are increasingly affecting the Pacific through economic disruption, transnational crime pressures, and intensified geostrategic interest in the region.¹⁸ Pacific states are not passive in this environment; rather, they continue to assert regional priorities through collective diplomacy, including on climate change, ocean governance, maritime zones, human mobility and development financing.¹⁹ The central governance challenge is therefore not simply institutional weakness, but how to sustain capable, trusted and resilient systems that can respond to rising expectations while remaining grounded in Pacific priorities and political agency.

Social Development, Health and Human Wellbeing

Pacific societies continue to be shaped by strong kinship systems, communal obligations, customary institutions and cultural continuity, all of which remain central to wellbeing and resilience. At the same time, the region faces significant social and development pressures that are often interlinked rather than sector-specific.

In health, Pacific leaders and technical agencies continue to identify non-communicable diseases (NCDs) as a defining regional challenge. A 2025 review of the Pacific NCD Roadmap reaffirmed that the Roadmap was established in response to the region's high burden of preventable NCDs, while recent Pacific health reporting also highlights the continued risk of communicable disease outbreaks, including dengue and other mosquito-borne diseases.¹¹ Pacific public health institutions emphasise that the region's health agenda must be approached holistically, linking prevention, primary care, food systems, climate and community wellbeing.¹²

In education and social services, inequality is often expressed through geography. Regional education monitoring under the Pacific Regional Education Framework (PacREF) continues to highlight the importance of teacher support, system strengthening and community-connected

¹⁶ PIFS, *2050 Strategy for the Blue Pacific Continent* (Suva: PIFS, 2022).

¹⁷ PIFS, "Public Financial Management (PFM) – Regional Coordination Mechanism," Forum Economic Ministers' Meeting papers, 23 July 2025.

¹⁸ PIFS, *Pacific Security Outlook Report 2025*.

¹⁹ PIFS, 54th Pacific Islands Forum Leaders Communiqué, 12 September 2025.

education, while recent USP and regional digital democracy work points to persistent digital access and literacy gaps between urban and remote communities.¹³ These disparities affect not only learning, but also access to information, finance, telehealth, public participation and early warning systems.

Gender equality also remains a central development issue. The Pacific Gender Outlook 2025 underscores that women and girls continue to face unequal access to economic opportunity, leadership, time, safety and services across many contexts in the region.¹⁴ The issue is not only one of labour force participation, but of structural inequality, unpaid care burdens, gender-based violence, and barriers to decision-making. A Pacific-centred response therefore requires integrated social policy that strengthens protection, inclusion, livelihoods and leadership together.

Disaster & Climate Risk Exposure

Pacific Island countries are on the front line of climate and disaster risk, but Pacific regional framing increasingly emphasises that the region is also at the forefront of resilience leadership, adaptation practice and ocean stewardship. A critical example of this is the global coalition, led by Vanuatu, which successfully secured a landmark advisory opinion in July 2025, from the International Court of Justice affirming that States have binding obligations under international law to protect the climate system, with the ruling strengthening the legal basis for accountability and action on climate change. This is significant as the climate-related pressures in the Pacific continue - including sea-level rise, coastal erosion, saltwater intrusion, changing rainfall patterns causing flooding or drought, marine ecosystem stress, and tropical cyclones, all of which interact with existing development pressures.

Recent regional climate reporting confirms that these risks remain immediate and unevenly distributed. The 16th Pacific Islands Climate Outlook Forum reported that, as of April 2025, the Pacific had transitioned to ENSO-neutral conditions and that sea levels were generally higher than normal for most Pacific Island countries, while rainfall outlooks pointed to elevated flood risk in some countries and dryness in others. The State of the Climate in the South-West Pacific 2023, launched regionally in 2024, further documented the cascading impacts of climate change on communities, economies and ecosystems across the subregion.

These trends are especially significant for atoll and low-lying island states, but their implications extend across the whole region through impacts on water security, food systems, health, infrastructure, ecosystems, mobility and livelihoods. Pacific responses are therefore increasingly framed through integrated resilience approaches, including the Framework for Resilient Development in the Pacific (FRDP), the updated Pacific Roadmap for Strengthened Climate Services 2024 to 2033, and growing regional efforts to improve climate finance access and locally led adaptation with now four countries having submitted National Adaptation Plans to the UNFCCC (Fiji, Tonga, Kiribati and the Marshall Islands).

Human Mobility, Geopolitics, External Shocks & Emerging Risks

Mobility has always been part of Pacific life. Movement across islands and oceans reflects long-standing patterns of kinship, exchange, work and care. In contemporary settings, however, mobility is also being reshaped by economic pressure, urbanisation, labour demand abroad, climate-related risk, and a more contested regional and global environment. Pacific regional

institutions increasingly treat human mobility not as an isolated demographic issue, but as a cross-cutting matter linked to resilience, labour markets, sovereignty, social protection and regional cooperation.²⁰

At the regional level, Pacific leaders have endorsed a distinctly Pacific approach to climate mobility. The *Pacific Regional Framework on Climate Mobility* sets out a rights-based and people-centred approach that includes not only movement, but also the right and ability to remain in place, adapt locally, and pursue planned relocation where necessary and appropriate. This is significant because it shifts the framing away from externally imposed narratives of “climate refugees” and toward Pacific priorities of dignity, continuity, agency, culture and sovereignty.²¹

This same approach is visible in the Australia–Tuvalu *Falepili Union*, which entered into force on 28 August 2024. The treaty creates a dedicated mobility pathway for Tuvaluan citizens to live, work and study in Australia, while also explicitly recognising Tuvalu’s continuing statehood and identity in the context of climate change. In Pacific terms, this is notable not because it normalises displacement, but because it reflects an effort to shape future mobility on terms that seek to protect community continuity, national identity and sovereign recognition.²²

At the same time, the wider operating environment is being reshaped by intensifying geopolitics. Pacific leaders have increasingly recognised that the region is facing an evolving geostrategic environment, with heightened external interest in Pacific states, institutions, infrastructure, maritime spaces and political relationships. The *Pacific Security Outlook 2025* identifies a security landscape shaped by strategic competition, transnational crime, economic disruption, climate impacts and pressures on governance systems, while Forum Leaders in 2025 explicitly noted the timeliness of acting in response to the region’s evolving geostrategic environment.²³ For Pacific countries, geopolitics is therefore not an abstract external issue; it is felt through infrastructure financing choices, security partnerships, digital and cyber systems, maritime governance, and the terms on which external actors engage the region.²⁴

These dynamics intersect directly with mobility and economic resilience. Labour mobility schemes, climate mobility pathways, remittance dependence, transport connectivity and diaspora networks are all unfolding within a wider geopolitical setting in which larger powers are seeking influence, access and strategic partnerships across the Blue Pacific. This can create opportunities for investment and international support, but it can also place pressure on domestic institutions, policy autonomy and social cohesion if Pacific priorities are not kept at the centre. Recent Forum Economic Ministers’ discussions on labour mobility principles, resilience financing and economic coordination reflect a growing regional effort to ensure that external engagement strengthens rather than fragments Pacific-defined development pathways.²⁵

²⁰ Pacific Islands Forum Secretariat (PIFS), *2050 Strategy for the Blue Pacific Continent* (Suva: PIFS, 2022); PIFS, *Pacific Regional Framework on Climate Mobility* (Suva: PIFS, 2024).

²¹ Pacific Islands Forum Secretariat (PIFS), *Pacific Regional Framework on Climate Mobility* (Suva: PIFS, 2024).

²² Australian Government, Department of Foreign Affairs and Trade (DFAT), *Australia–Tuvalu Falepili Union Treaty*; DFAT, *Australia–Tuvalu Development Partnership Plan 2025–2030*.

²³ Pacific Islands Forum Secretariat (PIFS), *Pacific Security Outlook Report 2025*; Pacific Islands Forum Secretariat, *54th Pacific Islands Forum Leaders Communiqué*, 12 September 2025.

²⁴ Pacific Islands Forum Secretariat (PIFS), *Pacific Security Outlook Report 2025*.

²⁵ Pacific Islands Forum Secretariat (PIFS), *Final 2025 Forum Economic Ministers Meeting Outcome and Related Annexes*; PIFS, *2050 Strategy RCA Progress Report 2025 – Executive Summary*.

External shocks continue to magnify these pressures. Pacific reporting continues to note the effects of high import costs, fiscal constraint, supply chain disruption and wider global uncertainty. In highly import-dependent economies, these shocks are transmitted quickly through food prices, fuel costs, medicines, construction materials, household purchasing power and public budgets. In this context, resilience requires more than emergency response capacity alone; it depends on stronger local systems, diversified livelihoods, trusted public institutions, regional coordination, and the ability of Pacific countries to navigate both climate risk and geopolitical complexity on their own terms.²⁶

Regional & Global Influences

Pacific development and humanitarian priorities are increasingly situated within a complex and evolving regional and global landscape, shaped by shifting geopolitical dynamics, economic uncertainty, and growing pressure on multilateral systems. Across the international system, changing political alignments, competing strategic interests, and constrained public finances are contributing to a more fragmented operating environment, with direct implications for development cooperation, climate action, and humanitarian response.²⁷

In this context, Pacific regionalism is both deepening and becoming more strategic. The *2050 Strategy for the Blue Pacific Continent* remains the central framework guiding collective regional priorities, reaffirming a shared vision grounded in sovereignty, solidarity, and stewardship of the ocean continent.²⁸ Increasingly, Pacific leaders are advancing regional solutions to regional challenges, recognising that scale, coordination, and collective voice are critical to navigating both global uncertainty and local realities.

This shift is reflected in a growing number of Pacific-led regional initiatives. The establishment of the Pacific Resilience Facility (PRF) represents a significant step toward Pacific-owned resilience financing, designed to provide accessible, locally responsive funding for community-level adaptation and disaster risk reduction.²⁹ Regional coordination mechanisms for preparedness and response have also continued to evolve, including through the Pacific Humanitarian Pathway and ongoing work toward strengthened regional logistics and humanitarian warehousing systems.³⁰

In parallel, governments have endorsed strengthened regional approaches to disaster risk governance, including the establishment of mechanisms such as PresCom, endorsed at the Pacific Disaster Risk Reduction Ministerial Meeting in Palau, as part of broader efforts to enhance coordination, preparedness, and collective response across the region.³¹

At the same time, Pacific countries and institutions are navigating a changing development finance landscape. Global fiscal pressures and shifting donor priorities have contributed to increasing

²⁶ Asian Development Bank (ADB), *Asian Development Outlook, July 2025*; Pacific Islands Forum Secretariat (PIFS), *Pacific Security Outlook Report 2025*.

²⁷ Pacific Islands Forum Secretariat (PIFS), *Pacific Security Outlook Report 2025* (Suva: PIFS, 2025); Asian Development Bank (ADB), *Asian Development Outlook, July 2025* (Manila: ADB, 2025).

²⁸ Pacific Islands Forum Secretariat (PIFS), *2050 Strategy for the Blue Pacific Continent* (Suva: PIFS, 2022).

²⁹ Pacific Islands Forum Secretariat (PIFS), *Pacific Resilience Facility (PRF) Establishment and Design Documents* (Suva: PIFS, ongoing updates 2023–2025).

³⁰ Pacific Islands Forum Secretariat (PIFS), *Pacific Humanitarian Pathway on COVID-19 (PHP-C)* and regional humanitarian coordination documentation; SPC and partners, regional logistics and preparedness initiatives (2021–2025).

³¹ Pacific Community (SPC) and Pacific Islands Forum Secretariat (PIFS), *Pacific Disaster Risk Reduction Ministerial Meeting Outcomes, Palau* (2024), including endorsement of regional coordination mechanisms for disaster preparedness and response (PresCom).

constraints on official development assistance and humanitarian funding, with growing competition for limited resources. In response, regional processes, particularly through Forum Economic Ministers' discussions, have emphasised the need for financing models that are more accessible, flexible, and responsive to Pacific realities, including resilience financing, climate finance, correspondent banking solutions, and strengthened private sector engagement.³²

These shifts are occurring alongside a broader recalibration of multilateral engagement. While multilateral institutions remain critical, there is increasing recognition that global systems are under strain and do not always adequately reflect Pacific priorities or timelines. In response, Pacific leaders have continued to advocate for more inclusive and equitable global governance, while simultaneously reinforcing regional institutions and Pacific-led mechanisms as primary platforms for coordination and delivery.³³

Engagement with regional institutions is therefore of strategic importance. Organisations such as the Pacific Islands Forum Secretariat (PIFS), the Pacific Community (SPC), and the Secretariat of the Pacific Regional Environment Programme (SPREP) play central roles in convening political leadership, providing technical expertise, and anchoring regional frameworks across climate, development, health, and disaster risk management. Strengthening alignment with these institutions is essential to ensure coherence, avoid duplication, and reinforce Pacific-led approaches to resilience and development.³⁴

For Pacific National Societies and humanitarian actors, this evolving environment presents both opportunity and responsibility. There is growing recognition of the value of locally led action, community trust, and Pacific institutional leadership within global humanitarian discourse. At the same time, declining and more uncertain funding flows, coupled with heightened geopolitical interest in the region, require careful navigation to ensure that partnerships, resourcing and programming reinforce, rather than fragment, locally defined priorities, regional coherence, and long-term resilience.

Strategic Priorities

Building on this evolving regional and global context, Pacific strategic priorities are increasingly shaped by a coherent and interconnected policy architecture that reflects both long-standing regional commitments and emerging realities. Across the region, Pacific governments and institutions have established a strong foundation of frameworks that integrate climate resilience, disaster risk management, health, and sustainable development, positioning resilience not as a standalone sector, but as a cross-cutting imperative embedded in national and regional systems.

At the regional level, the *Framework for Resilient Development in the Pacific (FRDP) 2017 to 2030* continues to provide an overarching approach to integrated resilience, linking climate action, disaster risk management, and development planning. Its implementation through the Pacific Resilience Partnership reflects a shift toward coordinated, multi-stakeholder approaches that emphasise localization, risk governance, and resilience financing. Complementary regional strategies—including the *Pacific Islands Meteorological Strategy* and the *Pacific Roadmap for*

³² Pacific Islands Forum Secretariat (PIFS), *54th Pacific Islands Forum Leaders Communiqué* (2025); PIFS, *2050 Strategy for the Blue Pacific Continent* (2022).

³³ Pacific Islands Forum Secretariat (PIFS); Pacific Community (SPC); Secretariat of the Pacific Regional Environment Programme (SPREP), respective mandates and regional programme frameworks (latest available reports).

³⁴ Pacific Islands Forum Secretariat (PIFS), *Pacific Security Outlook Report 2025*

Strengthened Climate Services—reinforce the critical role of climate information, early warning systems, and science-based decision-making in strengthening preparedness and adaptive capacity.³⁵

These frameworks are situated within the broader vision of the *2050 Strategy for the Blue Pacific Continent*, which advances regionalism as a strategic and political choice. Its pathways—spanning governance, resilience and wellbeing, economic development, technology and connectivity, and inclusion—provide an integrated lens through which Pacific priorities are defined and pursued. In practice, this reflects a growing emphasis on collective action, regional solutions, and Pacific-led coordination across increasingly complex and interconnected challenges.³⁶

Sectoral priorities further shape this landscape. Regional health frameworks, including the Pacific NCD Roadmap and subsequent regional health strategies, continue to highlight the systemic nature of non-communicable diseases and their implications for long-term resilience, workforce productivity, and community wellbeing. At the same time, initiatives such as the Pacific First Aid Roadmap and broader community-based health and preparedness programmes demonstrate the importance of accessible, locally embedded capacities that link immediate response with longer-term resilience outcomes.³⁷

Within this policy environment, the role of National Societies is best understood as part of a wider Pacific system of actors working across community, national and regional levels. The evolution of Pacific regionalism—reflected in mechanisms such as the Pacific Resilience Partnership, the Pacific Resilience Facility, and evolving regional coordination platforms—creates greater opportunities for alignment, partnership, and collective impact. For the IFRC Pacific Delegation, this reinforces the importance of positioning National Societies as integral contributors to regional priorities, while maintaining their distinct auxiliary role to governments and their trusted presence at community level.

The Pacific context continues to offer a strong foundation for locally led humanitarian action. Community cohesion, kinship systems, and cultural continuity enable deep reach and trust at household and local levels. Mobility and diaspora networks extend these connections across borders, supporting flows of knowledge, resources, and support. Youth populations, informal economies, and volunteer networks provide pathways for skills development, livelihoods, and civic engagement. At the same time, traditional knowledge systems and environmental stewardship practices remain central to locally appropriate, sustainable approaches to adaptation and resilience.

These strengths are not separate from the challenges outlined in preceding sections; rather, they shape how those challenges are understood and addressed. Climate risk, health pressures,

³⁵ Pacific Community (SPC), Secretariat of the Pacific Regional Environment Programme (SPREP), and Pacific Islands Forum Secretariat (PIFS), *Framework for Resilient Development in the Pacific (FRDP) 2017–2030*; SPREP, *Pacific Roadmap for Strengthened Climate Services* (latest iteration); Pacific Meteorological Council, *Pacific Islands Meteorological Strategy*.

³⁶ Pacific Islands Forum Secretariat (PIFS), *2050 Strategy for the Blue Pacific Continent* (Suva: PIFS, 2022); PIFS, *Regional Collective Actions Progress Reports*.

³⁷ Pacific Community (SPC), *Pacific NCD Roadmap and subsequent regional health strategies*; IFRC and partners, *Pacific First Aid Roadmap* (2019).

economic constraints, mobility, and geopolitical dynamics are increasingly interconnected, requiring responses that are integrated, locally grounded, and aligned with Pacific priorities.

The Strategic Priorities of this Unified Plan are therefore anchored in this dual reality: responding to immediate humanitarian needs while contributing to longer-term systems strengthening and resilience. By aligning with national policies and regional frameworks, and by working through trusted community-based structures, the IFRC network in the Pacific is positioned to support National Societies in translating regional ambition into practical, locally driven action that strengthens communities, systems, and collective resilience across the Blue Pacific.

Climate and environment



Thematic analysis

Overview and Climate Trends

The Pacific region, made up of 12 small island developing states (SIDS) and several territories, is universally recognized as one of the most climate-vulnerable areas in the world. Current climate baselines confirm steadily rising average annual temperatures (0.7 to 1.0°C since 1970), coupled with increasing rainfall variability and outlooks which suggest tropical cyclones becoming more intense. The World Bank's Climate Risk Country Profiles highlight that by 2050, average surface temperatures in the Pacific are projected to increase by 1.5 to 2.0°C under even moderate emissions scenarios, with far-reaching implications for ecosystems, health, and human security.

- **Rainfall and extreme events:** While some parts of the Pacific (such as Papua New Guinea and Solomon Islands) are facing intense rainfall and flash flooding, atoll countries (Kiribati, Tuvalu, Marshall Islands) are experiencing some of the most severe existential threats from climate change of any region in the world. The impacts of Category 4 and 5 cyclones as seen in Vanuatu (Cyclone Pam 2015, Cyclone Harold 2020, Cyclones Judy/Kevin 2023) continue to cause devastating impacts, compounded by repeat as well as rapid onset events (such as the subsequent earthquake in 2024). Forecasts and projections vary and there is no uniform, statistically significant rainfall evidence across all Pacific islands, however some localized trends do indicate instances for worsening droughts. Evidence for more extreme rainfall events is more significant, and the risk of flooding and flash flooding remain a priority across the region.
- **Sea-level rise:** Projections indicate sea levels could rise by 0.3 to 0.6m by 2100, threatening entire communities on low lying atolls and across coastal areas. Already, chronic salt water inundation, salinization of freshwater lenses, and coastal erosion are displacing people, eroding livelihoods and reducing access to fresh water.
- **Other risks:** Ocean acidification, coral bleaching, mangrove degradation, and sediment runoff threaten fisheries, agriculture, and coastal ecosystems.

Main Climate Impacts

- **A. Vulnerable groups:** Outer-island communities, subsistence farmers, fisherfolk, women headed households, elderly persons, people with disabilities, and youth face disproportionate risks due to geographic isolation, limited services, inherent inequalities and dependence on natural resources. Loss and damage of land threatens cultural identity and heritage in atoll states.
- **B. Sectoral impacts:**
 - *Food and water security:* Salinization and drought reduce agricultural productivity and freshwater availability.
 - *Health:* Climate-sensitive diseases (dengue, leptospirosis, diarrheal outbreaks) are rising alongside non-communicable diseases, compounding health burdens.
 - *Infrastructure:* Coastal roads, ports, schools, and health centres are highly exposed to flooding and cyclones, with repeated damage eroding fragile economies.
 - *Migration and displacement:* rapid and slow-onset impacts can drive internal relocation and regional and international migration, which can raise humanitarian and protection challenges.
- **C. Regional impacts:** Atoll nations (Kiribati, Tuvalu, Marshall Islands) are facing existential risks from rising seas, while Melanesian countries (Vanuatu, Solomon Islands, Fiji) endure recurrent cyclones and flooding. Polynesian states (Tonga, Samoa) are highly exposed to volcanic activity and tsunami compounded by sea-level rise.

Land Use and Environmental Trends

Land cover varies from dense tropical forests to atolls with limited arable land. Environmental degradation trends include:

- *Deforestation and soil erosion:* Linked to logging, unsustainable agriculture practices, and unsustainable land use. Global Forest Watch data shows continued net forest loss in Melanesian countries, while atoll states face marine ecosystem degradation as their dominant environmental threat.
- *Coral reef decline:* Bleaching events linked to ocean warming, sediment run off (from flooding) and pollution.
- *Mangrove loss:* Degradation, pollution, unprotected areas and clearing for coastal development reduces natural buffers.
- *Waste and pollution:* Growing solid waste issues, plastics, and marine pollution, particularly in urban and tourism hubs.

Governmental Policies and Frameworks Pacific Island governments are at the forefront of global climate advocacy. Key frameworks include:

- **Regional:** Framework for Resilient Development in the Pacific (FRDP 2017 to 2030), Pacific Islands Forum Strategy 2050 for the Blue Pacific Continent, Pacific Islands Meteorological Strategy, Pacific Roadmap for Strengthened Climate Services.
- **National:** All Pacific states have submitted Nationally Determined Contributions (NDCs) under the Paris Agreement, and many are advancing Joint National Adaptation Plans and National Adaptation Plans (JNAPs and NAPs).
- **Global leadership:** Pacific governments are recognized globally for climate diplomacy, championing “1.5 to stay alive” and Loss and Damage financing mechanisms at UNFCCC COP meetings and the leadership by Vanuatu at the International Court of Justice in 2025,

who issued a landmark unanimous opinion confirming that States have binding legal obligations to protect the climate system, reinforcing global accountability on climate change.

Multi-year high level objectives of the National Societies

1. Climate-smart, locally led adaptation and risk management.

Embed climate risk analysis across community programmes using climate risk assessments, locally led adaptation approaches, , and community action planning for climate risks. Use tools such as the Climate Action Journey (and Climate Risk Assessment), Climate Resilience Measurement for Communities (CRMC) and/or the eVCA tools to ensure programmes a risk driven and evidence based.

2. People-centred early warning systems and last-mile communication.

Co-design community early warning chains with hydromet agencies and local leaders (including women, youth, disability groups), align with **EW4All**, test through drills and simulations and community preparedness plans. Institutionalize **Early Warning-Early Action (EWEA)** with Anticipatory Action (AA) processes for priority hazards (e.g. drought for atolls; cyclone/ flood for volcanic islands)ensuring pre-agreed triggers are aligned with government process, and “no-regret” actions are prioritised.

3. Nature-based solutions (NbS) and climate-resilient livelihoods. Establish low-cost, community-owned starter NbS: such as back yard gardens, community clean ups, mangrove and coastal vegetation protection/restoration, ridge-to-reef soil and water conservation, rainwater harvesting upgrades, and sustainable land management to reduce erosion/runoff. Pair with climate-resilient livelihoods in future years (e.g. climate-smart agriculture, home gardens, drought-tolerant crops; safer fishing practices) and associated Climate Advocacy.

4. Youth leadership and citizen science.

Continue to institutionalize the **Y-Adapt** programme and build the youth climate action network across Pacific branches. Focus on building the Y-Adapt programme including the Y-Adapt Academy with online training and learning modules, the Y-Adapt Master Trainer Pool (Pacific trained Trainers), launching the Climate Action Fund (small fund for Climate and Y-Adapt activities), build database of stories and social media for impact measurements and building Pacific Voice.

Develop the Citizen Science methodology including involvingcommunity members and youth in scientific monitoring activities such as rainfall/groundwater monitoring, shoreline change mapping, land/ocean degradation, and biodiversity/community stewardship (“citizen science”) . Use locally led approaches and risk data to guide communities ownership for natural resource management including water saving, waste reduction and environmental protection. Empower community decision making related to community assets, through increased knowledge and awareness.

5. Pacific NS Greening

Finalise, launch and operationalize the **Pacific Greening** compendium to share ideas on greening NS facilities, activities and logistics (e.g. energy efficiency, solar power, and plastic and waste reduction). Utilise the Climate Action Fund to support projects which address carbon-footprint activities and green operations, offices or activities in the areas of preparedness or response.

6. Pacific RC Regional Climate Coordination

The Pacific Climate Coordination Hub (PCCH) aims to strengthen coordination, alignment, and collective impact of Red Cross climate action across the Pacific. Its core goal is to bring together National Societies and partner NS to deliver more coherent, scalable, and efficient climate and resilience programming, grounded in shared priorities and effective technical approaches. By fostering collaboration, the PCCH supports the development and application of common methodologies such as climate risk assessments, locally led adaptation, and community-centred resilience while also strengthening the capacity of National Society branches and volunteers in technical areas of NbS, AA, Y-Adapt etc. In parallel, the Hub plays a key role in amplifying a unified Pacific voice in regional and global climate advocacy, ensuring that frontline experiences and priorities inform policy and financing discussions. The recent establishment of a dedicated coordination role for the Hub, supported by New Zealand Red Cross, further strengthens the Hub's sustainability and operational capacity, enabling more consistent delivery and long-term impact. Ultimately, the PCCH seeks to enable more strategic, connected, and impactful action that supports communities to anticipate, prepare for, and respond to the growing risks posed by climate change. The Hub also is establishing Technical Working Groups/Sub Hub for NbS, EWEA/AA, Climate Advocacy and Y-Adapt and these will serve as technical centres for excellence drive by NS experience and movement support.

7. Climate governance and humanitarian diplomacy.

Climate advocacy and humanitarian diplomacy will be a central pillar of the climate work across the Pacific, aligned with key global and regional processes. With the Pacific hosting the pre-COP in 2026, the CCD will support National Societies to mobilise and amplify Pacific voice, driving frontline experiences of climate impacts that are visible in global dialogue and decision-making. Building on momentum from the landmark International Court of Justice advisory opinion, secured through Pacific leadership, the CCD with Pacific NS will collaborate on ongoing discussions on Loss and Damage, and advance advocacy on the promotion of the proposed Treaty on the Protection of Persons in the Event of Disasters (PPED). Through the Pacific Climate Coordination Hub (PCCH), the region is strengthening Red Cross coordination to drive more coherent, scalable, and impactful climate action across the network. This work is grounded in the operational reality that Red Cross National Societies are already responding to intense and, in some cases, more frequent climate-related hazards, while supporting communities facing the compounding impacts of the climate crisis. As such, the CCD aims to position 'climate and resilience' as core to National Society mandates, integrating climate risk assessments, locally led adaptation principles (including traditional knowledge), and investment in localised branch and volunteer capacity, while also fostering a new generation of Pacific climate leaders. Together, these efforts aim to ensure that Pacific priorities are reflected in global policy, and that Pacific communities are better protected, prepared, and able to adapt in the face of escalating climate risks.

8. Data, learning and accountability.

Review donor frameworks and identify common indicators and dashboards for climate-risk programmes, aligned with S2030 and UP 2026 results frameworks. Utilize the Climate and Resilience team '5Tools' approach to improving monitoring and evaluation across CCD interventions and NS activities. The five tools refer to the foundational data collection tools needed in order to provide quality reporting on the impact of an activity, meeting, workshop, training etc and consists of 1. Quality photographs, 2. Effective quotes, 3. Daily diary write up 4. Attendance sheet 5. Knowledge Attitudes and Practices Surveys (Or Pre and Post Tests) – Additional tools include the Most Significant Change Story. The Climate & Resilience Team is also investing in bitesize 'sprints' to build team capacity and consistency across reporting planning and project management. The is also identifying a funding development strategy which looks to identify alternative, diversified funding sources.

National-Society-specific, multi-year high-level objectives for Climate & Environment across the Pacific.

Cook Islands Red Cross Society (CIRCS)

1. **Youth climate leadership:** embed Y-Adapt with school clubs and Junior RC; youth citizen-science on rainfall, shoreline change and heat indices.
2. **Climate governance:** support government on inclusive NAP/NDC delivery through **NS4NAPs**; advocate risk financing access for anticipatory action.
3. **Identify ways to institutionalize EWEA:** including use of simplified Early Action Protocols (sEAPs) where relevant (e.g. for cyclone) and drought Support **last-mile early warning:** co-design multi-channel alerts (sirens, VHF, SMS, church/community champions), with frequent drills linking warning messages to action across schools, village councils and disability groups.
4. **Support the implementation of the Cook Islands GCF project: [Akamatutu'anga To Tatou Ora'anga Meitaki \(ATOM\)](#):** Focused on building a healthy and resilient Cook Islands community – one block at a time" which has a focus on enhancing the national health system and climate resilience of health services. It will support approximately 30 communities and 22 health facilities or emergency centres in 12 inhabited islands of the 15 islands, including the 11 outer Pa Enea islands, and the main island of Rarotonga. CIRCS will support components of project implementation with additional technical expertise from the Ministry of Health Te Marae Ora and the Cook Islands Investment Corporation, as well as other partners, including the Ministry of Education, and the Ministry of Agriculture.

Fiji Red Cross Society (FRCS)

1. Implement sEAP for Cyclone ensuring lessons learned are captured and input into wider AA/EWEA work e.g. ZCRA funded activities and the EW4ALL GCF implementation in Fiji

2. Climate Resilience: Build risk-informed community climate resilience especially to flooding in the West of Fiji through ZCRA and WWF funded projects. Building technical capacity and implement activities such as AA, Y-Adapt, NbS, EWS and governance building interventions that are scalable. Demonstrate excellence and evidence-based progress, which demonstrates the NS is a partner of choice in the long term for ZCRA and other donors

3. Advocacy/Policy: Identify opportunities for local and regional advocacy and diplomacy e.g. PIFS Leaders Meeting in Palau in 2026, as well as related to international forums such as the Pacific Pre-Cop in 2026, and the PPED Treaty process in 2026 & 2027 as well as wider climate related agenda points such as Loss & Damage

Kiribati Red Cross Society (KRCS)

1. Climate Resilience: Build risk-informed community climate resilience especially focusing on Christmas Island through the CAPClima project. Building technical capacity and implement AA, Y-Adapt, NbS, EWS and governance building interventions that are scalable. Demonstrate excellence and evidence-based progress, which demonstrates the NS is a partner of choice in the long term for CAPClima and other donors

2. Y-Adapt: Be a leader in the Y-Adapt Flagship Programme, maintain master trainer status and lead other Pacific NS towards quality implementation. Create stories and content to share the experience from Kiribati.

3. Advocacy/Policy: Identify opportunities for local and regional advocacy and diplomacy e.g. PIFS Leaders Meeting in Palau in 2026, as well as related to international forums such as the Pacific Pre-Cop in 2026, and the PPED Treaty process in 2026 & 2027 as well as wider climate related agenda points such as Loss & Damage.

Micronesia Red Cross Society (MIRCS – FSM)

1. Implementation of an overarching environment stewardship, climate action, and humanitarian program which puts together community, environment, and institutional approaches to address the aggravating factors on vulnerability brought about by the changing climate. This will incorporate nature-based solutions, green response initiatives, reduction of NS carbon footprint, climate mitigation and adaptation, community mobilization, and disaster risk mitigation.
 2. Formulation and application of a climate strategy and climate partnership plans aligned with existing government environment and climate initiatives as basis for partnerships both for resource mobilization and program coordination.
-

Marshall Islands Red Cross Society (MRCS)

1. Implementation of an overarching environment stewardship, climate action, and humanitarian program which puts together community, environment, and institutional approaches to address the aggravating factors on vulnerability brought about by the

changing climate. This will incorporate nature-based solutions, green response initiatives, reduction of NS carbon footprint, climate mitigation and adaptation, community mobilization, and disaster risk mitigation.

2. Formulation and application of a climate strategy and climate partnership plans aligned with existing government environment and climate initiatives as basis for partnerships both for resource mobilization and program coordination.

Palau Red Cross Society (PRCS)

1. Implementation of an overarching environment stewardship, climate action, and humanitarian program which puts together community, environment, and institutional approaches to address the aggravating factors on vulnerability brought about by the changing climate. This will incorporate nature-based solutions, green response initiatives, reduction of NS carbon footprint, climate mitigation and adaptation, community mobilization, and disaster risk mitigation.
2. Formulation and application of a climate strategy and climate partnership plans aligned with existing government environment and climate initiatives as basis for partnerships both for resource mobilization and program coordination.

Samoa Red Cross Society (SRCS)

1. **EWEA** initiatives in line with government framing and the EW4ALL Roadmap to be endorsed in 2026
2. **Youth/Y-Adapt**: youth-led climate clubs and behaviour-change comms.
3. **Greening SRCS**: continue to identify greening opportunities (building on reduced carbon emission activities and initiatives like Rain Water Harvesting)
4. **Policy: EW4ALL roadmap** endorsement and implementation opportunities: inclusive early warning policy. Additionally aim to identify PPED engagement opportunities

Solomon Islands Red Cross Society (SIRCS)

1. Climate Resilience: Build risk-informed community climate resilience especially through the WWF funded project. Building technical capacity and implement activities such as AA, Y-Adapt, NbS, EWS and governance building interventions that are scalable. Demonstrate excellence and evidence-based progress, which demonstrates the NS is a partner of choice in the long term for WWF and other donors

2. Advocacy/Policy: Identify opportunities for local and regional advocacy and diplomacy e.g. PIFS Leaders Meeting in Palau in 2026, as well as related to international forums such as the Pacific Pre-Cop in 2026, and the PPED Treaty process in 2026 & 2027 as well as wider climate related agenda points such as Loss & Damage.

Tuvalu Red Cross Society (TvRCS)

1. Implementation of an overarching environment stewardship, climate action, and humanitarian program which puts together community, environment, and institutional approaches to address the aggravating factors on vulnerability brought about by the changing climate. This will incorporate nature-based solutions, green response initiatives, reduction of NS carbon footprint, climate mitigation and adaptation, community mobilization, and disaster risk mitigation.
2. Formulation and application of a climate strategy and climate partnership plans aligned with existing government environment and climate initiatives as basis for partnerships both for resource mobilization and program coordination.

Longer-term support from the IFRC network

IFRC Secretariat (CCD Pacific / APRO / Geneva)

- **Technical leadership & governance:** Continued progress on EWEA and **sEAPs** for priority hazards through the the PCCH AA TWG.
- **Seek ways to integrate** PGI/CEA across climate programming.
- **Greening** Launch the Pacific Greening compendium and provide technical support and funding to NS to implement 'Strater' Greening solutions from the menu of options.;
- **Capacity strengthening & learning:** Multi-year coaching through various forms such as online webinars, the Y-Adapt Academy, peer-to-peer exchanges, and storytelling opportunities. Thematic areas likely on EVCA, NbS,, community EWS, governance and advocacy and Y-Adapt
- **Measurement & digital:** Common climate indicators and results frameworks aligned to UP 2026-2030;
- **Humanitarian diplomacy:** Guiding NS to engage line ministries, hydromet offices and planning/finance agencies on climate advocacy, **disaster law** and anticipatory action provisions; contributions to regional fora (PRP, EW4ALL, PIF processes) to advance localization, risk financing and inclusion.

IFRC Reference Centres, Hubs & Labs

- **Red Cross Red Crescent Climate Centre:** Technical advice on triggers, anticipatory action design, community EWS, decision-making under uncertainty, and locally led adaptation; practitioner learning and applied research.
- **Solferino Academy / innovation hubs:** Facilitate design sprints for youth-led climate solutions, digital last-mile communications and community citizen-science pilots.

Participating National Societies (PNS) & Movement partners

- **Australian RC, New Zealand RC, American RC, PIROPS, Japanese RC, ICRC** and others: Multi-year resourcing and technical accompaniment for EWEA and coastal resilience; scale-up of **Y-Adapt** and youth climate networks; support for green operations; coordinated

Pacific Climate Coordination Hub to maintain a shared Theory of Change and avoid duplication and set up TWGs.

- **Financing mechanisms:** Access to Climate Action Pooled Fund (JRCS pledge managed by IFRC CCD), and PCCH for funding opportunities. .

External partnerships (bridged by the IFRC network with NS in the lead)

- **Hydromet & science partners (WMO, SPC, SPREP, NMHS, CREWS):** Co-production of impact-based forecasts, community-tested triggers, and seamless alerting chains.
- **UN & regional mechanisms (UNDRR, OCHA/PHT clusters, PRP TWGs):** Alignment of community EWS with national systems; policy advocacy for inclusive adaptation, planned relocation standards and risk financing access for SIDS.
- **Academia/CSOs/private sector:** Citizen-science toolkits, resilient water/energy solutions, NbS suited to remote islands.

How this links immediate needs with systemic vulnerabilities

This approach effectively links immediate needs with systemic vulnerabilities by combining practical, community-level actions (such as early warning systems, NbS, and locally led adaptation) with longer-term investments in systems, capacity, and governance. Immediate risks like cyclones, floods, and drought are addressed through early warning, anticipatory action, and community planning, while underlying drivers of vulnerability such as limited local capacity, weak coordination, environmental degradation, and lack of evidence-based decision-making are tackled through locally led adaptation, youth engagement, data systems, and strengthened National Society structures.

Together, these pillars ensure that short-term interventions not only respond to current risks but also build the systems and resilience needed to reduce vulnerability over time.

Disasters and crises



Thematic analysis

Risk Profile and Hazards

The Pacific is one of the most disaster-prone regions in the world, ranked consistently high on the **INFORM Risk Index** for hazard exposure, vulnerability, and limited coping capacity. Pacific Island Countries (PICs) face multi-hazard risks, including:

- **Hydro-meteorological hazards:** Tropical cyclones, droughts, floods, storm surges, and king tides.

- **Geophysical hazards:** Earthquakes, tsunamis, and volcanic eruptions along the Pacific Ring of Fire.
- **Slow-onset hazards:** Sea-level rise, salinization of water tables, and prolonged ENSO-related droughts.

The small population size, fragile economies, remoteness of communities, and reliance on subsistence agriculture and fisheries amplify disaster risks. Coping capacities are constrained by limited resources, underdeveloped infrastructure, and dependence on external assistance.

Most Common and Chronic Disasters

- **Cyclones:** Every year between November and April, PICs face high cyclone risks. Category 4–5 cyclones have become more frequent, devastating housing, livelihoods, and infrastructure.
- **Droughts:** North Pacific countries (Kiribati, Tuvalu, FSM, RMI) face recurrent droughts affecting food security and water supply.
- **Floods and landslides:** Especially in Melanesia (PNG, Solomon Islands, Vanuatu, Fiji).
- **Seismic and volcanic hazards:** High risk across PNG, Solomon Islands, Vanuatu, Tonga, and Samoa, causing tsunamis and mass displacement.

Recent and Ongoing Major Disasters

- **Vanuatu – Tropical Cyclones Judy and Kevin (2023):** Affected 197,388 people (66% of population), damaging homes, water, and livelihoods.
- **Vanuatu – Tropical Cyclone Lola (2023):** Affected ~91,000 people, severely disrupting schools, livelihoods, and shelter.
- **Vanuatu – Earthquake (Dec 2024):** Affected ~80,000 people, damaging 731 houses, schools, and water reservoirs; caused 14 deaths and 200+ injuries.
- **Pacific-wide droughts (La Niña 2024):** Northern Pacific countries suffered critical water shortages and crop failures.
- **Tsunami events:** Tonga’s Hunga Tonga–Hunga Ha’apai eruption and tsunami (2022) destroyed coastal communities and cut off communication nationwide.
- **Pacific Wide Dengue Outbreak** - As of early 2026, a major, prolonged dengue outbreak continues to impact the Pacific region, with Samoa reporting over 17,000 cases since January 2025 (disproportionately affecting children under 15), while the Cook Islands faces an escalating surge with over 1,000 cases reported since May 2025, and Kiribati and Tuvalu are managing ongoing transmission and monitoring decreasing but still active cases.

Impacts on Populations

- **Loss of lives and livelihoods:** Cyclones and earthquakes repeatedly destroy food gardens, cash crops, and fisheries, worsening food insecurity.
- **Shelter and displacement:** Thousands of households are displaced annually; e.g., TC Lola created urgent shelter needs for 7,663 households.
- **Education disruption:** Disasters repeatedly damage schools, interrupting education for tens of thousands of children.
- **Health and protection impacts:** Increased outbreaks of dengue, diarrhoea, and trauma cases; protection risks (GBV, child protection) rise after disasters.
- **Food insecurity:** According to FEWSNET, food insecurity is projected to worsen due to climate shocks, particularly in atoll states with fragile food systems.

Coping Capacity and Response Challenges

- **Government services:** National Disaster Management Offices (NDMOs) exist across all PICs but face resource constraints and capacity gaps.
- **Access and logistics:** Remoteness, scattered islands, limited air/sea transport, and damaged infrastructure hamper rapid response.
- **Acceptance and inclusion:** Cultural barriers, gender norms, and stigma limit equal access to aid.
- **Dependency on external assistance:** Most PICs rely on international surge and donor funding for large-scale responses.

Governmental Frameworks

- Most PICs have **National Disaster Management Acts** and national disaster response frameworks.
- **Regional frameworks** include:
 - *Framework for Resilient Development in the Pacific (FRDP 2016–2030)* – integrates DRR and climate change adaptation.
 - *Pacific Islands Forum 2050 Strategy for the Blue Pacific Continent* – emphasizes resilience, risk governance, and regional solidarity.
 - *Pacific Humanitarian Pathway on COVID-19* demonstrated regional coordination for public health emergencies.
 - Pacific Regional Disaster Risk Financing Roadmap & Guideline for Developing National Disaster Risk Financing Strategies 2023

Hazard and risk profile (INFORM and regional data)

According to the **INFORM Risk Index 2025**, Pacific Island Countries rank among the most at-risk in the world, driven by **high hazard exposure** (cyclones, earthquakes, tsunamis, volcanic activity, droughts, epidemics, and sea-level rise), **structural vulnerability** (small economies, high poverty pockets, geographic isolation), and **low coping capacity** due to limited infrastructure, resources, and governance reach.

- **Vanuatu** has consistently ranked as the world’s most disaster-prone country on INFORM, with hazard exposure at the highest global level.
- **Papua New Guinea, Solomon Islands, Fiji, and Tonga** also score “very high risk” due to combined exposure to earthquakes, tsunamis, and frequent cyclones.
- **North Pacific atoll states (Kiribati, Tuvalu, RMI, FSM)** face existential risk from climate change and saltwater intrusion into freshwater lenses, coupled with low coping capacity.

Common and chronic disasters

- **Hydro-meteorological hazards:** Tropical cyclones (Nov–Apr season), floods, landslides, and droughts are recurrent, with increasing severity from climate change and ENSO cycles.
- **Geophysical hazards:** Volcanic eruptions and seismic activity are frequent across the “Ring of Fire.” Up to 73% of the population and 65% of economic stock are exposed to seismic hazards.
- **Slow-onset crises:** Droughts, food insecurity, water scarcity, and climate-induced migration steadily erode resilience, particularly in atoll nations.
- **Secondary hazards:** Epidemics and vector-borne diseases often follow disasters due to poor water and sanitation access.

Recent and ongoing disasters

- **Vanuatu twin cyclones Judy & Kevin (2023)** – affected 66% of the population, causing widespread shelter destruction, water system damage, and food insecurity.
- **Tropical Cyclone Lola (2023)** – a Category 5 storm affecting 91,000 people, with 7,600 households in need of emergency shelter, 28,000 children disrupted in education, and significant livelihood losses.
- **Vanuatu Earthquake (Dec 2024)** – affected 80,000 people, damaging 731 houses, 45 schools, and key water reservoirs; estimated USD 232 million in recovery needs.
- **Slow-onset droughts in Micronesia (2022–2024)** – led to water trucking, crop failures, and recurrent DREF operations.
- **Ongoing food insecurity** – According to **FEWSNET** and SPC, localized food insecurity spikes follow each disaster, with projections of worsening trends as cyclones and droughts intensify.

Humanitarian impact

- **Lives and livelihoods:** Tens of thousands lose homes, crops, and income annually. Livelihoods (fisheries, subsistence farming) are repeatedly eroded.
- **Shelter:** Most communities are coastal, increasing exposure to storm surge and sea level rise. Disasters repeatedly destroy housing stock, requiring recurring shelter interventions.
- **Health:** Disasters exacerbate NCD burdens, create WASH emergencies, and increase epidemic risk. Pregnant women, children, and persons with disabilities face higher mortality and morbidity.
- **Food security:** Agricultural loss and disrupted markets lead to spikes in food insecurity, with households resorting to negative coping strategies.
- **Education:** Schools frequently damaged or used as evacuation centres, disrupting learning for tens of thousands of children per event.
- **Displacement:** Disasters drive short-term displacement, but climate change is also pushing long-term relocation (e.g., in Kiribati and Tuvalu).

Coping capacity and systemic challenges

- **State capacity:** Governments have disaster management offices (NDMOs) and cluster coordination systems, but are underfunded and overstretched. Remote islands are often inaccessible for weeks post-disaster.
- **Access challenges:** Remote geography, weak transport networks, and high costs impede humanitarian response. Acceptance is generally strong for Red Cross, but access can be delayed by logistics and weather.
- **Policy and governance:** The **Framework for Resilient Development in the Pacific (FRDP 2017–2030)** and **Pacific Islands Forum Strategy 2050** guide regional action. National DRM Acts exist but vary in scope and enforcement. Disaster Law gaps remain, including unclear auxiliary roles and insufficient facilitation of international assistance.
- **Community strengths:** Traditional coping mechanisms, close-knit social networks, and cultural stewardship of land and sea remain major resilience of assets.

Cross-cutting issues

- **Gender and inclusion:** Women, children, elderly, and people with disabilities face disproportionate disaster impacts. GBV spikes in displacement settings.

- **Climate change:** Exacerbates all hazards, raising urgency for anticipatory action, adaptation, and resilience.
- **Migration:** Climate-related displacement increasingly challenges state systems and NS capacities.

Multi-year high level objectives of the National Society

1. Risk-informed, locally-led preparedness and early action.

Pacific NSs will institutionalize Preparedness for Effective Response (PER) as the common backbone to strengthen governance, SOPs, surge, logistics, IM, and duty of care across HQ/branches. They will embed Early Warning Early Action (EWEA) into contingency planning (cyclone, drought, flood, tsunami), with simplified Early Action Protocols (sEAPs) and clear decision triggers aligned to national Meteorological Services. Branch-level readiness (checklists, volunteer rosters, trained ERTs, pre-positioned stocks) will be scaled in remote islands. This includes systematic use of lessons learned/simulations and real-time performance reviews to drive continuous improvement.

2. People-centred, multi-sector response at speed and scale.

NSs will meet immediate needs after shocks through context-appropriate in-kind relief and multi-purpose cash and voucher assistance (CVA), underpinned by market and feasibility analysis, FSP framework agreements, and finalized CVA SOPs. Shelter and settlements support will be scaled with safe-shelter awareness, local materials/traditional techniques, and area-based approaches where feasible, linking to WASH, PGI and health. Information management will standardize rapid assessment tools, harmonized indicators and post-distribution monitoring with community feedback loops.

3. Resilient recovery that reduces risk.

NSs will pivot from relief to recovery using community-driven plans (EVCA/EVCA-plus) that integrate safer housing repair, climate-smart livelihoods, community early warning/evacuation, school safety and accessible WASH, while mainstreaming PGI and MHPSS throughout. Recovery investments will deliberately target “last-mile” islands and vulnerable groups (women-headed households, people with disabilities, migrants/displaced) to reduce chronic vulnerabilities evidenced in repeated events.

4. Stronger disaster law, auxiliary role and coordination leadership.

Working with public authorities, NSs will: (i) advocate and technically contribute to modern, climate-smart disaster risk management (DRM) and emergency response frameworks (including logistics facilitation, international assistance, and domestic coordination arrangements); (ii) strengthen their recognized auxiliary role in disaster governance; and (iii) grow leadership in national/regional shelter coordination (co-leadership where mandated), including contingency planning, technical guidance contextualization, and partner mapping.

5. Quality and accountability as non-negotiables.

Across the DRM continuum, NSs will institutionalize Community Engagement and Accountability (CEA), PGI (including PSEAH) and safeguarding, data protection, and CHS/Sphere alignment. This includes staff/volunteer training, accessible feedback channels, protection referral pathways, and robust risk/incident management and anti-fraud controls during operations.

National-Society-specific, multi-year high-level objectives for Disaster & Crises across the Pacific

Cook Islands Red Cross (CIRCS)

1. **Localisation Mapping - Storage Facilities:** Complete a detailed mapping of local storage facilities by Q2 2026, prioritizing 4 high-risk islands to identify reliable pre-positioned sites for faster community-led responses during emergencies.
- **Capacity Building Training in Logistic Management/Supply Chain and SOP development:** Roll out logistics/procurement and supply chain training for staff or volunteers by Q3 2026, incorporating hands-on simulations tailored to Cook Islands remoteness and multi-hazard scenarios.
- **Stock Management Training (Stockholm Training) - Refresher:** Organize refresher sessions on Stockholm stock management training in Q3 2026, targeting warehouse teams to enhance inventory tracking and reduce losses in National Societies.
- **PER OPS NS Readiness (ERT-EOC Training):** Conduct ERT-EOC training to boost Pacific Emergency Response Operations readiness across National Societies by mid-2026, with simulation drills focusing on coordination from community to regional levels.
- **Assessment Form - Digitalise:** Develop and deploy a digitalized assessment form by Q2 2026, piloting it in key islands for real-time data capture using mobile tools, improving accuracy during rapid-onset disasters.

Fiji Red Cross Society (FRCS)

1. **PER Recommendation Review:** Review and implement key Preparedness for Effective Response (PER) recommendations by Q2 2026, prioritizing updates to National Society readiness plans through targeted workshops and action tracking across the region.
- **DM Workshop:** Host two Disaster Management workshops in Q3 2026, featuring Pacific-specific simulations for cyclones and droughts to strengthen preparedness and coordination among National Societies.
- **Consultation and Technical Support for NFI's Localisation** Undertake market assessments for household item contingencies by Q4 2026, partnering with local suppliers to enhance localisation **CVA Consultation for FSP** Assess CVA framework service providers and launch related initiatives by mid-2026, including policy reviews to optimize cash-based responses in humanitarian operations.
- **Stock Management Training (Stockholm Training) - Refresher:** Deliver refresher training on Stockholm stock management in Q2 and Q4 2026, equipping warehouse staff with tools to improve inventory efficiency and reduce disaster response delays.

- **DRM Policy Review:** Conduct a full Disaster Risk Management policy review by Q3 2026, incorporating lessons from recent events like dengue outbreaks to align with IFRC global standards and Pacific needs.
- **Assessment Form - Digital:** Digitalize the assessment form and roll it out by Q2 2026, enabling real-time data collection via mobile apps during field assessments for faster decision-making.
- **Coordination with Partners:** Strengthen partner coordination through quarterly meetings and joint exercises in 2026, focusing on PResCoM mechanisms to improve trans-boundary humanitarian responses.

Kiribati Red Cross Society (KRCS)

- **Institutionalise PER:** Complete NS Operational Readiness **Capacity Building - Training in Logistic Management/Supply Chain End-to-End:** Deliver comprehensive end-to-end logistics training to over 10 staff and volunteers by Q3 2026, using simulations to tackle Pacific-specific challenges like remoteness and multi-hazard supply disruptions.
- **Stock Management Training (Stockholm Training) - Refresher:** Conduct refresher sessions on Stockholm stock management training in Q2 2026, focusing on inventory optimization for warehouse teams to minimize losses during emergencies.
- **Market Assessment for Localisation of NFI's:** Complete market assessments by Q3 2026, prioritizing local suppliers to enhance localisation and cut response times in crises.
- **PHWP (Pacific Humanitarian Warehouse Program) Engagement:** Deepen engagement with the Pacific Humanitarian Warehouse Program by Q4 2026, conducting joint audits and prepositioning drills to strengthen regional stock availability for National Societies.
- **Assessment Form - Digital:** Develop and launch a digital assessment form by Q4 2026, piloting it in key locations for mobile real-time data capture to accelerate decision-making in field operations.
- **SOP Procurement and Warehouse:** Revise and roll out procurement and warehouse SOPs by Q2 2026, with training sessions to ensure efficient, compliant operations suited to remote Pacific logistics environments.

Marshall Islands Red Cross Society (MIRCS) Cash and Voucher Assistance : Implementation of the CVA preparedness roadmap developed in 2025.

1. Anticipatory Action . Implement the anticipatory action roadmap developed in 2025, in coordination with government agencies to ensure common thresholds and triggers for hydrometeorological hazards. Develop and simulate hazard-specific contingency plans and develop financing mechanisms. Ensure linkage between AA frameworks at national level with community-led early warning systems and early action plans.

Review of PER priorities and validation through the NS readiness checklist. A full PER self-assessment was completed in MIRCS in mid 2024 which needs to be reviewed and updated.

2. Conduct of hazard, vulnerability, and capacity assessment facilitated by youth groups and the implementation of low-tech, low-cost community action plans as part of climate informed disaster risk reduction.

Federated States of Micronesia Red Cross (FSMRCS)

1. Cash and Voucher Assistance: Implementation of the CVA preparedness roadmap developed in 2025.
2. Anticipatory Action . Implement the anticipatory action roadmap developed in 2025, in coordination with government agencies to ensure common thresholds and triggers for hydrometeorological hazards. Develop and simulate hazard-specific contingency plans and develop financing mechanisms. Ensure linkage between AA frameworks at national level with community-led early warning systems and early action plans.
3. Conduct the readiness assessment checklist to determine strengths and gaps in MRCS response preparedness.
4. Conduct of hazard, vulnerability, and capacity assessment facilitated by youth groups and the implementation of low-tech, low-cost community action plans as part of climate informed disaster risk reduction.

Palau Red Cross Society (PRCS)

1. Cash and Voucher Assistance: Implementation of the CVA preparedness roadmap developed in 2025. **Anticipatory Action:** Implement the anticipatory action roadmap developed in 2025, in coordination with government agencies to ensure common thresholds and triggers for hydrometeorological hazards. Develop and simulate hazard-specific contingency plans and develop financing mechanisms. Ensure linkage between AA frameworks at national level with community-led early warning systems and early action plans.
2. Conduct the readiness assessment checklist to determine strengths and gaps in PRCS response preparedness.
3. **Capacity Building - Training in Logistic Management/Supply Chain End-to-End:** Deliver end-to-end logistics training by Q3 2026 to Palau Red Cross staff and volunteers, focusing on sea-air hybrid supply chains suited to Palau's archipelagic geography.
4. **Market Assessment for Localisation on NFI's:** Finalize market assessments and service contracts for household contingencies by Q3 2026, partnering with Koror-based suppliers to strengthen Palau Red Cross localisation.
5. **Stock Management Training (Stockholm Training) - Refresher online:** Conduct refresher Stockholm stock management training in Q2 2026 for Palau Red Cross teams, improving digital inventory tools for small-island stock efficiency.

SOP Procurement and Warehouse: Update and roll out procurement and warehouse SOPs by Q2 2026 for Palau Red Cross, customizing for maritime imports and ensuring compliance in Palau's compact logistics environment.

Solomon Islands Red Cross (SRCS)

1. **Capacity Building - Training in Logistic Management/Supply Chain End-to-End:** Deliver targeted end-to-end logistics and supply chain training to Solomon Islands Red Cross staff and volunteers by Q3 2026, incorporating simulations for Guadalcanal-Honiara routes to overcome archipelago transport challenges.
- **Stock Management Training (Stockholm Training) - Refresher:** Conduct refresher Stockholm stock management training in Q1 and Q3 2026 for Solomon Islands Red Cross warehouse teams, enhancing inventory systems for cyclone-prone prepositioned stocks.

- **Act for Tax Exempted (Compliance):** Achieve full tax exemption compliance for Solomon Islands Red Cross by Q2 2026 through documentation submission and audits, freeing up resources for disaster preparedness activities.
- **CVA/FSP Assessment and Framework:** Complete Cash and Voucher Assistance/Forecast-based Financing assessment and framework rollout by mid-2026 for Solomon Islands Red Cross, piloting in high-risk provinces like Western and Choiseul.
- **DM Workshop:** Organize a Disaster Management workshop in Q1 2026 tailored for Solomon Islands Red Cross, featuring tsunami and earthquake drills to strengthen national coordination post-recent events.
- **PER OPS NS Readiness (ERT-EOC Training):** Execute ERT-EOC training by Q2 2026 to advance Pacific Emergency Response readiness for Solomon Islands Red Cross, focusing on multi-province surge capacity activation.
- **Service Contract and Market Assessment for Localisation on Contingency for Household Items:** Finalize local market assessments and service contracts for household contingencies by Q3 2026, engaging Honiara suppliers to boost Solomon Islands Red Cross localisation efforts.
- **Assessment Form - Digital:** Launch a digital assessment form by Q2 2026 for Solomon Islands Red Cross, designed for low-bandwidth use across remote provinces to streamline post-disaster data collection.
- **SOP Procurement and Warehouse:** Revise and implement procurement and warehouse SOPs by Q2 2026 for Solomon Islands Red Cross, training teams on maritime compliance to support efficient relief distribution.

Tuvalu Red Cross Society (TvRCS)

- **Capacity Building - Stock Mapping - Early Preparedness:** Complete stock mapping for early preparedness by Q2 2026 across Tuvalu Red Cross facilities, focusing on Funafuti and outer atolls to preposition essentials for king tide and cyclone threats.: Complete stock mapping for early preparedness by Q2 2026 across Tuvalu Red Cross facilities, focusing on Funafuti and outer atolls to preposition essentials for king tide and cyclone threats.
- **Anticipatory Action:** Implement the anticipatory action roadmap developed in 2025, in coordination with government agencies to ensure common thresholds and triggers for hydrometeorological hazards. Develop and simulate hazard-specific contingency plans and develop financing mechanisms. Ensure linkage between AA frameworks at national level with community-led early warning systems and early action plans.
- **PER OPS NS Readiness (ERT-EOC Training):** Conduct ERT-EOC training by mid-2026 to strengthen Pacific Emergency Response readiness for Tuvalu Red Cross, simulating small-island evacuations and regional surge support.
- **CVA Workshop (AusRC):** Host a Cash and Voucher Assistance workshop with American Red Cross support in Q1 2026 for Tuvalu Red Cross staff and volunteers, building skills for market-based aid in isolated communities.
- **Capacity Building - Training in Logistic Management/Supply Chain End-to-End:** Deliver end-to-end logistics training by Q3 2026 tailored for Tuvalu Red Cross, addressing inter-atoll boat dependencies and airlift challenges for resilient supply operations.
- **Stock Management Training (Stockholm Training) - Refresher:** Organize refresher Stockholm stock management training in Q2 2026 for Tuvalu Red Cross teams, optimizing limited warehouse space for climate-resilient prepositioning.

- **Dengue Activities - Lesson Learnt Align with Health:** Document and align dengue response lessons learnt with health programming by Q2 2026 for Tuvalu Red Cross, integrating vector control into community preparedness plans.
- **Assessment Form - Digital:** Deploy a digital assessment form by Q3 2026 for Tuvalu Red Cross, designed for low-connectivity atolls to support rapid mobile needs assessments during environmental shocks.
- **SOP for EOC Operation and Procurement and Warehouse:** Develop and train on SOPs for Emergency Operations Centre activation alongside procurement and warehouse procedures by Q2 2026, customized for Tuvalu's high-sea-level risks.

Samoa Red Cross Society (SRCS – Samoa)

- **Market Assessment for Localisation on Contingency for NFI's:** Complete market assessments and secure service contracts for household item contingencies by Q3 2026, focusing on local suppliers in remote areas to strengthen localisation and reduce response times during emergencies.
- **CVA/FSP Assessment and Framework (FA to be implemented):** Complete a comprehensive Cash and Voucher Assistance (CVA)/Forecast-based Financing (FSP) assessment by Q2 2026, followed by framework rollout across Samoa National Society to enable rapid, needs-based cash responses in disasters.
- **Capacity Building - Training in Logistic Management/Supply Chain End-to-End:** Deliver end-to-end logistics and supply chain training to 100+ volunteers and staff from 11 Pacific islands by Q3 2026, using hands-on simulations to address remoteness challenges.
- **Lessons Learnt (Dengue Activities):** Finalize and disseminate Lessons Learnt report from Samoa Dengue operations by March 2026, integrating findings into response protocols via debrief sessions across the region.
- **Assessment Form - Digital:** Develop and deploy a digital assessment form tool by mid-2026, piloting it in high-risk islands for real-time data collection during emergencies, compatible with mobile platforms like KoBoToolbox.
- **SOP Procurement and Warehouse:** Update and roll out Standard Operating Procedures for procurement and warehouse management by Q2 2026, training teams to ensure compliant, efficient supply handling in remote Pacific contexts.
- **PNS Technical Support:** provide peer to peer support DRM Coordinator

Longer-term support from the IFRC network

IFRC Secretariat (CCD Pacific, APRO, Geneva) – systems, coordination and anticipatory action.

The Secretariat will continue to facilitate PER cycles and roadmaps for each NS; broker technical accompaniment (DRM, IM, logistics, CVA, shelter, PGI/CEA, MHPSS); and convene regional learning (simulations, desk-tops, after-action reviews). It will strengthen anticipatory action by co-designing sEAPs (drought, cyclone, flood) with NSs and hydromet agencies, aligning triggers to seasonal outlooks (e.g., EARWatch) and national early warning systems; and by enabling the use of imminent-DREF for slow-onset events where criteria are met. The Secretariat will also continue to lead/co-lead the Pacific Shelter Cluster within the Pacific Humanitarian Team (PHT), supporting governments to plan, analyze needs/gaps, agree contextualized technical guidance and monitor collective outcomes. [UNOCHA+2ReliefWeb+2](#)

Participating National Societies (PNS) – capability deepening and surge.

ARC, NZRC, AmCross, JRC and others will align multi-year cooperation to NSs’ PER workplans and resilience roadmaps, prioritizing: (i) surge readiness (EMT-style first aid, logistics, IM, shelter, CVA, PGI/CEA), (ii) professional pathways under the Pacific Emergency Responder Capacity Initiative (PERCI) to modernize ERT curricula, strengthen mentorship and experiential learning, and (iii) branch development for last-mile readiness. PNS will further support CVA systems (SOPs, FSP agreements, delivery mechanism pilots) and co-investment in pre-positioning/replenishment strategies tailored to island geographies.

IFRC Reference Centres, Hubs and Labs – specialized technical support.

The Cash Hub will accompany CVA scale-up (toolkits, trainings, peer exchange). The Shelter and Settlements team and Global Shelter Cluster Support Unit will provide technical leadership for shelter strategies, standards contextualization and area-based approaches. The Climate Centre will support anticipatory/forecast-based action design and decision-trigger analytics. The IFRC Disaster Law programme will provide legal gap analyses, legislative drafting support and simulations to operationalize disaster law provisions (facilitation of international assistance, roles of auxiliaries, and sub-national coordination).


Enabling logistics and information management.

Through IFRC’s global logistics network and partnerships, the network will help PIC NSs expand pre-positioned stocks (context-appropriate kits), strengthen procurement and pipeline visibility, and connect to regional hubs for surge resupply. IM support will focus on standard data models for rapid assessments/3W, Kobo workflows, and interoperable reporting aligned to PHT needs analysis and SitReps during events such as Judy/Kevin and Lola. [UNOCHA+1](#)

Financing and risk management.

The network will help NSs access DREF (including imminent-DREF for slow-onset hazards) and explore risk-layered financing (e.g., parametric/sovereign windows where governments pursue them), while continuing to strengthen internal control, anti-fraud and PSEAH systems for donor confidence during surge. (Where appropriate, the Secretariat will link DRM plans to governments’ national DRM policies and regional frameworks to ensure investment coherence.)

Health and wellbeing

	Health and Well-being
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Thematic analysis

Overall Health Profile and Trends

Pacific Island Countries and Territories (PICTs) face a complex and overlapping health risk landscape shaped by geography, climate change, small and dispersed populations, and constrained systems capacity. The region carries a dual health burden: persistently high rates of non-communicable diseases (NCDs) alongside recurring and emergent outbreaks of communicable diseases.

Non-communicable diseases dominate mortality: nearly 9 in 10 deaths in some PICTs are due to cardiovascular disease, diabetes, hypertension, obesity and cancer, with obesity and diabetes rates among the world's highest (WHO, SPC, MoH data). This NCD crisis is compounded by diet-related risks, low intake of fruits and vegetables, dependence on imported processed foods, and limited physical activity. At the same time, communicable diseases such as dengue, Zika, chikungunya, tuberculosis, diarrhoeal disease, and food- and water-borne illnesses continue to cause seasonal surges, particularly after disasters. Papua New Guinea and parts of Melanesia continue to face high TB and HIV/AIDS burdens, with stigma and weak health systems hampering control.

The Global Health Security Index (2021) places most Pacific countries in the lower tiers of epidemic preparedness, underscoring systemic fragility. The region is not on track to achieve SDG 3 (Good Health and Wellbeing) or SDG 6 (Clean Water and Sanitation), reflecting both structural limitations and climate-induced vulnerabilities. Health inequities are magnified by small populations, limited health workforce, and geographic challenges: outer island and atoll communities often lack reliable health services and referral systems.

Projected Impacts of Climate Change

Climate change is exacerbating the vulnerabilities that already exist in the Pacific.

- In 2025, more frequent and severe vector-borne disease outbreaks were observed, with up to nine National Societies affected by dengue fever outbreaks at the same time.
- Worsening malnutrition and food insecurity due to salinization, droughts, and storm surges.
- Increasing water scarcity from saltwater intrusion into freshwater lenses.
- Intensified disaster-related trauma, injuries, and displacement.
- Heat stress, migration, and overburdened fragile health systems.

Epidemics and Communicable Diseases

- **Vector-borne diseases:** Dengue, chikungunya, leptospirosis, and malaria (PNG) remain recurrent threats. Climate variability lengthens vector seasons and expands suitable habitats.
- **Food and water-borne diseases:** Outbreaks of diarrhoea, cholera, and typhoid continue to occur in the aftermath of disasters and extended periods of adverse weather.
- **TB and HIV/AIDS:** Persistent in PNG and Melanesia; weak systems, stigma and resource gaps impede control.

Vaccination and Child Health

Routine immunization coverage dropped during COVID-19, leaving thousands of children zero-dose or under-immunized. Recovery is ongoing with Gavi, UNICEF and MoH support, but gaps remain, especially in outer islands. Globally, DTP3 coverage sits at ~85% in 2024–2025, with >14

million zero-dose children worldwide—a signal of systemic fragility that resonates in small Pacific health systems where disruptions widen immunity gaps rapidly.

Nutrition and Malnutrition

- **Child malnutrition:** Stunting and wasting remain concerns, particularly where food insecurity is rising.
- **Diet-related risks:** Over 80% of Pacific adults are overweight or obese; 33% have hypertension; 40% high cholesterol. The reliance on imported processed foods fuels the NCD crisis.
- **Food security:** El Niño/La Niña cycles disrupt agriculture and fisheries, creating periodic stress on household food access.

Non-Communicable Diseases (NCDs)

NCDs are the leading cause of premature death in the Pacific, overwhelming already fragile health systems. They heighten vulnerability during disasters and health emergencies, as people with chronic conditions often face treatment disruptions. Weak health budgets and limited systems struggle to accommodate the burden of NCD prevention, screening, disease management, and care.

Mental Health and Psychosocial Support (MHPSS) Mental Health and Psychosocial Support (MHPSS) is a critical pillar of preparedness, response, and recovery in disasters, epidemics, and disease outbreaks, as crises not only damage infrastructure but profoundly affect emotional wellbeing, sense of safety, and coping capacity. Emergencies generate high levels of stress, fear, grief, and disruption of social support systems, increasing vulnerability among affected populations while simultaneously placing significant psychological and operational pressure on staff and volunteers working on the frontlines. Psychological First Aid (PFA) serves as a key early intervention, enabling responders to provide humane, practical, and culturally appropriate support from the first hours of an emergency, while also safeguarding their own wellbeing.

Through the implementation of the “3 Oceans” project, in addition to building capacities in disaster preparedness and response and first aid, PIROPS aims to support the Vanuatu Red Cross Society (VRCS) and the Fiji Red Cross Society (FRCS) in strengthening their capacities in Psychological First Aid (PFA). The goal is to increase their readiness and ability to respond effectively in emergency situations.

National Societies in the Pacific have not previously had in-person Training of Trainers in the field of Mental Health and Psychosocial Support (MHPSS), and existing PFA instructors were trained only through online formats. Because PFA focuses on communication, empathy, emotional support, and practical interaction with people in distress, face-to-face training is especially important. In-person training allows participants to practice skills, receive direct feedback, build confidence, and better understand cultural and emotional aspects that are difficult to fully address through online training.

WASH – Water, Sanitation and Hygiene

- **Access gaps:** Approximately half of the Pacific population lacks access to basic drinking water, and more than two-thirds lack basic sanitation (Pacific Development Report, 2022).

- **Child mortality:** Water and sanitation-related diseases are the leading cause of death in under-five children.
- **Climate pressures:** ENSO variability leads to droughts and floods, worsening water insecurity and disease risks.

Gender & dignity: Menstrual hygiene management (MHM) remains neglected; lack of facilities and taboos cause absenteeism and stigma for girls and women. UNICEF highlights those national averages mask disparities: for example, basic water coverage stands at ~76% in Kiribati and ~67% in Solomon Islands, while sanitation rates lag further. **FIRST AID**

The **First Aid programme in the Pacific** is currently largely supported through funding provided by the French Red Cross – PIROPS initiative, through the implementation of the 3 Oceans Project. This project plays a key role in strengthening First Aid capacities across Pacific National Societies by supporting regional coordination, training of trainers, development of tools and resources, and improving access to essential First Aid equipment and materials.

Through this support, the programme focuses on strengthening the overall First Aid system in the region, including the development of policies, harmonization of training curricula, and the expansion of trained instructors and volunteers. The initiative also promotes collaboration and knowledge exchange among National Societies, contributing to a more coordinated and sustainable approach to First Aid development in the Pacific.

Within this framework, the Pacific First Aid Roadmap 2025–2027 was developed and serves as a strategic guide for advancing First Aid capacities, ensuring that National Societies are better equipped to respond to emergencies, strengthen community preparedness, and expand access to quality First Aid services across the region.

During 2025, significant progress was achieved in implementing the Pacific First Aid Roadmap 2025–2027, focusing on strengthening regional coordination, technical capacity, and institutional frameworks for First Aid. A Pacific First Aid Technical Working Group was established and became operational, with participation from 12 National Societies and representatives from several IFRC departments and technical partners. The group approved its Terms of Reference and serves as a key platform for coordination and technical guidance.

Capacity building of First Aid instructors remains a major priority. A regional Training of Trainers (ToT) for Level C instructors was successfully conducted in 2025, certifying 12 instructors, exceeding the initial target. In addition, six Level B ToT trainings were organized across the region (in ARC, PNG RCS, Samoa RCS, Tuvalu RCS, Tonga RCS and Vanuatu RCS) with a total of 44 participants, significantly strengthening the pool of trained instructors. In 2026 Pacific National Societies will continue with conducting Level B ToTs and expanding their pool of First Aid trainers.

To better understand existing needs and capacities, a regional First Aid Needs and Capacities Assessment was conducted and an assessment report was developed identifying key gaps. Based on these findings, essential First Aid equipment was procured and distributed, including 48 CPR mannequins (adult, child, and infant) for several National Societies (including Fiji RCS, Kiribati RCS, Marshall Island RCS, Samoa RCS, Solomon Islands RCS, Tuvalu RCS and Vanuatu RCS), improving training capacity across the region.

Regional coordination was further strengthened through a face-to-face regional meeting, which gathered representatives from the majority of National Societies to discuss implementation of the

roadmap and advance the Commercial First Aid (CFA) initiative. At the policy level, several National Societies advanced their institutional frameworks for First Aid, including the development or review of First Aid policies and education delivery policies.

In addition, sector-specific First Aid curricula, particularly for CPR and AED training, were developed and piloted in several National Societies, supporting the standardization and expansion of quality First Aid education.

By 2027, the roadmap aims to consolidate and scale up these achievements. Planned priorities include strengthening digital tools for First Aid training and reporting, expanding commercial First Aid services, and increasing the number of communities trained in First Aid across the Pacific. The implementation of the roadmap will be evaluated through a comprehensive monitoring and evaluation process, documenting lessons learned and informing the development of the next Pacific First Aid strategic roadmap for 2028–2030.

Access to Healthcare

- With ongoing health vulnerabilities, the situation is further exacerbated by limited access to quality healthcare
- **Geographic isolation:** Populations scattered across vast ocean distances face severe barriers to reaching hospitals or clinics.
- **Cost and infrastructure:** Weak inter-island transport, high costs, limited referral systems, and deteriorating health infrastructure continue to hinder access to care.
- **Disaster impacts:** Cyclones, floods, tsunamis, and earthquakes frequently disrupt health facilities and supply chains.
- **Marginalized groups:** Women, children, elderly people, persons with disabilities, and rural/outer island communities are most affected by reduced access.

Government Commitments and Frameworks

Governments and regional organizations have made clear commitments:

- **National Health Strategies:** Focus on NCD reduction, outbreak control, maternal and child health, and health system strengthening.
- **Framework for Resilient Development in the Pacific (FRDP):** Integrates climate resilience and health.
- **Pacific Heads of Health and Regional Health Architecture:** WHO, SPC, UNICEF coordinate regional health priorities.
- **Global commitments:** PICs are signatories to WHO frameworks on NCDs, TB, immunization, and WASH-related SDG targets.
- **Regional initiatives:** Pacific Resilience Partnership (PRP) and the Pacific Humanitarian Team provide policy and technical coordination, but capacity gaps and data deficits persist—particularly for subnational services, disability-inclusive programming, and integrated health/DRM risk management.

Multi-year high level objectives of the National Society

(Health & WASH)

Auxiliary role and public health positioning (Objective 3.1).

NS aims to consolidate their auxiliary status in health security and public health, securing seats and voice on national policy platforms (e.g., immunization, NCD, epidemic preparedness, WASH coordination) and linking community evidence to national decision-making. By 2026, NS aim to formalize MOUs/ToR with Ministries of Health (MoH) and WASH authorities for surge support, outreach to last-mile communities, and joint preparedness for health emergencies (including climate-amplified hazards).

Primary and community health across the life course (Objective 3.2).

NS aims to scale community-based health and first aid (CBHFA/ECV), inclusive health promotion and risk communication, and targeted services for MNCAH and adolescents. Priorities include: (i) restoring and sustaining routine immunization through community outreach, zero-dose mapping and defaulter tracing; (ii) strengthening referral pathways from outer islands to secondary care; (iii) embedding PGI and disability inclusion so services are safe and accessible; and (iv) integrating simple digital tools for case finding, monitoring and feedback.

NCD prevention and care embedded in community systems.

To address the NCD epidemic, NS aims to implement integrated, non-vertical approaches: risk-reduction campaigns (healthy diets, salt/sugar/fat reduction, physical activity), screening for hypertension/diabetes, peer-support groups, linkage to care and adherence support—co-designed with MoH to avoid parallel systems. Where feasible, NS will support school- and workplace-based NCD prevention and leverage youth networks (e.g., Y-Adapt, YABC) to champion behaviour change.

Emergency health and epidemic preparedness/response (Objective 3.3).

NS aims to strengthen awareness on epidemic control training, first aid and pre-hospital care, PFA/ MHPSS in emergencies and emergency WASH. Increase in peer-to-peer learning on programs such as Community Based surveillance (CBS), with a focus on SOPs, trigger thresholds, feedback mechanisms and MOH integration. There will also be an increase in focus on simulation exercises, on-the-job mentoring and emergency preparedness training for health emergencies.

WASH for resilience and in emergencies (Objectives 3.4 & 3.5).

National Societies (NS) aim to strengthen their Water, Sanitation and Hygiene (WASH) capacity through targeted investments in human resources and training. This will enable the delivery of context-appropriate, community-centred programmes across the Pacific. Increasing sanitation and hygiene promotion in both schools and communities. These programmes will support behaviour change, improve public health outcomes, and build resilience in settlements that are frequently impacted by cyclones and flooding. Ensuring these programmes are community-led to ensure local ownership and sustainability of WASH initiatives.

National Societies will continue to actively participate in national WASH forums and the Pacific WASH coordination architecture. This engagement will contribute to strengthening technical standards, enhancing accountability, and increasing investment in WASH across the region.

Many National Societies currently face challenges with aging or non-functional WASH hardware, which limits their ability to effectively respond to emergencies and support communities.

Critical equipment requiring repair or replacement includes:

- Nomad water treatment systems
- Water pumps
- Water bladders and storage systems

These needs are particularly urgent in countries such as Micronesia, Palau, Solomon Islands, Kiribati, Samoa, Tuvalu, and Tonga, which are highly vulnerable to drought, cyclones, and flooding.

Dedicated funding is required to support the repair, replacement, and ongoing maintenance of WASH equipment. Ensuring that this hardware is operational and ready for deployment is essential for timely and effective emergency response, as well as for maintaining safe water access in vulnerable communities.

First Aid Vision 2030 and commercial FA for sustainability.

NS aims to complete the initial steps of First Aid Vision 2030 with support from the Global First Aid Reference Centre (GFARC), upgrading curricula, QA systems and instructor development, while growing commercial first aid as a core domestic revenue stream. Community first aid will emphasize low-tech, low-waste methods using locally available materials, with tailored modules for remote islands and disaster contexts.

Blood services support and advocacy.

Given NS' unique role in supporting national blood services, NS will continue to work with MoH to improve donor mobilization, quality systems and cost-sharing. Multi-year objectives include formal recognition of NS contributions, visibility of outcomes and progressive financial support from MoH to stabilize operations.

MHPSS mainstreaming for communities, staff and volunteers.

NS aims to institutionalize PFA and basic MHPSS across programmes and operations, develop national trainer pools, embed staff/volunteer wellbeing, and ensure safe referral pathways—recognizing cumulative disaster trauma and climate anxiety.

Climate-health integration and early action.

The NS aims to strengthen their capacity in climate-smart health, using seasonal outlooks (eg., EARWatch) and national early warnings. With this, the NS will look to increase health, WASH and First Aid emergency preparedness, such as vector control campaigns before peak season, pre-positioning stock, key stakeholder engagements and health emergency response simulation exercises. **Data, CEA and PGI as non-negotiables.**

NS aims to institutionalize community engagement and accountability (CEA), PGI and disability inclusion across all health/WASH work; adopt harmonized data tools (e.g., IFRC Kobo) with standard indicators; and use community feedback mechanisms to course-correct services and feed evidence into national platforms.

*National-Society-specific, multi-year high-level objectives for **Health & Well-being across the Pacific.***

Cook Islands Red Cross Society (CIRCS)

- Increase coordination with MOH for immunization outreach on outer islands; strengthen last-mile RCCE and safe outreach with MoH.
- Scale CBHFA/ECV for NCD risk reduction (diet/salt/sugar/physical activity), MNCAH, and basic referral to primary care.
- Increase pool of FA instructors to grow commercial FA **and** expand or strengthen community FA.
- Strengthen prepositioning and preparedness for cyclone/flood responses (safe water, hygiene kits, awareness prevention, vector control).
- Co-design with education authorities: hygiene behaviour change, safe facilities, and locally produced MHM kits.
- Establish a national PFA trainer pool, embed staff/volunteer wellbeing protocols, and set up safe referral pathways.
- Explore strategies and diverse funding streams to establish a consistent, strategic blood program across Pacific National Societies, moving beyond ad hoc donor recruitment toward sustainable, coordinated operations.

Prioritize funding opportunities for the routine servicing and preventive maintenance of the Nomad water treatment system (procured in 2010) to sustain functionality and ensure readiness for emergency WASH response.

Fiji Red Cross Society (FRCS)

- Consolidate and expand Community-Based Surveillance with clear triggers, MoH linkage, and feedback loops to communities.
- Strengthen ECV, rapid RCCE, and pre-hospital/FA capabilities for cyclones, floods, and outbreaks.
- Integrate screening, peer support, and referral within CBHFA; youth-led SBC in schools/workplaces.
- Expand and strengthen WASH in emergencies through awareness and referrals for safe water options, sanitation in evacuation centers, and pursue school WASH and MHM. Build a pool of PFA trainers that are from the divisions to ensure PFA is embedded in programming and emergency response work.
- Development of Basic PFA booklets provides a practical guidance tool to support the application of PFA in real-life situations. These materials are designed to reinforce training, ensure consistency in approach, and serve as an accessible reference for responders during their interventions.
- Revision of MOU and formalise cost-sharing with MoH and improve donor recruitment and mobilisation systems.
- Explore strategies and diverse funding streams to establish a consistent, strategic blood program across Pacific National Societies, moving beyond ad hoc donor recruitment toward sustainable, coordinated operations.

Kiribati Red Cross Society (KRCS)

- Strengthen the awareness and link of EARWatch/seasonal forecasts to early action, for a more resilient and prepared health responses. This can include, household water safety, pre-positioned health / WASH, disease prevention.
- Increase NCD risk reduction activities, through awareness on diet diversification and salt/sugar reduction campaigns. Increase first aid trainers to increase FA capacity in hard to reach and remote communities.
- Increase outreach in schools to instill behavior change through MHM awareness and dignity awareness.
- Revise the MOU with the Ministry of Health to clearly define roles and responsibilities for both routine programming and emergency response, including agreed cost-sharing arrangements for donor recruitment and mobilization.
- Explore and secure funding streams for the procurement of a mobile blood collection bus to enhance blood donor recruitment and retention.
- Explore strategies and diverse funding streams to establish a consistent, strategic blood program across Pacific National Societies, moving beyond ad hoc donor recruitment toward sustainable, coordinated operations.
- Identify and pursue funding opportunities to support the procurement of appropriate water treatment systems, including desalination where required, as there are frequent drought- and salinity-affected areas.

Micronesia Red Cross Society (MIRCS) – FSM

- Improve joint planning with relevant ministries and organisations for inter-island outreach for health outreach, vector control, maternal / child health.
- Strengthen ECV and vector-borne disease prevention through continued collaboration with the Ministry of Health and relevant ministries and organizations in implementation of pre-season awareness campaigns and community clean-up initiatives.
- Explore strategies and diverse funding streams to establish a consistent, strategic blood program across Pacific National Societies, moving beyond ad hoc donor recruitment toward sustainable, coordinated operations.
- Develop and strengthen new instructor cohorts, tailor first aid training for maritime and remote contexts, and establish sustainable commercial first aid revenue streams.
- Establish PFA trainer pool and duty-of-care routines; referrals with local health and protection actors.
- Identify and secure funding to procure water desalination systems and expand rainwater harvesting at community and household levels to strengthen resilience against recurring droughts.
- Explore strategies and diverse funding streams to establish a consistent, strategic blood program across Pacific National Societies, moving beyond ad hoc donor recruitment toward sustainable, coordinated operations.
- Explore funding opportunities to support the procurement of appropriate water treatment systems, including desalination where required, as there are frequent drought- and salinity-affected areas.

Marshall Islands Red Cross Society (MRCS)

- Strengthen safe water security and drought early action by increasing promotion of rainwater harvesting and household water treatment, and enhancing community awareness on early WASH actions that can be implemented based on seasonal outlooks.
- Strengthen community health and NCD prevention through the scale-up of CBHFA initiatives.
- Strengthen MHPSS by training up staff and volunteers as Psychological First Aid providers, promoting volunteer wellbeing, and improving referral pathways for communities.
- Explore strategies and diverse funding streams to establish a consistent, strategic blood program across Pacific National Societies, moving beyond ad hoc donor recruitment toward sustainable, coordinated operations.

Palau Red Cross Society (PRCS – Palau)

- Increase in youth-lead health initiatives (Y-Adapt) through workplace or schools to increase ownership and behavior change especially on NCD prevention. Increase the FA instructor pool of trainers to grow the commercial FA and diversify income.
- Increase awareness on hygiene promotion and safe and inclusive facilities in schools with relevant ministries.
- Increase PFA training for staff and volunteers to strengthen their wellbeing and enhance understanding of confidential reporting and referral options.
- Explore strategies and diverse funding streams to establish a consistent, strategic blood program across Pacific National Societies, moving beyond ad hoc donor recruitment toward sustainable, coordinated operations.
- Explore funding opportunities to support the procurement of appropriate water treatment systems, including desalination where required, as there are frequent drought- and salinity-affected areas.

Samoa Red Cross Society (SRCS)

- Strengthen and consolidate ECV and RCCE capacities, and explore the introduction of Community-Based Surveillance (CBS) in collaboration with the Ministry of Health.
- Strengthen coordination with the Ministry of Health and continue supporting efforts in immunization coverage, blood donor recruitment, and health emergency response.
- Increase NCD prevention through youth-led social and behaviour change; community screening/peer support integrated with CBHFA.
- Strengthen cyclone and flood response capacity by increasing staff and volunteer training in emergency health and WASH, prepositioning supplies (including water safety, hygiene kits, and shelter sanitation), and enhancing community first aid.
- PFA trainers; institutionalise staff/volunteer care and referral pathways.
- Secure funding to implement and expand rainwater harvesting systems at community and household levels to ensure access to safe drinking water for families dependent on unsafe or shared water sources for drinking, cooking, and bathing.
- Explore strategies and diverse funding streams to establish a consistent, strategic blood program across Pacific National Societies, moving beyond ad hoc donor recruitment toward sustainable, coordinated operations.

- Explore funding opportunities for the routine servicing and preventive maintenance of the Nomad water treatment system (procured in 2012) to sustain functionality and ensure readiness for emergency WASH response.

Solomon Islands Red Cross (SIRCS)

- Increase the FA instructor pool of trainers to grow the commercial FA and diversify income.
- Explore strategies and diverse funding streams to establish a consistent, strategic blood program across Pacific National Societies, moving beyond ad hoc donor recruitment toward sustainable, coordinated operations.
- Improve the collaboration with the MOH and other relevant stakeholders through regular meetings.
- Increase PFA training for staff and volunteers to strengthen their wellbeing and enhance understanding of confidential reporting and referral options.
- Explore strategies and diverse funding streams to establish a consistent, strategic blood program across Pacific National Societies, moving beyond ad hoc donor recruitment toward sustainable, coordinated operations.
- Explore funding opportunities for the routine servicing and preventive maintenance of the Nomad water treatment system and Water bladders to sustain functionality and ensure readiness for emergency WASH response.

Tonga Red Cross Society (TRCS)

- Increase FA pool of trainers and continue to upskill the new instructors through creating opportunities to conduct FA sessions. Increase coordination with relevant ministries and partners to improve household water safety, school / community WASH initiatives, and NCD prevention through community screening, behaviour change initiatives, and linkages with MoH clinics for continuity of care. Continue supporting efforts in immunization coverage, blood donor recruitment, and health emergency response.
- Strengthen new FA instructors through ongoing upskilling to enable them to develop sustainable commercial first aid revenue streams and deliver community first aid effectively.
- Explore strategies and diverse funding streams to establish a consistent, strategic blood program across Pacific National Societies, moving beyond ad hoc donor recruitment toward sustainable, coordinated operations.

Tuvalu Red Cross Society (TvRCS)

- Continued coordination with MOH to support health emergency responses and ensure CE/ PGI is incorporated into activities.
- Exploring and securing funding for increasing NCD initiatives, increase Epidemic Control awareness and increase in MHPS and Psychological First Aid awareness throughout the country
- Training of staff and volunteers to ensure PFA is embedded in programming and emergency response work.
- Development of Basic PFA booklets providing a practical guidance tool to support the application of PFA in real-life situations. These materials are designed to reinforce training, ensure consistency in approach, and serve as an accessible reference for responders during their interventions. Exploring strategies and diverse funding streams to establish a consistent, strategic blood program, moving beyond ad hoc donor recruitment toward sustainable, coordinated operations.

- Identify and pursue funding opportunities to support the procurement of appropriate water treatment systems, including desalination where required, as there are frequent drought- and salinity-affected areas.

Longer-term support from the IFRC network

Strategic accompaniment and policy positioning.

The IFRC Secretariat (CCD Pacific, APRO, Geneva) will backstop NS to leverage the auxiliary role—coaching on policy engagement with MoH and WASH authorities, and linking NS evidence to national strategies, SDG commitments and FRDP/PRP processes. Technical guidance will align with IFRC Strategy 2030, the Guide to Climate-Smart Programmes & Operations (2023), Disaster Risk Management Policy (2020), Environmental Sustainability Policy (2019), Epidemic Control and CBS guidance, and the Health & Care and PGI frameworks.

Health systems, Epidemics and CBS.

The Secretariat will provide sustained technical assistance on epidemic preparedness and response (ECV, CBS design and scale-up, data governance, alert/verification workflows, integration with national surveillance), emergency health (pre-hospital care, safe mass gatherings, PFA/MHPSS) and quality assurance. Where relevant, the Secretariat will facilitate links to the Strategic Partnership for Health Security and Emergency Preparedness (SPH) community and to WHO/UNICEF platforms, ensuring NS capacity dovetails with national IHR core capacities.

WASH capacity and surge.

IFRC will strengthen NS WASH human resources through regional training, rosters and peer learning; facilitate access to appropriate technologies and supply chains; and connect NS to the Global WASH Cluster technical guidance and the Pacific coordination architecture. Emphasis will be on school WASH; emergency water treatment and safe storage; sanitation in shelters/evacuation centres; and MHM (design, local production, SBC, and procurement).

First Aid Vision 2030 and commercial FA scale-up.

With the Global First Aid Reference Centre (GFARC) and interested Partner National Societies (PNS), the Secretariat will support curriculum contextualisation and instructor development. Business planning and marketing support will help NS grow commercial FA as a predictable domestic revenue line—aligned to the Core Cost & Financial Sustainability (CCFS) initiative and overall NSD plans.

NCD prevention and integrated community health.

IFRC and PNS (e.g., Australian RC, American RC, Japanese RC, New Zealand RC, PIROPS, others active in the Pacific) are supporting various health initiatives and programs throughout the NS. Technical exchanges with Reference Centres, SPC and WHO/UNICEF initiatives will help NS align to national guidelines and avoid parallel services.

MHPSS at scale.

With the MHPSS Reference Centre and regional specialists, the network will help NS build trainer pools, staff/volunteer care systems, and service/referral pathways, integrating MHPSS across responses and protracted stressors (e.g., drought, displacement). This includes supervisory structures and do-no-harm practice, and adaptation for small-island contexts.

Climate-health and Early Warnings for All (EW4All).

The Secretariat will connect NS to the EW4All initiative (co-led by IFRC, WMO, UNDRR) and to hydromet partners, helping translate seasonal and impact-based forecasts (including EARWatch) into concrete, financed early health/WASH actions. Where appropriate, IFRC will facilitate access to response funding and support simplified Early Action Protocols (sEAPs) for slow-onset and rapid-onset hazards, integrated with PER roadmaps and EWEA SOPs.

Financing, logistics and operational readiness.

The Secretariat will continue CCFS 2.0 accompaniment, domestic resource-mobilization mentoring (including blood services advocacy), and access to IFRC financing instruments (DREF/appeals). Logistics support will include pre-positioning strategies, fit-for-purpose pipeline design for health/WASH kits, and model SOPs that NS can adapt.

Digital transformation, data and quality.

IFRC will sustain ICT checks, software licensing support, and data skills strengthening (IFRC Kobo, dashboarding, routine indicator sets), embedding CEA, PGI and disability inclusion markers in monitoring. Where feasible, links to national DHIS2 and other government systems will be supported to avoid duplication and improve data use for decisions.

Movement-wide peer support and Reference Centres.

The Secretariat will coordinate sustained, non-fragmented support across PNS and Reference Centres (GFARC; Cash Hub for CVA in health/WASH responses; Climate Centre; Psychosocial Centre; Health, WASH and PGI technical hubs, Global Advisory Panel), with peer exchanges, regional skill-shares and professional development pathways so small NS can grow specialist cadres over time.

Migration and displacement



Thematic analysis

Types of Migration and Displacement in the Pacific

The Pacific is characterized by **mixed migration dynamics**:

- **Labour mobility migration:** Many Pacific Islanders migrate abroad under seasonal or long-term labour mobility schemes, especially to Australia and New Zealand (e.g., Pacific Australia Labour Mobility [PALM] scheme, Recognised Seasonal Employer [RSE] scheme). Remittances are crucial to national economies.
- **Climate-induced displacement:** Rising sea levels, cyclones, and slow-onset disasters are causing both temporary and permanent displacement. Atoll nations like Kiribati, Tuvalu, and the Marshall Islands face existential risks from chronic inundation.
- **Internal displacement:** Disasters such as Tropical Cyclone Harold (2020), TC Lola (2023), and the Vanuatu Earthquake (2024) have displaced thousands internally. For example, **Vanuatu's twin cyclones in 2023 affected 197,000 people (66% of the population), with mass temporary displacement.**
- **Refugees and asylum seekers:** Pacific Island states host small but growing refugee populations, often relocated from conflict regions through resettlement schemes (e.g., Australia/New Zealand programmes). Numbers remain low but are significant in fragile island contexts.
- **International out-migration:** Countries such as Fiji, Samoa, and Tonga are major countries of origin for emigrants who settle in Australia, New Zealand, and the US.

Numbers, Trends, and Demographics

- **Migrants & Labour Mobility Workers:** Over 40,000 Pacific Islanders currently work abroad under formal mobility schemes (IOM, 2023). Young men dominate, but female participation is rising.
- **Internally Displaced Persons (IDPs):** According to the **Internal Displacement Monitoring Centre (IDMC, 2023)**, disasters displace tens of thousands annually across PICs. TC Lola (2023) displaced over 20,000 households; the Vanuatu Earthquake (2024) displaced 1,000+.
- **Refugees & Asylum Seekers:** UNHCR data (2022) shows only a few hundred refugees and asylum seekers reside across Pacific states (Papua New Guinea, Fiji, Nauru). However, these small numbers still strain local systems.
- **Climate Displacement Trends:** Studies project **50% of atoll nation populations may need relocation by 2050** if sea-level rise continues unchecked.

Drivers of Migration and Displacement

- **Environmental:** Climate change, sea-level rise, cyclones, flooding, droughts, and erosion.
- **Economic:** Limited local employment opportunities, reliance on remittances, and labour demand in Australia/New Zealand.
- **Social/Political:** Education opportunities abroad, family reunification, and in some contexts, political instability (e.g., Bougainville).
- **Humanitarian Crises:** Disasters (cyclones, earthquakes, tsunamis) cause repeated mass displacement.

Humanitarian Needs and Gaps

- **Labour Mobility Workers:** Face risks of exploitation, unsafe working conditions, discrimination, and lack of social protection. Women are particularly vulnerable to gender-based violence (GBV) and abuse abroad.
- **Displaced Populations (Disasters):** Urgent needs include shelter, food, WASH, health services, and protection. Long-term gaps include durable housing, livelihoods, and recovery support.

- **Climate-Displaced Communities:** Require adaptation planning, relocation support, and community-based resilience. Mental health support is often neglected.
- **Refugees and Asylum Seekers:** Need inclusive access to basic services, legal protection, and pathways for integration.

Groups with the greatest needs:

- Women and girls (protection, MHM, GBV risks).
- Persons with disabilities and elderly (mobility/access barriers).
- Migrant workers abroad (protection, legal aid, rights awareness).
- Atoll communities facing relocation (loss of land, culture, identity).

Governmental Laws, Policies, and Coordination

- **Regional Frameworks:**
 - *Framework for Resilient Development in the Pacific (FRDP, 2017–2030)* includes provisions for climate-related human mobility.
 - *Pacific Climate Change Migration and Human Security Programme (IOM/UNESCAP)* supports safe migration pathways.
- **National Adaptation Plans (NAPs):** Several PICs include migration/displacement strategies (e.g., Kiribati’s migration-with-dignity approach).
- **Labour Mobility Agreements:** Bilateral and multilateral labour schemes (e.g., PALM, RSE).
- **Disaster Management Laws:** Many include provisions for IDPs and temporary shelter.
- **Coordination Mechanisms:** National Disaster Management Offices (NDMOs), Ministries of Labour/Immigration, regional bodies like PIFS, SPC, and IOM.

Patterns of mobility in the Pacific

The Pacific Islands region is primarily a **place of origin and transit** for labour and climate-related mobility, and a **place of internal displacement** following disasters; it hosts relatively **small refugee/asylum seeker populations** compared with other regions. Mobility pathways are dominated by circular and seasonal labour schemes (to Australia and New Zealand), internal disaster displacement within archipelagos, and—growing rapidly—planned and unplanned movements linked to sea-level rise, coastal erosion and water scarcity. worldmigrationreport.iom.int+1

Migrants (especially labour migrants)

- **Scale & routes.** Australia’s **Pacific Australia Labour Mobility (PALM)** scheme and New Zealand’s **Recognised Seasonal Employer (RSE)** scheme are the principal formal routes. PALM publishes regular worker counts by sending country and Australian state; data confirm steady growth in placements from Kiribati, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu and others. These programmes generate vital remittances but expose workers to risks (housing, wages, exploitation) without tailored pre-departure and reintegration support. DFAT+1
- **Demographics/vulnerabilities.** Migrants are typically of working age (men and women), with variable English proficiency and limited access to grievance redress. Women may face sector-specific risks (e.g., care, hospitality) and barriers to complaint mechanisms; young workers can be especially exposed. (Evidence synthesized from PALM data notes and IOM regional analyses.) roasiapacific.iom.int+1

- **Needs & gaps.** Standardized **pre-departure orientation, safe migration information, portable health insurance, and complaint/referral pathways; financial literacy and reintegration** support at return; PGI and safeguarding mainstreamed throughout. roasiapacific.iom.int

Refugees & asylum seekers

- **Scale.** The **Asia-Pacific region** hosted **~17.3 million people** protected/assisted by UNHCR at end-2024 (refugees, asylum seekers, IDPs and others), but only a **small fraction** are in the small Pacific Island countries; most are in Australia, New Zealand and Asian states. National Society roles in PICs thus focus more on reception in disasters, RFL (restoring family links) and protection in mixed-movement settings than on large-scale asylum systems. [UNHCR+1](#)
- **Trends.** Maritime movements continue across wider Asia-Pacific (e.g., Andaman Sea/Indian Ocean), with periodic **distress at sea** episodes affecting regional SAR and humanitarian diplomacy agendas. [Reuters](#)

Internally Displaced Persons (IDPs) due to disasters

- **Scale & trend.** Globally, **83.4 million** people were internally displaced at end-2024; over half of **new** displacements in 2023 were disaster-triggered—patterns that resonate strongly in the Pacific where **tropical cyclones, volcanic/seismic events, floods, droughts and king tides** repeatedly force short- and long-term displacement. [EGRISS+1](#)
- **Pacific snapshots.** Recent cyclones in Melanesia (e.g., Vanuatu in 2023) and coastal erosion/sea-level rise in **Papua New Guinea's** Gulf and Western provinces have driven significant relocations, complicated by customary land tenure and limited services at destination sites. [The Guardian](#)
- **Climate-linked planned relocation.** **Fiji** has operational **Standard Operating Procedures (SOPs) for Planned Relocation**; **Solomon Islands** has national guidelines; regionally, PIF members have endorsed a **Regional Framework on Climate Mobility** coordinating migration, displacement and planned relocation as adaptation measures. giz.de+2roasiapacific.iom.int+2
- **A new category: cross-border climate pathways.** The **Australia-Tuvalu Falepili Union** creates an unprecedented **climate-linked mobility pathway** (up to 280 people/year initially), signalling future governance needs at the climate-migration nexus. [Live Science](#)

Groups with greatest humanitarian needs and gaps

- **Disaster-displaced households** (often repeatedly displaced) with damaged shelter, disrupted WASH, food insecurity and limited access to services on small outer islands.
- **Women, children, older people and persons with disabilities**, who face heightened risks of GBV, exclusion from information and services, and barriers in evacuation/relocation sites.
- **Seasonal and temporary migrant workers**, particularly those in isolated rural worksites, needing protection, complaint mechanisms, and health/PSS support. (Needs triangulated from IOM regional evidence, IDMC trends and PALM practical issues.) roasiapacific.iom.int+1

Projected trends (2025–2030)

- **More frequent evacuations and relocations** tied to cyclones, droughts and sea-level rise (linking immediate humanitarian needs to **longer-term vulnerabilities** like insecure land tenure, livelihood transition and service access). pacificdisability.org
- **Continued growth in labour mobility**, requiring scaled **pre-/post-deployment** systems and bilateral protections. palmscheme.gov.au

Policy & coordination landscape

- **Regional: Framework for Resilient Development in the Pacific (FRDP)** via the **Pacific Resilience Partnership (PRP)**; **Kainaki II Declaration**; **PRP Human Mobility TWG**; and the **Regional Framework on Climate Mobility (PCCMHS)**. Together these establish cooperation on climate mobility, disaster displacement and planned relocation, including rights-based approaches. disasterdisplacement.org+4pacificdisability.org+4pacificresiliencepartnership.org+4
- **National: Fiji SOP for Planned Relocation**; **Solomon Islands Planned Relocation Guidelines**; other PICs are developing similar instruments. giz.de+1
- **Data & monitoring**: UN DESA migrant stock, IOM World Migration Report & Data Portal, UNHCR Refugee Data Finder, and IDMC GRID provide baselines to track trends and inform NS targeting. onlinelibrary.iihl.org+4United Nations+4IOM Publications+4

Multi-year high level objectives of the National Society Write here

These outcomes are framed for Pacific National Societies (NS) as adaptable “end-states”, so each NS can lift and localise them in its chapter using country policy references, auxiliary role language, and existing program strengths.

1. Establish principled, needs-based migration and displacement services anchored in auxiliary role.

NS positions itself on national platforms for **displacement, labour mobility, protection, and climate mobility**, with clear mandates in contingency plans, SOPs, and referral pathways. Community feedback (CEA) and data inform policy dialogue and operational decisions.

2. Operationalise Humanitarian Service Points (HSPs) along key routes and nodes.

Set up or strengthen HSPs at **airports, seaports, inter-island jetties, bus terminals, and border points** to provide neutral, accessible services: information and counselling, basic first aid, MHPSS/PFA, RFL/communications, water and essentials, safe referrals for health/legal/GBV/child protection, and signposting for documentation and labour issues.

3. Support safe, dignified, and informed labour mobility (pre-departure to reintegration).

Co-create **pre-departure orientation** with Labour/Foreign Affairs (rights, contracts, health and safety, grievance channels, finances); provide **in-destination helplines/HSP linkages** with partner NS; and design **return/reintegration** support (casework, MHPSS, livelihoods referral) aligned with government schemes.

4. Strengthen disaster displacement preparedness and dignified shelter/WASH in emergencies.

Pre-agree **displacement and shelter coordination roles**; ensure inclusive **site planning** (PGI, disability access, lighting/safety, MHM), **MPCA/CVA** readiness where feasible, and robust **CEA** in evacuation/collective centres. Integrate **disease prevention** (ECV), **vector control**, and **water safety** messaging into displacement response.

5. Advance climate-related mobility solutions with communities and authorities.

Document and communicate local realities of **slow-onset impacts**; support **community-led adaptation** to delay/prevent distress movement; participate in policy work on **planned relocation** (inclusive processes; HLP safeguards; livelihoods; education continuity; cultural integrity); and ensure **youth participation** (Y-Adapt/YABC) in mobility decisions.

6. Embed PGI, safeguarding, and MHPSS across all migration/displacement services.

Institutionalise **PSEAH and child safeguarding**; maintain **survivor-centred** referral pathways; train and supervise **PFA/MHPSS** volunteers; make all HSPs and centres **safe and inclusive** for women, children, persons with disabilities, and LGBTQI+ people.

7. Build an evidence and accountability spine for mobility programming.

Develop light **monitoring systems** (e.g., KoBo-based service logs, perception surveys, protection incident trend tracking); routinely use **CEA** to adjust services; and publish **lessons learned** to influence practice and policy. Align with national statistics where possible while protecting data and dignity.

8. Enable cross-border RCRC cooperation (“route-based” approach).

Create bilateral/route MoUs and **standard information packages** with receiving NS for migrants from Pacific countries (including Australia/New Zealand NS), enabling **warm referrals**, HSP recognition, and case escalation protocols.

National-Society-specific, multi-year high-level objectives for Migration & Displacement across the Pacific.

Cook Islands Red Cross Society (CIRCS)

1. Establish a light-footprint **migration & displacement service line** embedded in community programmes (first aid, PGI/CEA, WASH) to support people on the move, disaster-displaced households, and host communities on the outer islands.
2. Co-lead with government the **national migration/displacement context analysis**, mapping internal, inter-island and overseas labour mobility patterns, protection risks, and service gaps; refresh every two years.
3. Develop and deliver **pre-departure and post-arrival support** for Cook Islanders taking up seasonal work abroad (in coordination with Labour/Foreign Affairs), including basic rights info, health/NCD & MHPSS tips, and safe remittance practices.

4. Integrate **climate-related displacement readiness** into branch contingency plans: people-centred evacuation support, information services, RFL (Restoring Family Links), and displacement-sensitive shelter/WASH.
5. Operationalize **safeguarding & PGI** for migrants/displaced persons: safe referrals, confidential feedback, and survivor-centred SEA/GBV pathways through local partners.
6. Build an **auxiliary advocacy role** to promote inclusive disaster laws/policies (entry/stay, documentation, social assistance eligibility, access to services for non-citizens and returnees).

Fiji Red Cross Society (FRCS)

1. Maintain a **national migration & displacement portfolio** that connects disaster response (cyclones, floods) with durable support for **in-country displaced households** (transitional shelter, WASH, CEA, PGI, MHPSS, CVA where feasible).
2. Scale **labour mobility engagement**: contribute to government pre-departure group sessions and run **post-deployment reintegration** clinics (financial literacy, psychosocial support, referral to livelihoods).
3. Strengthen **public health for people on the move**: epidemic control (ECV) in temporary sites, risk communication, zero-dose catch-up signposting, and inclusion of migrants in blood services and FA training.
4. Institutionalize **RFL / digital tracing** surge for sudden displacement, with agreements for data protection and cross-border requests.
5. Advance **policy dialogue** on displacement-inclusive DRM and HLP (housing, land and property) to reduce barriers for renters, informal settlers and women-headed households after disasters.

Kiribati Red Cross Society (KRCS)

1. Position KRCS as a key community partner on **planned relocation and internal displacement** due to sea-level rise and salinization: community engagement, site-level social support, and accountability.
2. Create a **migration help-desk model** (branch-based) to provide information, FA/MHPSS, referrals and RFL for inter-island movers and international labour migrants (pre- and post-departure).
3. Embed **migration-sensitive WASH & health** (including MHM, NCD risk awareness) in outer-island outreach where services are most constrained.
4. Develop a **displacement-aware shelter support package** (safe shelter awareness, PASSA/PASSA-Youth) tailored to atoll contexts and frequent storm surges.
5. Engage government on **rights-based disaster law** and access to services for returnees, non-citizen residents and stateless-risk populations.

Samoa Red Cross Society (SRCS)

1. Maintain robust **disaster-displacement services** (shelter, WASH, FA, MHPSS, CEA) that explicitly include renters, people with disabilities, and women-headed households.
2. Partner with government to deliver **pre-departure/returnee support** for seasonal workers (PFA, FA, rights/entitlements, financial literacy) and provide **family-left-behind** check-ins.
3. Institutionalize **RFL** at branch level for cyclone evacuations and international separation; ensure data privacy compliance.

4. Advance **inclusive school/branch-based preparedness** so children and youth are safe movers, volunteers and messengers during evacuations.
5. Contribute to **policy dialogue** on displacement-ready social protection and HLP.

Solomon Islands Red Cross Society (SIRCS)

1. Operate an **area-based displacement support model** in urban/peri-urban Honiara and high-risk provinces, linking WASH, shelter self-recovery support, PGI/CEA, and livelihoods signposting.
2. Build **CVA options** for displacement and host families (FSP agreements, market assessments in remote islands).
3. Provide **mobility information services** for inter-island movers and outward labour migrants; develop simple pre-departure materials with Ministries.
4. Strengthen **RFL and protection case management** for disaster seasons and event-linked population movement.
5. Advocate for **inclusive disaster governance** (recognition of auxiliary role in coordination; non-discrimination in assistance).

Tonga Red Cross Society (TRCS)

1. Consolidate **volcano/tsunami/cyclone displacement support**: safe shelter awareness (PASSA-like), WASH, MHPSS and disability-inclusive evacuation support.
2. Embed **labour mobility support** (pre-departure and reintegration) and family-left-behind services into branch plans in Tongatapu and outer islands.
3. Maintain **RFL surge** with satellite/low-tech options post-eruption/cyclone.
4. Co-champion **policy improvements** on displacement, HLP, and cash in emergencies with line ministries.
5. Build a **PGI & safeguarding cadre** to ensure safe spaces, SEA/GBV pathways and inclusive feedback in temporary sites.

Tuvalu Red Cross Society (TvRCS)

1. Become a frontline partner for **climate-driven displacement & planned relocation** (community engagement, site social support, accountability, disability inclusion).
2. Offer **migration information & PFA services** for inter-island movers and overseas workers; add post-return check-ins (MHPSS, health/NCD signposting).
3. Strengthen **WASH for mobility** (drought-resilient practices, household water safety planning) and integrate MHM for girls/women in shelters.
4. Operationalize **RFL** for small-island evacuations and cross-border family contact.
5. Advocate for **international cooperation** on human mobility and protection in slow-onset climate impacts, grounded in humanitarian principles.

Longer-term support from the IFRC network

The IFRC network will provide sustained, multi-level support to National Societies in the Pacific to strengthen their ability to address the humanitarian dimensions of migration and displacement. This support will be structured across strategic guidance, service models, technical accompaniment, protection and inclusion, digital enablers, partnerships, financing, and learning systems, ensuring that interventions are principled, inclusive, and durable.

Strategic guidance and policy alignment

The IFRC Secretariat will accompany National Societies to localize the Movement Migration Strategy 2024–2030, integrate it into NS Strategic Plans, and translate its commitments into route-based and country-level roadmaps. Policy alignment will be strengthened through the Secretariat's policy and disaster law helpdesk, which will support NS and authorities on climate-smart disaster law, planned relocation, housing, land and property (HLP) rights in emergencies, and cash preparedness, complementing national and regional commitments. Engagement will be coordinated through the Pacific Resilience Partnership, government line ministries, and regional platforms to ensure NS auxiliary roles are fully recognized and resourced.

Service models and technical accompaniment

The network will develop and refine service models tailored to Pacific contexts:

- *Humanitarian Service Points (HSPs)*: provision of technical design packages covering essential services, integration of PGI, CEA and MHPSS, clear visibility and wayfinding standards, and peer learning with other regions. MoU templates for ports, airports, and border sites will be provided.
- *Labour mobility support*: model curricula and standard packages for pre-departure orientation, safe migration risk communication, financial literacy, grievance mapping, and family-left-behind support. Cross-NS referral SOPs will be developed with Australian and New Zealand Red Cross for migrants in-destination.
- *Disaster displacement response*: surge coaching for site planning, shelter/WASH standards, disability inclusion, epidemic control (ECV/CBS), and feasibility of multipurpose cash (MPCA/CVA). Light toolkits will be packaged for rapid deployment in small-island environments.

Protection, inclusion and MHPSS

IFRC PGI teams, together with the Red Cross Red Crescent Psychosocial Support Centre, will continue to provide structured accompaniment on protection, gender and inclusion (PGI) and mental health and psychosocial support (MHPSS). This will include: strengthening PSEAH systems, conducting child safeguarding risk analyses, building survivor-centred case management and referral systems, expanding psychological first aid (PFA) trainer pools, promoting staff/volunteer wellbeing, and harmonising training pathways with ongoing coaching and mentoring.

Data, community engagement and digital enablers

Through the CEA and IM teams, the network will supply toolkits for data and engagement systems including KoBo-based service logging at HSPs, complaints and feedback mechanisms, perception tracking, RFL case management guidance, and digital data protection. Tools will be adapted for low-connectivity settings, with investment in secure data handling. Where relevant, these systems will be linked with regional early warning products (e.g., seasonal rainfall outlooks) to trigger anticipatory displacement actions.

Route-based cooperation and partnerships

Bilateral agreements and operational linkages will be facilitated between Pacific NS and destination NS (notably Australia, New Zealand, and others) for case referrals, recognition of HSPs,

and cross-border information exchange. The IFRC Secretariat will also steward external partnerships with IOM, UNHCR, UNICEF, and specialised protection actors to avoid duplication, expand reach, and strengthen collective advocacy on safe and dignified migration in the Pacific.

Financing and capacity strengthening

The network will ensure access to flexible financing tools:

- Use of the DREF for population movement and displacement responses, including imminent/anticipatory windows.
- Support for NS to compete for NSIA, CBF, the Empress Shōken Fund, and bilateral PNS financing to scale HSPs, PGI systems, and displacement-ready shelter/WASH services.
- Continued development of income-generating initiatives (e.g., commercial First Aid) to increase domestic revenue streams underwriting migration and displacement services.

Capacity strengthening will prioritise branch-level volunteer management, CEA, PGI and safeguarding, and data management skills so that migration and displacement services are genuinely local and sustainable.

Learning, peer exchange and quality assurance

The network will consolidate a *Pacific Migration & Displacement Community of Practice* to curate case studies, capture lessons, and enable peer exchange among National Societies. Light evaluations of HSPs, labour mobility initiatives, and displacement support will be commissioned, applying a simple quality framework (coverage, safety, timeliness, inclusion, satisfaction) so NS can self-assess and improve. Routine learning loops—including after-action reviews, protection lessons learned, and community feedback synthesis—will keep programmes principled, demand-driven, and adaptive.

Collective network roles

- *Secretariat (CCD Pacific & APRO)*: Backbone support through migration/displacement context analyses, embedding a Minimum Service Package for people on the move (CEA, PFA/MHPSS, PGI, FA/ECV, WASH/MHM, RFL, CVA readiness), and ensuring integration into DRM operations and contingency planning.
- *Participating National Societies (ARC, NZRC, AmCross, JRC, others)*: Provide technical accompaniment on labour mobility, MHPSS/PGI mainstreaming, CVA readiness, RFL modernisation, and facilitate cross-Pacific peer learning.
- *IFRC Reference Centres, Hubs & Labs*: Deliver specialised tools and training from PGI & Safeguarding, PS Centre, Cash Hub, Shelter Research Unit, Climate Centre, and Global RFL Network.
- *All partners (network-wide commitments)*: Sustain long-term branch-level strengthening, provide “no-regrets” financing for preparedness, and institutionalise continuous learning.

Values, Power and Inclusion



Strategic Framing

The Values, Power and Inclusion (VPI) priority responds directly to the International Federation of Red Cross and Red Crescent Societies Strategy 2030 challenge to **address unequal power dynamics, strengthen trust, and ensure that people are placed at the center of humanitarian action.**

In the Pacific, vulnerability is shaped not only by exposure to disasters and climate risks, but by **systemic inequalities in access to resources, services, and decision-making.** While communities are characterised by strong social cohesion and traditional governance systems, barriers persist for **youth, women, people with disabilities, and those in remote and outer islands,** limiting their influence over decisions that affect their lives.

National Societies (NS), as **locally rooted and trusted auxiliaries to public authorities,** are uniquely positioned to contribute to a shift from externally driven approaches towards **locally led, community-driven, and inclusive humanitarian action.** This requires strengthening systems that:

- Promote **humanitarian values and social cohesion**
- Address **protection risks and inequalities**
- Enable **meaningful participation and shared decision-making**
- Ensure **accountability to affected populations**

Thematic analysis

Education

Across the Pacific, education systems face persistent challenges related to **access, equity, quality, and continuity,** particularly for secondary and post-secondary levels. While progress has been made in primary enrolment, structural barriers—including **costs (fees, transport, materials), geographic isolation, and uneven infrastructure**—continue to limit progression and completion rates. This contributes to high levels of youth disengagement from education, employment, or training (NEET), particularly in countries such as Kiribati, Solomon Islands, and Tuvalu.

These inequalities are further compounded by **disaster and climate-related disruptions**, which frequently damage school infrastructure and interrupt learning (e.g. TC Lola in Vanuatu 2023 impacted 28,000 students across 434 schools). Schools and learning environments are often not adequately resilient to hazards, and contingency systems for continuity of education remain limited in many contexts.

Beyond access, there are also **protection and inclusion concerns within learning environments.** Risks related to school-based violence, lack of safeguarding mechanisms, and exclusion of children with disabilities or those from marginalized groups affect both participation and retention. Girls, in particular, face additional barriers linked to safety, menstrual hygiene management (MHM), and social norms.

In this context, National Societies play a complementary role in supporting **safe, inclusive, and resilient learning ecosystems**. Through initiatives such as Junior Red Cross, School based DRR, Youth as Agents of Behavioural Change (YABC), Pledge 25, and Y-Adapt, National Societies contribute to:

- Values-based education and promotion of non-violence
- Climate change adaptation and disaster risk awareness
- Health, hygiene, and life skills development

These platforms are particularly important in reaching **underserved and remote communities**, bridging gaps between formal education systems and community-based learning. Strengthening partnerships with Ministries of Education and aligning with regional frameworks such as the **Pacific Regional Education Framework (PacREF 2018–2030)** will be critical to scaling these efforts.

Protection, Gender and Inclusion (PGI)

Protection risks across the Pacific are significant and deeply rooted in **structural inequalities, disaster exposure, and social norms**. The Pacific is highly disaster-prone, facing regular cyclones, tsunamis, earthquakes and rising sea levels. Climate change intensifies vulnerabilities, particularly for women, children, people with disabilities and those living in remote islands. Disasters often disrupt access to services, increase gender-based violence risks and exacerbate exclusion.

The Blue Pacific includes small island nations with remote, hard-to-reach communities, making service delivery and referrals logistically challenging. Communication infrastructure and transport networks are often underdeveloped, affecting outreach and access. The region is culturally diverse with strong traditional structures. While community cohesion is high, harmful gender norms and stigma around disability, gender identity, and sexual and gender-based violence (SGBV) persist in some areas. In some contexts, discussions about SGBV, LGBTQI+ inclusion, or disability rights may be politically or culturally sensitive, further limiting access to services and support.

PGI risks and needs in the Pacific typically include, but are not limited to: sexual and gender-based violence (SGBV), especially in post-disaster and displacement settings; violence against children, particularly in disrupted family and school systems; limited access for persons with disabilities in disaster preparedness and response; marginalization of persons with diverse sexual orientation, gender identity and expression, and sex characteristics (SOGIESC) due to stigma or criminalization in some Pacific Island countries; and limited availability of mental health and psychosocial support (MHPSS) services, especially in smaller island states.

Institutional capacity and gaps also vary across Pacific National Societies. While progress has been made, varying levels of PGI integration remain evident. Many National Societies have limited dedicated PGI personnel and do not yet systematically apply PGI minimum standards, including PGI markers, sex-, age-, and disability-disaggregated data (SADDD), and safeguarding frameworks. Additionally, while several National Societies have strengthened key PGI and safeguarding policies, further efforts are required to ensure consistent implementation, including strengthening Protection from Sexual Exploitation and Abuse (PSEA) mechanisms, accessible and confidential referral pathways, and the integration of PGI considerations into needs assessments, contingency planning, and emergency operations.

Aligned with International Federation of Red Cross and Red Crescent Societies Strategy 2030, there is a need to move beyond policy development towards **systematic institutionalisation**, ensuring

that protection, dignity, and inclusion are embedded as **minimum standards across all programmes and operations**, and that communities—particularly those most at risk—are able to access services safely and with dignity.

Community Engagement and Accountability (CEA)

Community Engagement and Accountability is central to **building trust, ensuring relevance, and shifting power towards communities**.

In the Pacific, communities benefit from strong traditional structures and social cohesion. However, **participation in formal decision-making processes is not always inclusive or equitable**. Women, youth, people with disabilities, and those in remote areas may face barriers to having their voices heard and influencing decisions.

Operational challenges further affect effective engagement, including:

- Geographic remoteness and dispersed island contexts
- Limited connectivity and communication infrastructure
- Diverse communication preferences across communities

While National Societies are widely recognized as **trusted local actors**, there is an opportunity to strengthen CEA beyond information sharing and consultation towards **meaningful participation and co-creation**.

CEA should therefore be positioned not only as a communication function, but as a **mechanism for accountability and power-sharing**, ensuring that:

- Communities have access to timely, relevant, and accessible information
- Feedback and complaints mechanisms are safe, inclusive, and responsive (including for sensitive issues such as SEA/SH)
- Community perspectives directly inform programme design, targeting, and implementation

Institutionalizing CEA across the programme cycle will enable National Societies to strengthen **transparency, trust, and community ownership**, in line with Strategy 2030 commitments to accountability and localization.

Youth

The Pacific region has one of the youngest populations globally, with over half of its population under the age of 25. This presents both a significant opportunity and a challenge.

Young people face multiple and interconnected barriers, including:

- High levels of unemployment and underemployment
- High NEET rates, reflecting disengagement from education, training, and employment pathways
- Limited access to tertiary education due to financial and structural constraints

- Increasing exposure to social challenges, including mental health concerns, substance use, and violence

At the same time, youth are increasingly active in areas such as **climate action, community resilience, and volunteerism**, demonstrating strong potential as agents of change.

However, **power dynamics and social norms** can limit meaningful youth participation. Traditional hierarchical structures, while important for social cohesion, may restrict youth voice and influence in decision-making spaces. As a result, youth engagement is often present but not always **meaningful or sustained**.

Within National Societies, there is a strong and growing base of youth volunteers. However, challenges remain in:

- Providing **consistent and structured engagement opportunities**
- Creating clear pathways from volunteering to **leadership and governance roles**
- Ensuring **safe, inclusive, and supportive environments** for youth participation

Aligned with Strategy 2030, there is a need to shift from youth engagement to **youth leadership and co-creation**. Programmes such as Youth as Agents of Behavioural Change (YABC) and Y-Adapt provide important platforms for:

- Building leadership and life skills
- Promoting behavioural and social change
- Strengthening community resilience

Creating **safe physical and psychological spaces** is critical to enabling youth participation, particularly in addressing sensitive issues such as gender-based violence and social inclusion. Strengthening youth leadership pathways will contribute to more **inclusive, innovative, and sustainable National Societies**.

Multi-year high level objectives of the National Society

1. Humanitarian values and youth leadership embedded in learning ecosystems.

National Societies (NS) will institutionalise youth & volunteer platforms, including School based initiatives such as the Junior Red Cross clubs and Youth programmes as sustainable entry points for value-based education, community engagement and leadership development.

Over the plan period, NS will strengthen partnership with education authorities and communities to expand inclusive, community-based learning opportunities, particularly in underserved and outer islands context. Youth will be supported not only as participants, but as **leaders and co-creators**, including increased representation in branch and governance structures.

2. Protection, Gender and Inclusion as a standard of care in institutions and operations.

NS will complete or update PGI, PSEA and Child Safeguarding policies and operational procedures; designate trained focal points; and institutionalise survivor-centred, confidential, and age-

appropriate reporting and referral pathways at branch level, including in outer islands and low-connectivity contexts.

Programmes and emergency operations will apply PGI markers and sex-,age-, and disability-disaggregated data (SADDD), with routine PGI risk analyses and mitigations in Emergency Plan of Actions (EPoAs) and programme planning.

To address inequality and barriers to access, inclusive service design will ensure accessible WASH (privacy/lighting/locks), protection mainstreaming in shelter and site planning, and disability-inclusive early warning and evacuation, particularly for women, children, persons with disabilities and other at-risk or marginalised groups.

National Societies will grow MHPSS and Psychological First Aid (PFA) capacity through trainer pools to support communities, staff and volunteers, with psychosocial risk management embedded in surge rosters and duty of care systems.

3. Safe, equitable and continuous access to learning, including in crises.

National Societies will work with education authorities and partners to support safe, inclusive, and resilient learning systems.

This includes strengthening comprehensive school safety and continuity of learning: school-based risk assessments, safe infrastructure standards advocacy, preparedness drills, teacher/peer facilitator training, and contingency plans for safe, gender-responsive, disability-inclusive temporary learning spaces after disasters.

NS will also strengthen menstrual hygiene management (MHM) in schools and communities (including access to supplies, facilities, and stigma reduction), while addressing barriers to education for girls pregnant/parenting adolescents, children with disabilities, and out-of-school youth.

Efforts will further promote inclusive pathways for re-engagement in education, skills development, and volunteering, supporting young people to transition into active contributors to their communities and local development.

4. Community Engagement and Accountability institutionalised across the programme cycle.

National Societies will institutionalize Community Engagement and Accountability (CEA) as a core function across all programmes and operations.

CEA minimum standards will be applied consistently, including the provision of context-specific information and **accessible information**, the establishment of multiple safe and accessible channels for two-way feedback and complaints (including SEA/SH-sensitive options), transparent selection criteria for assistance, and regular perception and satisfaction tracking.

Feedback will be systematically analyzed and used to inform programme design, targeting, and adaptation, ensuring that communities—particularly those most at risk or excluded—have a meaningful role in shaping decisions that affect them.

At Branch level, National Societies will maintain appropriate, low-tech and context-adapted systems for service logging and feedback, supported by clear data protection and confidentiality protocols including in remote and low-connectivity settings.

5. Inclusion in disaster risk management and anticipatory action.

NS will integrate PGI and CEA into PER work plans, contingency planning and EWEA/anticipatory action triggers.

Early actions (e.g., safety audits of shelters, pre-positioned MHM and assistive items, tailored RCCE for at-risk groups) will be designed with communities. NS will advocate for inclusive disaster law and policy (HLP rights in displacement, protection in shelters, disability-inclusive DRM, safeguarding in emergencies), reinforcing auxiliary-role recognition.

6. Humanitarian diplomacy and social change for equality.

NS will leverage evidence and community voices to influence norms, policies and budgets on SGBV prevention and response, disability inclusion, safe schools, accessible WASH, and stigma reduction (including toward people of diverse SOGIESC and migrants). Youth and women leaders will be supported to participate in national and regional platforms, ensuring policy dialogue reflects local realities.

National-Society-specific, multi-year high-level objectives for Power, Values, and Inclusion across the Pacific.

Cook Islands Red Cross Society (CIRCS)

1. **Establish and institutionalize structured youth programming and engagement systems** to ensure consistent, meaningful, and sustained participation of young people within the National Society. This will include strengthening organisational capacity through targeted training and development initiatives, and creating clear pathways for youth engagement, retention, and progression into leadership and governance roles across branches and at national level.
2. **PGI and safeguarding as standard of care.** Finalise/refresh PSEA, Child Safeguarding and Code of Conduct; operationalise survivor-centred reporting/referrals with health, police and welfare; apply PGI markers and SADDD across programmes and responses.
3. **Safe, continuous learning in crises.** With MoE, advance school safety plans, inclusive evacuation drills and accessible WASH (privacy/lighting/locks) for girls and children with disabilities; maintain a cache for temporary learning spaces after cyclones.
4. **CEA institutionalisation.** Standardise complaints & feedback (including SEA/SH-safe options), multi-channel RCCE (radio/church/community leaders), and routine perception tracking that feeds branch decision-making.
5. **MHPSS capacity.** Establish a PFA trainer pool for staff/volunteers/teachers; embed peer support and duty-of-care in surge rosters.

Fiji Red Cross Society (FRCS)

1. **Revive and institutionalize Junior Red Cross programming as a structured platform for youth engagement and values-based learning**, building on collaboration with the Ministry of Education and a phased approach from community and branch level to

schools. This will strengthen sustainable youth participation, leadership development, and alignment with national education systems.

2. **PGI systems deepening.** Strengthen safeguarding case management and referral mapping nationwide; integrate PGI into CBS/ECV, shelter and WASH operations, including inclusive site planning.
3. **CEA as core business.** Operate branch-level feedback loops tied to operational decisions; publish transparent selection criteria in responses; strengthen data protection for sensitive cases.
4. **MHPSS surge.** Build PFA ToT and embed wellbeing protocols for responders; ensure linkages with MoH and NGOs for specialised care.

Kiribati Red Cross Society (KRCS)

1. **Explore and establish youth and values-based programming,** including Junior Red Cross and Club 25 initiatives, as structured platforms for engagement and behaviour change. This will include piloting community-based approaches adapted to outer island contexts and strengthening coordination with stakeholders to support future integration with formal systems. Programming will incorporate culturally relevant DRR/CCA and health and hygiene approaches.
2. **Safeguarding foundations.** Adopt/update PGI, PSEA and Child Safeguarding policies; establish simple, confidential reporting options where connectivity is low; train focal points per branch.
3. **Accessible WASH & safe schools.** Advocate for accessible latrines and lighting/locks in schools and evacuation sites; integrate disability-inclusive planning into village DRM committees.
4. **CEA minimums.** Routine complaints/feedback handling and transparent targeting in relief; public info in Kiribati language via church/kainga networks.
5. **PFA & community wellbeing.** Form island-based PFA champions; support youth peer circles addressing climate stress and violence prevention.

Marshall Islands Red Cross Society (MIRCS)

1. **Establish and strengthen youth engagement and values-based programming,** building on the newly established youth club in Majuro as a platform for leadership and community outreach. National Societies will continue targeted school and community interventions in health, hygiene, and climate awareness, while strengthening collaboration with the Ministry of Education to support more consistent engagement pathways. Programming will be progressively scaled in line with available resources.
2. **PGI mainstreaming.** Operationalise PSEA/Child Safeguarding SOPs with survivor-centred referrals; apply PGI markers and SADDD throughout health/WASH and disaster responses.
3. **Inclusive, safe education in emergencies.** Pre-agree school safety/continuity plans with MoE; maintain modular learning spaces and dignity/MHM kits for displacement.
4. **CEA systems.** Establish complaint boxes, hotline/SMS where feasible, and trusted intermediaries; share “what we heard/changed” summaries with communities.
5. **MHPSS.** Build PFA cadre and staff/volunteer wellbeing supports; connect to faith-based counsellors with clear referral boundaries.

Micronesia Red Cross Society (MRCS – Federated States of Micronesia)

1. **Pilot and institutionalise Junior Red Cross programming** through rollout of the JRC manual across targeted schools, generating evidence to support progressive integration

into school curricula with the Department of Education. Efforts will be complemented by expansion of youth-led climate and resilience programming, including Y-Adapt, to strengthen youth leadership and community engagement.

2. **Safeguarding maturity.** Finalise PGI/PSEA/Child Safeguarding policies; establish confidential, island-appropriate reporting and referral mapping; mainstream PGI in site planning and distributions.
3. **CEA at scale.** Branch information desks and radio/noticeboard updates; SEA/SH-safe complaint options; perception tracking in all responses.
4. **MHPSS capability.** PFA ToT across states; integrate wellbeing checks in deployments; maintain referral links with health/education.
5. **Strengthen safe and inclusive school environments** through continued collaboration with stakeholders to conduct evacuation drills and preparedness activities, while promoting accessible WASH and inclusive school safety and continuity planning.

Palau Red Cross Society (PRCS)

1. **Strengthen and institutionalise youth and values-based programming** through formalised collaboration with the Ministry of Education, including an MOU to support consistent school engagement. This will build on active youth membership, utilise trained volunteers as facilitators, and further refine initiatives such as Y-Adapt to enhance youth leadership and community resilience.
2. **PGI systems operational.** Implement PSEA/Child Safeguarding SOPs; map safe referrals; integrate PGI markers in all plans and reports.
3. **CEA-driven services.** Maintain multi-channel feedback (radio, community meetings, digital where available); ensure transparent targeting and data protection.
4. **Safe, inclusive education & sites.** Promote accessible WASH and privacy for women/girls in schools and shelters; mainstream disability inclusion in drills and early warning.
5. **MHPSS & responder care.** Establish PFA trainers; introduce peer support and stress-management for volunteers and staff.

Papua New Guinea Red Cross Society (PNGRCS)

1. **Strengthen inclusive education systems for children with disabilities**, building on the Inclusive Education Resource Centre (IERC) to deliver specialised learning, life skills, and communication support. Efforts will expand outreach to mainstream schools, strengthen teacher capacity, and enhance family engagement, including access to sign language, while revitalising community-based rehabilitation approaches.
2. **Robust safeguarding.** Strengthen PSEA/Child Safeguarding systems, survivor-centred referrals and case documentation; use PGI markers consistently in large-scale responses.
3. **CEA & accountability.** Standardise feedback/complaints desks, inclusive RCCE and public targeting criteria; protect sensitive data in low-connectivity settings.
4. **Inclusive school safety.** Advocate for safe routes to school, accessible facilities and contingency learning for hazard-prone provinces.
5. **MHPSS.** Build national PFA ToT; integrate psychosocial support for responders and communities affected by disasters/conflict-related shocks.

Samoa Red Cross Society (SRCS)

1. **Youth empowerment & values.** Scale JRC/SRC and YABC; embed DRR/CCA and health/MHM modules; enable youth leadership roles in branches and national committees.

2. **PGI integration.** Update PGI/PSEA/Child Safeguarding policies; operationalise safe referrals; apply PGI markers and SADDD in programmes and responses.
3. **CEA mainstreaming.** Multi-channel feedback; regular perception tracking; transparent selection criteria and complaint resolution summaries.
4. **Safe schools & inclusive WASH.** Work with MoE to maintain school safety plans and girls' WASH privacy; expand disability-inclusive drills.
5. **MHPSS.** Grow PFA trainer network; routine wellbeing supports for responders; link to national mental health services.

Solomon Islands Red Cross Society (SIRCS)

1. **Values-based learning in dispersed islands.** Expand clubs/Y-Adapt to provinces; develop low-tech learning packs and local-language RCCE.
2. **Safeguarding in practice.** Institutionalise PSEA/Child Safeguarding; secure, confidential reporting; SEA/SH-sensitive complaints handling; protection mainstreamed in shelter/WASH.
3. **CEA as standard.** Feedback desks and trusted intermediaries; publish targeting criteria; close feedback loops publicly.
4. **Inclusive education continuity.** Support MoE on safe schools, MHM, and accessible temporary learning after floods/cyclones.
5. **MHPSS.** PFA for staff/volunteers/teachers; psychosocial first aid integrated in responses; referral partnerships with MH providers/faith networks.

Tonga Red Cross Society (TRCS)

1. **Strengthen inclusive education systems for children and young people with disabilities,** building on the Ofa Tui Amanaki (OTA) Centre. Efforts will expand early intervention, strengthen partnerships for inclusive education, and support sustainable and expanded services, including vocational and independent living pathways.
2. **PGI systems deepening.** Operational PSEA/Child Safeguarding with survivor-centred pathways; routine PGI risk analyses in plans and EPoAs.
3. **CEA institutionalisation.** Multi-channel complaints/feedback; transparent assistance criteria; SEA/SH-safe options and data protection.
4. **Safe schools & sites.** Advocate/enable accessible WASH and lighting/privacy in schools and shelters; disability-inclusive drills and early warning.
5. **MHPSS.** Build PFA ToT; embed staff/volunteer wellbeing in surge; link communities to specialised support where needed.

Tuvalu Red Cross Society (TvRCS)

1. **Strengthen and progressively institutionalise Junior Red Cross programming as a structured platform for youth engagement** and values-based learning, building on existing school-based awareness activities and student participation. Efforts will focus on expanding and formalising youth engagement pathways, including strengthening collaboration with schools and building the capacity of teachers and coordinators to support sustained participation. This will be complemented by regional collaboration and peer learning across Pacific National Societies, contributing to the development of consistent and sustainable Junior Red Cross approaches adapted to atoll contexts.

2. **Safeguarding foundations.** Formalise PGI/PSEA/Child Safeguarding; confidential, simple reporting in low-tech contexts; referral map for health/police/social services.
3. **CEA minimum package.** Complaints and feedback options adapted to small communities; transparent targeting; public “you said—we did” updates.
4. **Safe schools & inclusive WASH.** Prioritise accessible latrines and privacy measures; plan for temporary learning continuity during displacement.
5. **MHPSS.** Train PFA champions on each island; integrate responder wellbeing supports; link to regional/tele-MHPSS options where possible.

Longer-term support from the IFRC network

Strategic and policy accompaniment.

The IFRC Secretariat (CCD Pacific/APRO) will help NS localise Strategy 2030 and Movement-wide commitments on PGI, safeguarding, safe education and CEA—translating them into NS policies, SOPs and branch routines. A standing helpdesk with IFRC Disaster Law will back auxiliary-role advocacy on inclusive disaster law, planned relocation and HLP in emergencies, and on integrating protection and safe education standards into national frameworks.

Institutionalization of PGI and safeguarding.

IFRC PGI teams and reference centres will provide toolkits, coaching and quality assurance to embed PSEA, Child Safeguarding, survivor-centred case management and safe referral mapping across branches (including low-connectivity contexts). This includes harmonised training pathways, on-the-job mentoring, SEA/SH-sensitive complaints handling and routine use of PGI markers and SADDD.

MHPSS capabilities for communities and responders.

The Red Cross Red Crescent Psychosocial Support Centre and partners will develop Pacific-adapted PFA/MHPSS trainer pools, duty-of-care guidance, peer-support models, and referral directories—prioritising small island/outer island branches and integration with youth clubs, HSPs and emergency operations.

Education, youth and safe-school support.

In collaboration with Ministries of Education, the IFRC network will support the co-development of co-curricular modules on humanitarian value, FA/health/WASH, DRR/CCA, MHPSS, and anti-bullying/violence prevention.

Support will also include guidance for Junior Red Cross Programming, and facilitation of engagement with regional platforms such as the the Asia Pacific Coalition for School Safety.

Youth flagship initiatives, including YABC and Y-Adapt, will be strengthened through quality standards, peer learning, and targeted support.

CEA systems and digital enablers.

IFRC CEA and IM teams will provide low-tech and digital toolkits for information provision, feedback/complaints handling (including SEA/SH-safe options), perception surveys and service logging; develop simple data-protection SOPs for branch use; and help link feedback to decision-making through light dashboards and regular learning loops.

Operations integration and surge.

Reference centres (PGI, PS Centre, Cash Hub, Shelter, Climate Centre) and PNS partners (ARC, NZRC, AmCross, JRC and others) will mainstream PGI/CEA/MHPSS into DRM, shelter and WASH—including inclusive site planning, PASSA/PASSA-Youth, CVA feasibility and delivery in remote islands, and adaptation of tools for small-team deployments. Joint simulations and after-action reviews will reinforce practice.

Route-based and partnership cooperation.

For protection and inclusion issues intersecting with migration and displacement, IFRC will broker route-based collaboration among Pacific NS and with destination NS to ensure continuity of assistance and safe referrals; and steward partnerships with UN agencies and specialist protection actors to expand reach and avoid duplication.

Financing and capacity strengthening.

The network will support NS to access flexible financing (e.g., DREF for protection/CEA components in emergencies, CBF/NSIA/ESF for institutional PGI, safeguarding, youth structures and CEA systems), while developing sustainable domestic income (e.g., commercial First Aid) to underwrite inclusive services. Multi-year capacity-strengthening plans will focus on branch-level volunteer management, PGI/CEA competencies, data literacy and MHPSS skills.

Youth and Youth Volunteering

The IFRC network recognizes that the Pacific has one of the youngest populations in the world, and that youth are central to the resilience of their communities.

Supporting youth and youth volunteers is therefore a cross-cutting enabler for all strategic priorities. Over the long term, the network will continue to embed youth empowerment into governance, volunteering, resilience, health, climate, and migration programming.

Strategic guidance and alignment.

The IFRC Secretariat, together with Partner National Societies (PNS) such as Australian Red Cross, New Zealand Red Cross, Japanese Red Cross, and American Red Cross, will support Pacific NS to align their youth strategies with global frameworks—**Youth Engagement Strategy (YES 2030)**, **Volunteering Vision 2030**, and the **Agenda for Renewal**. This means helping NS to define clear youth pathways from volunteer engagement to leadership, ensuring inclusion of marginalized youth (young women, youth with disabilities, LGBTQI+, out-of-school youth), and institutionalizing youth as co-creators of national strategies and resilience programmes.

Capacity building and programme support.

The network will invest in strengthening flagship programmes such as **Youth as Agents of Behavioural Change (YABC)** and **Y-Adapt**, adapting them to Pacific realities. Over the longer term, IFRC Reference Centres and Hubs will help contextualize tools:

- The **Solferino Academy** and **Climate Centre** will co-develop youth-focused innovation labs and anticipatory climate action projects.
- The **Global Volunteering Alliance** will mentor Pacific NS in volunteer management systems, recognition frameworks, and safeguarding policies.
- The **Psychosocial Support Centre** will integrate **MHPSS and PFA training** for young volunteers, recognising youth mental health as both a humanitarian and institutional priority.

Volunteer development and protection.

The IFRC network will support National Societies to strengthen volunteer management systems, including recruitment, training, retention, and recognition, with a focus on youth leadership development.

This will include strengthening safeguarding, ensuring volunteer protection mechanisms, and supporting the adoption of updated volunteering policies and insurance coverage.

Ensure **volunteer insurance** coverage across all Pacific NS **Learning, peer exchange, and leadership pipelines.**

Regional youth and volunteering platforms will be strengthened to support peer learning, collaboration, and leadership development.

These platforms will also support youth participation in regional and global IFRC processes, creating pathways for youth to transition into leadership, governance, and technical roles.

Longer-term, these forums will link Pacific youth leaders to global IFRC governance processes, including the **Youth Commission, Statutory Meetings**, and global campaigns. Leadership pipelines will be established to enable youth to transition from volunteer to branch leader, governance board member, or technical expert.

Resourcing and sustainability.

Longer-term sustainability requires investment. The IFRC Secretariat will broker access to **NSIA, Capacity Building Fund (CBF), and Empress Shōken Fund (ESF)** to scale youth and volunteer initiatives. Domestic resource mobilization will be supported by integrating **Commercial First Aid, youth social enterprise, and digital fundraising models** where youth can take leadership roles. Partner National Societies will also support bilateral exchanges, sponsorship of youth leadership programmes, and co-funding of volunteer development workshops.

Integration into resilience and humanitarian action.

Youth and youth volunteers will be positioned not only as programme participants but as **first responders and innovators** in climate action, health promotion, DRR, migration support, and digital transformation. IFRC will provide technical accompaniment to integrate youth roles into **PER processes, community resilience roadmaps, and anticipatory action frameworks.** This

ensures that youth volunteering is not siloed but embedded across all strategic priorities of the Unified Plan.

Enabling functions

Commitments to National Society Development

Pacific Red Cross and Red Crescent National Societies affirm—through their collective commitment to strengthening locally led, accountable, and sustainable institutions that are able to deliver at scale for communities across vast geographies.

Over the last planning cycle, most NS have undertaken or updated structured assessments (e.g., OCAC/BOCA modules, PER baselines and workplans, internal audits and after-action reviews), which consistently highlight the same fundamentals to invest in: branch development and leadership pipelines; financial sustainability and cost coverage; robust safeguarding and duty of care; digital and data capabilities; predictable preparedness and surge systems; and high-quality planning, monitoring, evaluation and reporting (PMER) that is community-centred and evidence-driven. These findings now anchor multi-year institutional priorities in 2026 and beyond.

Strategic and operational coordination (focusing on the findings).

Assessments findings highlight that coordination is most effective where auxiliary-role is clearly defined with government is formalized and operationalised through partnerships with public authorities, including National Disaster Management Officer (NDMOs) and relevant ministries

Effective coordination is also strengthened where branch-level systems are aligned with national frameworks supported by clear standard operating procedures that connect preparedness, anticipatory action and response.

At the same time, key gaps have been identified, including:

- clearer decision rights between HQ and branches,
- more consistent information management in emergencies, and
- pre-agreed pathways to access regional surge (technical and logistics) without losing local leadership.

In response, National Societies will prioritise:

- Formalising and strengthening the auxiliary role in updated agreements and coordination mechanisms;
- Embedding CEA and PGI into all coordination structures and emergency operations
- Standardizing incident management including triggers and protocols for key sectors such as cash, WASH, shelter, and MHPSS
- Strengthening branch-level readiness and decision-making capacity to enable early and effective action

National Society development (priority areas of investment).

OCAC/BOCA results converge around a few core institutional capabilities:

Branch development and leadership pipelines. National Societies will strengthen branch governance and management systems to ensure effective, accountable, and locally led action.

This will include:

- Updating statutes, rules of procedure, and role definitions
- Strengthening governance induction and ongoing leadership development
- Establishing succession planning and leadership pipelines
- Formalizing pathways from volunteering to leadership, including youth leadership and peer mentoring

Efforts will also link branch performance to minimum preparedness and organisational standards, ensuring consistency and accountability across all levels of the National Society.

- **Financial sustainability** Building on business canvases piloted in the region, and focusing on building the capacity of the FA Trainers in the NS to be certified to global standards through the Global First Aid Referencing Centre (GFARC), will boost Commercial First Aid Training. With shared best practices, peer to peer support, and information sharing within the Resource Mobilization Network, these will scale diversified domestic income (e.g., First Aid Shops, corporate and individual partnerships, gala dinners catering, digital giving) and improve cost recovery on grants. Finance reviews have identified the need to strengthen internal controls, treasury, and timely financial reporting at both HQ and branch level; this will be addressed through common chart-of-accounts roll-outs, policy refreshers, and branch treasurer coaching. Support through the Finance Managers network and peer to peer support will help the National Societies achieve accountability.
- **People, safety and safeguarding.** HR baselines show uneven policy coverage and implementation. NS commit to finalizing/revising HR manuals, introducing performance management, and ensuring duty of care (volunteer insurance, induction, security briefings). Safeguarding is non-negotiable: PSEAH and Child Safeguarding policies will be operationalized with survivor-centred referral pathways, mandatory e-learning, and regular refreshers for staff and volunteers.
- **Digital and data transformation.** ICT health checks highlight connectivity and hardware gaps across outer islands, and the need for resilient, low-bandwidth workflows. NS will adopt common data tools for volunteer management, beneficiary feedback, and distribution tracking; implement data protection standards; and train focal points in KoBo, basic analysis and data quality.
- **PMER and results-based management.** Evaluations and donor audits emphasize planning discipline, indicator quality, and timely reporting. NS commit to a simplified results framework aligned to Strategy 2030 and national plans; routine use of learning reviews/after-action reviews; and integrating community feedback into adaptive management.
- **Logistics and warehousing for island contexts.** Reviews of recent operations underline the value of pre-positioned stocks, framework agreements, and simple pipeline tools. NS will standardize essential items lists, adopt regional SOPs for stock management, and participate in joint cost-benefit reviews to right-size holdings.

Humanitarian diplomacy and communication (as an enabler of NSD).

Institutional reviews indicate that NS influence is strongest when communications, partnerships and disaster law work are aligned with national reforms (DRM, public health, climate adaptation).

NS commit to consolidating a common humanitarian diplomacy narrative—grounded in auxiliary-role responsibilities, disaster law evidence, and community insights—to strengthen trust with authorities, business and civil society. Youth voices and lived experience from branches will be featured more deliberately, with safe-story practices and PGI checks applied.

Accountability and agility (cross-cutting).

Audits and PER lessons confirm that accountability systems—finance, risk, security, safeguarding, and CEA—are the backbone of agility. NS will maintain donor-grade financial controls (segregation of duties, reconciliations, procurement discipline), publish timely reports, and operate active risk registers with mitigation actions. Duty of care will be universal: volunteer insurance, safety briefings, and incident reporting are baseline requirements for all operations. Community Engagement and Accountability is to be embedded end-to-end: pre-positioned feedback channels (hotlines, helpdesks, community meetings), rapid complaints handling (including SEA), and public information aligned with preferred local channels and languages.

Recent achievements (region-wide highlights). Across the Pacific network, NS have: refreshed or drafted strategic plans that elevate resilience, health and climate action; completed PER reviews and translated findings into branch-level preparedness workplans; advanced the commercialization of First Aid with market analyses and business plans; strengthened safeguarding with updated PSEAH/Child Protection codes and induction packages; launched or upgraded volunteer databases and started insurer onboarding; expanded logistics readiness with standard essential items lists and replenishment plans; and rolled out routine learning practices (post-distribution monitoring, lessons-learned workshops) that now inform new designs. These gains—though at different stages by country—demonstrate tangible movement from assessment to institutionalization.

How Federation partners will steward these NSD commitments over time (without listing annual activities).

The IFRC Secretariat (CCD Pacific/APRO) will continue to act as the backbone for NSD: aligning OCAC/BOCA and PER follow-through; brokering access to NSIA, CBF and Empress Shōken Fund for systems investments; supporting core cost and financial sustainability roadmaps; and assuring minimum standards for safeguarding, CEA, risk and data protection. Participating National Societies will provide targeted accompaniment—finance systems strengthening, Commercial First Aid scaling, logistics and branch development coaching, HR and leadership development—while Reference Centres and Hubs (e.g., Cash Hub, PS Centre, Climate Centre, PGI network, Solferino Academy) will localize global tools for small-island realities and mentor national focal points. Movement partners will also underwrite peer-to-peer learning—governance clinics, volunteer management workshops, PER simulations—so that each NS can adapt solutions that already work in similar contexts. Throughout, support will privilege locally-led change, branch capacity first, and no-regrets investments that increase speed, safety, and inclusion for communities we serve.

Strategic and operational coordination

	Enabler 1: Strategic and Operational Coordination
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Multi-year high level objectives of the National Society

Overview and commitments

Position the National Societies as trusted convenors in national systems.

Across the Pacific, NSs will consolidate their auxiliary role by formalizing participation in national coordination platforms for disaster risk management (including shelter cluster/sector leadership where designated), health security, WASH, climate adaptation, and protection. Over 2026–2029, NSs will seek MoUs or terms of reference with sector ministries and NDMOs that: clarify information-sharing and early warning protocols; embed Red Cross roles in contingency plans and simulation exercises; and recognize branch-level contributions in provincial and municipal coordination. Particular emphasis will be placed on harmonizing **anticipatory action/EAPs** with government warning services and on aligning Humanitarian Service Points (HSPs) and displacement support with national migration, labour mobility and disaster policies.

Strengthen external coordination with civil society, academia, private sector, and regional mechanisms.

NSs will expand structured engagement beyond government by establishing issue-based partnerships (e.g., telecoms for community early warning and feedback; universities for operational research; private logistics for surge warehousing and last-mile transport; faith and community leaders for inclusion and protection referrals). Regionally, NSs will contribute to multi-country mechanisms (e.g., Pacific Humanitarian Team working groups, Pacific Resilience Partnership technical groups, health/security forums) to elevate island-specific needs, exchange practice, and advocate for small-island appropriate standards and financing models.

Adopt a consistent Federation-wide approach to membership coordination.

To reduce duplication and transaction costs, NSs will progressively adopt one shared planning and reporting rhythm with IFRC and Partner National Societies (PNS), anchored in the Unified Plan results framework. Multi-year, multi-country initiatives (climate action, DRM, health/WASH, PGI/CEA, youth) will be coordinated through common theories of change, shared indicators, and joint learning reviews. Country-level partnership compacts will clarify who leads on which thematic support, how resources flow, and how to resolve overlaps—prioritizing branch capacity strengthening and route-to-community coherence over isolated projects.

Deepen Movement coordination and complementarity.

NSs will reinforce Movement coordination platforms with IFRC and ICRC to ensure complementary roles in disaster law, protection (including RFL), security risk management, and principled access. Over the period, Movement agreements will be refreshed to codify information management standards, joint surge arrangements, and context-specific community protection and safeguarding pathways—particularly relevant during complex, small-island responses where multiple Movement actors are present.

Resource mobilization: diversify domestic revenue and grow predictable international support.

At HQ and branch levels, NSs will implement two-track resource strategies: (i) **domestic sustainability** through Commercial First Aid (and other social enterprise where feasible), corporate partnerships, in-country donor relations, and fit-for-purpose digital giving for emergencies; and (ii) **predictable external support** via multi-year, programmatic financing aligned to the Unified Plan. Over the next cycle, NSs will embed indirect cost recovery in all grants, adopt minimal standards for financial controls and monthly closes at branch level, and cultivate a common value proposition for partners (evidence of reach, inclusion, accountability, and cost efficiency). NSs will be supported to understand the importance of preparedness during disasters when raising funds during emergencies. This could lead to NSs developing online platforms for both local and international donations. The focus in prioritizing effective communication across NSs websites and social media platforms is crucial.

Information management for coordination and decision-making.

To underpin all of the above, NSs will institutionalize a light, interoperable IM backbone (KoBo/ODK-based field data; routine 3W updates; complaint/feedback analytics; stock and cash dashboards) with clear data protection. These systems will be used to brief authorities and partners, guide anticipatory actions, and demonstrate impact—moving coordination from meetings to shared, timely information.

National-Society-specific, multi-year high-level objectives for Strategic and Operational Coordination (EF) **across the Pacific.**

Fiji Red Cross Society (FRCS)

1) Multi-year high-level objectives of the National Society

- **Whole-of-government/auxiliary positioning:** Maintain a standing seat in national DRM/health/WASH coordination (NDMO, MoHMS, WASH Cluster), with clear SOPs for requests, information flow and joint assessments.
- **Branch-led coordination:** Formalise branch MOUs with provincial/district authorities to lead community interface (CEA, feedback, complaint handling) and harmonise referral pathways (PGI/MHPSS, protection, health).
- **Federation-wide approach (FWA):** Use FWA for surge, anticipatory action and CVA — one plan/one budget/one reporting — embedded in contingency plans.
- **Domestic resource mobilisation (RM):** Develop a 3-year RM strategy (Commercial First Aid, corporate partnerships, event-based and digital giving) with branch RM plans and cost-recovery standards.

- **Shelter leadership:** Sustain co-lead/technical roles in national shelter and settlements, advancing area-based approaches and HLP-sensitive practice.

2) Longer-term support from the IFRC network

- **CCD/APRO:** Coordination coaching with NDMO/MoHMS; FWA playbook; joint simulation packages; CVA readiness for remote islands; CEA/PGI integration.
- **PNS (ARC/NZRC/JRC):** Peer mentoring on corporate partnerships; Commercial FA QA; shelter/WASH technical accompaniment;
- **Reference Centres:** Cash Hub (CVA delivery models), Shelter Research Unit (PASSA/area-based), PS Centre (MHPSS in coordination), Disaster Law (auxiliary role updates, HLP in emergencies).

Tonga Red Cross Society (TRCS)

1) Multi-year high-level objectives of the National Society

- **Integrated external coordination:** Hardwire TRCS into NEMO and sectoral clusters (shelter, health/WASH, logistics) with updated auxiliary MoUs.
- **Movement coordination:** Pre-agree surge roles and FWA modalities for volcanic/tsunami events; standardise joint needs assessment tools.
- **Domestic fundraising & partnerships:** Multi-year RM plan (Commercial FA scale-up, corporate/MoU services) with branch RM calendars.
- **Community interface:** CEA/PGI mainstreamed in all operations; complaint and feedback channels recognised by authorities.

2) Longer-term support from the IFRC network

- **CCD/APRO:** Movement coordination package for Hunga-type scenarios; SOPs for inter-island logistics; RM strategy coaching.
- **PNS:** Commercial FA business mentoring; logistics warehousing/stock visibility; shelter technical refreshers.
- **Reference Centres:** PS Centre (PFA surge for compound events), PGI (safe referrals in small island contexts).

Solomon Islands Red Cross (SIRCS)

1) Multi-year high-level objectives of the National Society

- **Provincial coordination:** Formalise SIRCS roles with Provincial Disaster Offices for multi-hazard response; branch MOUs and referral mapping.
- **Health & WASH in coordination:** Seat in MoH/Health Security committees and WASH forums for outbreak response (dengue/diarrhoeal disease).
- **Operational partnerships:** RM with private sector (telecoms/shipping) to backstop logistics/CEA during island responses.
- **Emergency cash readiness:** Explore MPCA with government and FSPs where feasible.

2) Longer-term support from the IFRC network

- **CCD/APRO:** Provincial coordination templates; outbreak coordination toolkits; CVA feasibility in remote markets.
 - **PNS:** Shipping/logistics partnerships; branch governance & RM accompaniment.
 - **Reference Centres:** Global WASH Cluster partners; Cash Hub SOPs for island supply chains.
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Kiribati Red Cross Society (KRCS)

1) Multi-year high-level objectives of the National Society

- **Atoll-specific coordination model:** Define KRCS role in national DRM/health coordination for drought and coastal impacts; align with planned relocation discourse.
- **Labour mobility & mobility support:** Build links with ministries for pre-departure information and host country linkages via route-based cooperation.
- **Branch/Island councils interface:** Simple, codified CEA/feedback pathways endorsed by Island Councils and service providers.

2) Longer-term support from the IFRC network

- **CCD/APRO & Disaster Law:** Advisory on planned relocation, HLP and inclusive assistance; community-site management light guidance.
 - **PNS (ARC/NZRC):** Labour mobility programming linkages; safe migration information and remittance literacy.
 - **Reference Centres:** PGI on safe referrals in thin-service environments; Cash Hub for no-tech CVA options.
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Tuvalu Red Cross Society (TVRCS)

1) Multi-year high-level objectives of the National Society

- **National coordination for slow-onset hazards:** Cement role with NDMO and water authorities for drought/king tides; integrate anticipatory action SOPs.
- **Community coordination & early action:** EARWatch-timed CEA; branch triggers to mobilise water-security and health actions.
- **Movement readiness:** FWA model to concentrate limited surge on Funafuti and outer islands with clear role cards.

2) Longer-term support from the IFRC network

- **CCD/APRO:** Imminent DREF coaching; EWEA trigger/action packages; small-island logistics templates.
- **PNS:** Water-security technical mentoring; micro-prepositioning governance; anticipatory action.

- **Reference Centres:** Climate Centre for trigger setting; PS Centre for volunteer wellbeing in micro-teams.
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Palau Red Cross Society (PRCS)

1) Multi-year high-level objectives of the National Society

- **Governmental coordination:** MOUs with NEMO/MoH for cyclone/typhoon, drought and maritime incidents; clarity on auxiliary requests.
- **Labour mobility & migration:** Develop pre-departure orientation, safeguarding and referral links with destination NSs.
- **RM and partnerships:** Grow corporate and foundation partnerships; strengthen Commercial FA quality systems.

2) Longer-term support from the IFRC network

- **CCD/APRO:** Template MoUs; migration/HSP design packages; RM strategy support.
 - **PNS AmCross):** national society development, national society preparedness, climate action, anticipatory action, CVA
 - **Reference Centres:** PGI (PSEAH system build-out), PS Centre (PFA ToT for small cadres).
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Marshall Islands Red Cross Society (MIRC/ MRCS)

1) Multi-year high-level objectives of the National Society

- **Drought and surge coordination:** Recognised role with WASH/NDMO on seasonal droughts; joint assessments and public risk communication.
- **Island council linkage:** Standardised referral/CEA flows island-by-island; volunteer mobilisation protocols.
- **Financial partnerships:** Formal engagement with utilities/telecoms/private sector to sustain response readiness.

2) Longer-term support from the IFRC network

- **CCD/APRO:** Drought coordination packages; low-bandwidth IM; private-sector brokering.
 - **PNS:** Logistics and branch development twinning; Commercial FA strengthening.
 - **Reference Centres:** WASH partners (chlorination & safe storage standards); Cash Hub light MPCA pilots where markets allow.
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Micronesia Red Cross Society (MIRCS)

1) Multi-year high-level objectives of the National Society

- **Federated state coordination model:** Define MIRCS roles across states for cyclones, droughts and outer-island events; harmonised SOPs.
- **Host/community engagement:** Build CEA and feedback channels trusted by communities and authorities; disability-inclusive coordination.
- **RM and sustainability:** Three-year domestic RM plan, including Commercial FA and corporate ties for inter-island logistics support.

2) Longer-term support from the IFRC network

- **CCD/APRO:** Federated SOP templates; joint simulation support; IM/CEA systems.
- **PNS:** ational socieity development, national society preparedness, climate action, anticipatory action, CVA
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- **Reference Centres:** PGI inclusion markers across coordination; PS Centre for staff/volunteer care.

Cook Islands Red Cross (CIRC)

1) Multi-year high-level objectives of the National Society

- **Government/cluster presence:** Maintain role with EMCI and sector leads; codify rapid coordination for cyclones and health alerts.
- **Branch/island council engagement:** Standardised community referral and feedback loops; school-based Junior RC as coordination anchor with education authorities.
- **RM & visibility:** Strategic partnerships with tourism/private sector; quality Commercial FA to underwrite response.

2) Longer-term support from the IFRC network

- **CCD/APRO:** Coordination SOP refreshers; school/education engagement playbooks; RM strategy uplift.
- **PNS:** Tourism/private sector engagement mentoring; pre-positioning governance.
- **Reference Centres:** PGI (safeguarding mainstreamed in school partnerships); PS Centre (youth volunteer wellbeing).

Samoa Red Cross Society (SRCS)

1) Multi-year high-level objectives of the National Society

- **National coordination leadership:** Consolidate role in health/WASH/shelter coordination; mainstream PGI and CEA in joint operations.
- **Movement and membership coordination:** Pre-agreed surge roles under FWA; aligned visibility and information protocols.
- **RM & domestic partnerships:** Corporate giving and services MOUs; branch capacity to engage village councils and church networks as coordination multipliers.

2) Longer-term support from the IFRC network

- **CCD/APRO:** FWA operationalisation; joint media/IM protocols; RM coaching.
- **PNS:** Corporate partnership pipelines; shelter/WASH mentoring.
- **Reference Centres:** Cash Hub (CVA preparedness); PS Centre (PFA ToT for volunteer networks).

Longer-term support from the IFRC network

Secretariat (CCD Pacific & APRO) – backbone support for joined-up coordination.

The Secretariat will steward a unified, multi-year coordination architecture across the Pacific. This includes: (i) co-designing country-level partnership compacts that clarify lead/support roles among IFRC and PNS by theme; (ii) maintaining a regional results framework and IM templates that NSs and partners can plug into; (iii) convening periodic strategic reviews that align national priorities with regional platforms (PRP, PHT, Pacific Health architecture); and (iv) providing a policy and disaster-law helpdesk so NSs can advocate confidently on auxiliary roles, anticipatory action, HLP, inclusive assistance, and facilitation of international aid. The Secretariat will also keep open, rapid channels to **DREF** (including imminent/anticipatory windows) and broker access to **NSIA, CBF and ESF** for institution-building that directly enables coordinated operations (e.g., logistics hubs, branch digital kits, CEA systems).

Participating National Societies – thematic depth and multi-year accompaniment.

ARC, NZRC, AmCross, JRC and others will provide sustained, complementary technical accompaniment where they hold comparative advantage: national and branch resource-mobilization strategies (including Commercial First Aid business canvases and corporate engagement), anticipatory action integration with government warning services, displacement-sensitive shelter/WASH and site management, CVA readiness for remote islands (market/FSP analysis and low-tech delivery), and modernization of RFL and PGI/SEA/child safeguarding systems. PNS will align their bilateral support under the country partnership compacts, contribute to joint surge rosters, and co-finance shared services (e.g., IM tooling, pre-positioned stocks, regional training pathways).

Reference Centres, Hubs and Labs – standards, toolkits, and learning loops.

- **IFRC Disaster Law** will continue long-term accompaniment on climate-smart DRM frameworks, auxiliary role recognition, planned relocation, and HLP in emergencies—linking national advocacy to regional forums.
- **Cash Hub, Shelter Research Unit, Climate Centre** will adapt guidance to small-island realities (anticipatory action triggers, PASSA/PASSA-Youth for settlements, displacement-sensitive CVA) and support action-research with NSs.
- **PGI/Safeguarding and PS Centre** will sustain training pathways, coaching and quality assurance for survivor-centred systems embedded in coordination and service delivery.
- **CEA & IM teams** will provide scalable templates for feedback/complaints handling, perception tracking, service mapping (HSPs), and data protection in low-connectivity environments.

Movement coordination – principled access and protection.

With ICRC, the network will maintain joint protocols for security risk management, humanitarian access analysis, RFL casework in disrupted communications, and protection risk mitigation during coordinated operations. Movement platforms will be used to align messages to authorities, manage sensitive contexts, and avoid duplication in small-scale but multi-actor responses.

Regional partnerships – leverage and voice.

The IFRC network will continue to represent and amplify NS evidence and community feedback within the Pacific Humanitarian Team, Pacific Resilience Partnership, and sector working groups (shelter, WASH, health, logistics). Where helpful, IFRC will broker **public-private** partnerships (telecoms, transport, finance services) that directly reduce coordination friction (e.g., messaging rebates for early warnings; ferry/airlift agreements; light KYC solutions for CVA).

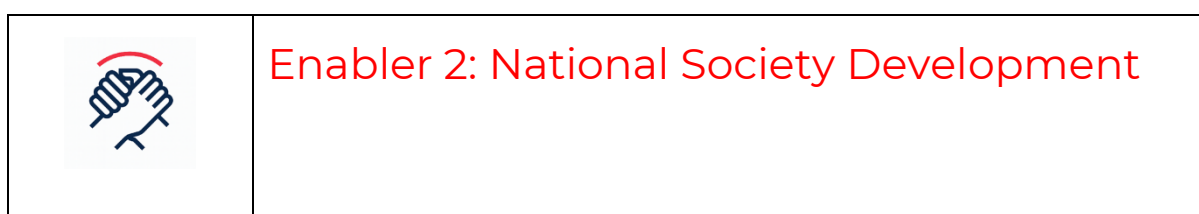
Financing for coordination capacity, not just projects.

Partners will back the “plumbing” of coordination—branch SOPs, IM/data stewardship, warehouse and fleet management, volunteer care—through multi-year envelopes tied to the Unified Plan results. The network will encourage **no-regrets preparedness financing** (pre-positioned information kits, safe-space materials, off-grid power/communications) and co-fund regional skillshares and simulations that convert standards into practice.

Quality assurance and collective learning.

The IFRC network will institutionalize simple, shared quality metrics for coordination—coverage, timeliness, inclusion, safety, satisfaction, cost efficiency—and run routine learning cycles (after-action reviews, cross-country lessons learned, community feedback syntheses). Findings will feed directly into updates of country partnership compacts and annual workplans, ensuring coordination remains **practical, transparent, and accountable** to communities and partners alike.

National Society development



Overview and commitments

Across the Pacific, National Societies commit—through their Strategic Plans and recent governance and policy reforms—to deepening their auxiliary role, strengthening branch networks, and professionalising core systems so they can scale principled, locally led action. Recent assessments and structured processes (e.g., PER baselines and workplans, OCAC/BOCA self-assessments, audits and after-action reviews) consistently point to the same development

priorities: (i) governance renewal and leadership pipelines; (ii) branch development and volunteer management; (iii) financial sustainability and cost recovery; (iv) modernised internal controls (HR, finance, supply chain, risk and safeguarding); and (v) digital/data capabilities for accountability, speed and inclusion.

Strategy and priorities

A. Strategy refresh and performance management.

NSs will update or operationalise their medium-term strategies to 2026–2030, with a common frame: climate-smart resilience, emergency readiness and response (including anticipatory action), health and WASH, build strong and sustainable NSs and protection, gender and inclusion (PGI). Each NS will do One plan each year with activities under each of the strategic goals and objectives, couple its strategy with a lean Results Framework, annual scorecard and learning loops connecting branch data to national decision-making. PMER capabilities will be strengthened so planning and budgets are evidence-led and multi-year.

B. Statutory and legal frameworks, and auxiliary role.

Guided by Movement standards, NSs will review statutes, by-laws and board policies; clarify mandates through updated auxiliary role MoUs with government; and align disaster-law touchpoints (facilitation of international assistance, recognition of volunteers, cash assistance policy space, HLP in emergencies). Updated codes (PSEA, child safeguarding, anti-fraud and corruption, whistleblowing) will be mainstreamed across branches with functional reporting and case-management pathways.

Branch development, leadership and people

C. Branch Development 2.0.

NSs will roll out a simple, staged branch development package: governance basics (AGMs, branch by-laws), compliance and finance hygiene, volunteer lifecycle management, community feedback systems, and minimum preparedness (branch-level PER “lite”). Branches on outer/remote islands will have tailored models (low-tech comms, pre-agreed surge, micro-stocks, cash readiness and referral mapping).

D. Leadership pipelines and governance renewal.

NSs will institute board development plans, succession planning and youth pathways from volunteer to branch and national boards. Annual board self-assessments, conflict-of-interest and integrity refreshers, and structured CEO/performance reviews will lift leadership quality and predictability.

E. Volunteering and youth.

NSs will adopt the revised IFRC Volunteering Policy, maintain a harmonised volunteer database (branch-to-HQ), and ensure universal volunteer insurance for high-risk response roles. Pacific-proven youth flagships—YABC (ethics/behaviour change), Y-Adapt (climate action) and Junior Red Cross (school-based)—become the backbone of youth engagement, linked to leadership pipelines and safe-space commitments. Psychosocial support for staff/volunteers and duty-of-care

protocols are embedded. These efforts will be supported by the progressive digitisation of volunteer data systems to improve coordination, visibility, and management of the volunteer workforce across branches.

Financial sustainability and resource mobilisation

F. Financial Sustainability (CCFS) pathway.

NSs will pursue diversified domestic income: Commercial First Aid (with business plans and quality assurance), services for government under auxiliary role, social enterprise pilots appropriate to island contexts, and individual/corporate giving refreshed for digital. At HQ and branch level, cost-recovery standards (indirect cost rates), grant management and cash-flow controls are standardised. Finance teams will implement periodic internal control reviews, simple treasury dashboards, and audit action-trackers to closure.

Internal systems and risk management

G. HR and safeguarding.

HR manuals will be strengthened through updated and consistently applied (contracts, payroll controls, job grading, salary benchmarking, recruitment, and induction).

Organisation-wide safeguarding will be reinforced through PSEA and child safeguarding risk analyses for all projects; survivor-centred referral pathways; case management SOPs; staff/volunteer code-of-conduct roll-outs; and routine refresher training, with practical materials for low-connectivity contexts. Introduction of Peer-to-Peer learning across NSs is an opportunity for staff to learn from each other on best practices.

H. Finance, supply chain and audit.

Finance policies (delegations, procurement, asset management, bank/cash controls) are updated and harmonised branch-to-HQ. Supply chain upgrades include vendor registers, framework agreements for emergencies, stock visibility and simple warehouse SOPs (especially where pre-positioning is critical). Findings from external and internal audits are tied to time-bound corrective actions. Some NSs are facing challenges with accessing external financial auditors, therefore due to none in the country or very expensive. The way forward will be to negotiate with audit firms in the Pacific regions or nearby countries to do the audits and if they will be able to do it online considering the cost of travel around the Pacific.

I. Risk, security and business continuity.

Each NS implements a concise enterprise risk register with quarterly reviews (programmatic, fiduciary, safeguarding, security, cyber). Security management is standardised (Stay Safe pathways, mission approvals, incident reporting). Business Continuity Plans and surge role cards are maintained, with lessons-learned feeding PER workplans.

Digital transformation and data

J. Digital readiness and data for decisions.

Following ICT health checks, NSs will: upgrade essential hardware/connectivity at HQ and priority branches; standardise productivity suites and endpoint security; deploy low-bandwidth data collection (KoBo) for operations and feedback; and adopt a safe, shared drive structure and data retention policy. Minimum data protection measures (consent, role-based access) are applied for PGI/MHPSS and RFL data. Volunteer and training records are digitised where feasible.

National Societies are also prioritising the digitisation of volunteer data management systems, enabling improved tracking of volunteer engagement, skills, training, and deployment, and strengthening data-driven decision-making across both routine programming and emergency response.

National-Society-specific, multi-year high-level objectives for EF2 *across the Pacific*.

Fiji Red Cross Society (FRCS)

1) Multi-year high-level objectives of the National Society

- Complete **governance and leadership strengthening**, embedding accountability in Board/branch functions.
- Expand **branch development** (training focal points, volunteer mobilisation, improved facilities).
- Institutionalise **youth engagement pathways** (Junior RC → governance → staff pipelines).
- Strengthen **financial sustainability** with Commercial First Aid and corporate partnerships.
- Full implementation of **PER recommendations** for DRM readiness and community resilience.

2) Longer-term support from the IFRC network

- **CCD Pacific**: mentoring on governance reforms, branch development packages, financial audits.
- **PNS (NZRC, ARC,)**: peer exchange on volunteer management and youth leadership.
- **Reference Centres**: PGI (safeguarding standards in HR), PS Centre (volunteer wellbeing), Cash Hub (revenue diversification).

Tonga Red Cross Society (TRCS)

1) Multi-year high-level objectives of the National Society

- Embed **good governance** with clearer succession planning and stronger youth representation.
- Enhance **branch performance** via leadership training and branch action plans.
- Develop **HR capacity** with revised HR manual, contracts, and PMS.
- Build **financial sustainability** with a strong Commercial First Aid strategy.
- Focus on conducting BOCA
- Planning for the construction of the building for the National Society

2) Longer-term support from the IFRC network

- **CCD:** board go/vernance workshops; HR transformation mentoring.
 - **PNS:** support on Commercial FA (ARC/NZRC).
 - **Reference Centres:** PGI/CEA integration into branch systems; PS Centre for HR wellbeing.
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Solomon Islands Red Cross (SIRCS)

1) Multi-year high-level objectives of the National Society

- Strengthen **governance and accountability frameworks** with new statutes and policies.
- Improve **branch resilience**, particularly outside Honiara.
- Systematise **volunteer management** (onboarding, induction, retention).
- Institutionalise **youth engagement**, connecting Junior RC with NS governance.
- Build sustainable **domestic fundraising mechanisms**.

2) Longer-term support from the IFRC network

- **CCD:** support statutory revision and governance coaching.
 - **PNS:** youth/volunteer pipelines with NZRC/ARC mentoring.
 - **Reference Centres:** CEA (feedback systems in branches), Cash Hub (income diversification).
-

Kiribati Red Cross Society (KRCS)

1) Multi-year high-level objectives of the National Society

- Strengthen **legal base** through recognition act updates.
- Build **branch systems** across outer islands with focus on volunteer retention.
- Improve **youth participation** in decision-making structures.
- Enhance **financial sustainability** (fundraising, corporate partnerships, Commercial FA).

2) Longer-term support from the IFRC network

- **CCD:** BOCA/PER follow-up, HR policy coaching.
 - **PNS:** peer exchange on island branch development.
 - **Reference Centres:** PGI for inclusive volunteering, Finance Hub for transparency systems.
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Tuvalu Red Cross Society (TvRCS)

1) Multi-year high-level objectives of the National Society

- Strengthen **governance accountability** and improve compliance with statutory frameworks.

- Develop **HR and volunteer systems** (policy finalisation, capacity-building for staff).
- Build **branch engagement** through local councils and schools.
- Secure **financial sustainability** via Commercial FA and local donor base.

2) Longer-term support from the IFRC network

- **CCD:** statutory strengthening, HR training, PER follow-up.
 - **PNS:** branch mentorship from NZRC.
 - **Reference Centres:** PS Centre for staff/volunteer wellbeing, Finance Hub for accountability.
-

Palau Red Cross Society (PRCS)

1) Multi-year high-level objectives of the National Society

- Consolidate **governance reforms** with new policies (PSEA, HR, finance, child protection, whistleblower).
- Enhance **branch presence and community engagement**.
- Strengthen **financial management** with updated FMPP and audit compliance.
- Develop **youth engagement and volunteering policies** (new Volunteer Policy 2025).

2) Longer-term support from the IFRC network

- **CCD:** finance/HR mentoring, peer exchange on PSEA implementation.
 - **PNS:** (AmRC) youth, volunteering, policies, RC Bill – legal base, resource mobilization, PMER, finance development
 - **Reference Centres:** PGI (safeguarding implementation), Finance Hub (financial systems).
-

Marshall Islands Red Cross Society (MRCS)

1) Multi-year high-level objectives of the National Society

- Strengthen **financial accountability** through improved audits and transparent systems.
- Expand **branch/atoll-level volunteer networks**.
- Finalise **youth engagement strategy**.
- Invest in **domestic fundraising capacity** to supplement external support.

2) Longer-term support from the IFRC network

- **CCD:** branch/volunteer network development, governance strengthening.
 - **PNS:** (AmRC) youth, volunteering, policies, RC Bill – legal base, resource mobilization, PMER, finance development
 - **Reference Centres:** Finance Hub (internal controls), PS Centre (volunteer support).
-

Micronesia Red Cross Society (MIRCS)

1) Multi-year high-level objectives of the National Society

- Consolidate **branch development** across FSM states.
- Strengthen **HR and volunteer management** systems.
- Enhance **financial sustainability** through Commercial FA, partnerships and service agreements.
- Update **strategic plan and statutes** for modern governance.

2) Longer-term support from the IFRC network

- **CCD:** governance reform support, PER implementation.
 - **PNS:** (AmRC) youth, volunteering, policies, RC Bill – legal base, resource mobilization, PMER, finance development
 - **Reference Centres:** PGI integration in HR, Finance Hub for audit systems.
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Papua New Guinea Red Cross Society (PNGRCS)

1) Multi-year high-level objectives of the National Society

- Strengthen **governance systems** for accountability and transparency.
- Expand **branch networks** in high-risk provinces.
- Institutionalise **youth and volunteer engagement** pipelines.
- Strengthen **financial sustainability** with improved corporate partnerships.

2) Longer-term support from the IFRC network

- **CCD:** governance reviews, PER follow-up.
 - **PNS:** support for youth programming and branch development.
 - **Reference Centres:** PGI (inclusive branch systems), Finance Hub (internal controls).
-

Cook Islands Red Cross Society (CIRC)

1) Multi-year high-level objectives of the National Society

- Embed **PGI and safeguarding** through new policies and training.
- Develop **branch capacity** and Junior RC systems.
- Strengthen **financial sustainability** through Commercial FA and partnerships.
- Update **governance systems** with risk management.

2) Longer-term support from the IFRC network

- **CCD:** PGI coaching, PER implementation.
- **PNS:** school and youth programme twinning.
- **Reference Centres:** PS Centre for youth wellbeing, Finance Hub for transparent systems.

Samoa Red Cross Society (SRCS)

1) Multi-year high-level objectives of the National Society

- Consolidate **governance and statutory frameworks**.
- Build **branch capacity** in outer islands.
- Institutionalise **youth engagement pathways** (Junior RC to governance).
- Expand **financial sustainability** through partnerships and Commercial FA.

2) Longer-term support from the IFRC network

- **CCD**: governance/statute strengthening, PER mentoring.
- **PNS**: youth and branch mentoring (NZRC/ARC).
- **Reference Centres**: PGI mainstreaming, PS Centre (volunteer wellbeing).

Longer-term support from the IFRC network

Secretariat (CCD Pacific, APRO, Geneva) – backbone and quality assurance

- **Strategic and diagnostic accompaniment.** Provide OCAC/BOCA refreshers or targeted capacity scans; maintain and monitor PER workplans; embed audit/risk action-tracking; and help operationalise NS strategies into resourced, multi-year roadmaps with simple KPIs and dashboards.
- **Governance, statutes and auxiliary role.** Legal and governance coaching; board development; statute/by-law review; and, with IFRC Disaster Law, support for auxiliary role MoUs and disaster-law improvements (including recognition of volunteers, CVA policy space and facilitation of international assistance).
- **Finance and CCFS 2.0.** Hands-on finance mentoring (controls, cost recovery, treasury); domestic RM coaching (Commercial First Aid business plans; corporate partnerships; branch-level fundraising); and access to quality funding windows.
- **People, safeguarding and duty of care.** HR policy updates; job evaluation tools; induction and performance systems; roll-out of PSEA/child safeguarding risk analyses; set-up of safe, survivor-centred reporting and referrals; and staff/volunteer MHPSS support with the PS Centre.
- **Digital and data enablement.** ICT health checks; basic cyber hygiene; KoBo/IM packages; data protection templates; volunteer database patterns; and help to integrate feedback/complaints handling into routine operations.
- **PMER and learning.** Results frameworks; light scorecards; after-action reviews; communities of practice (volunteering, finance/RM, PMER, safeguarding); and curated case studies from Pacific peers to accelerate replication.

Participating National Societies (ARC, NZRC, AmCross, JRC and others) – bilateral depth and peer-to-peer

- **Institutional strengthening with technical depth.** Bilateral accompaniment on Commercial First Aid and revenue diversification; finance and procurement controls;

safeguarding system build-out; and branch development packages tailored to atoll/remote contexts.

- **Leadership and youth pipelines.** Board coaching, governance exchanges, and youth leadership tracks linked to YABC, Y-Adapt and Junior RC; support for volunteer insurance and recognition schemes.
- **Operational enablers that reinforce NSD.** Logistics readiness (including pre-positioning governance, stock management, and vendor frameworks), CVA readiness, IM/KoBo tooling, and low-tech communications suitable for outer islands.

IFRC Reference Centres, Hubs and Labs – specialised capability multipliers

- **PGI & Safeguarding (AP/Global).** Toolkits, benchmarks and coaching to institutionalise PGI markers, safe referrals, PSEA/child safeguarding, and inclusive programming—embedded in HR/PMER cycles.
- **Psychosocial Support Centre.** Regional PFA/MHPSS Training-of-Trainers; duty-of-care packages for staff/volunteers; guidance on integrating MHPSS in volunteer management and branch routines.
- **Cash Hub, Logistics, and the Shelter Research Unit.** Cost-recovery & budgeting tools, CVA operating models for remote islands, and simple warehouse/SOP templates aligned to branch realities.
- **Climate Centre & Anticipatory Action partners.** Digital/analogue early-action toolkits (decision triggers, no-regret actions) that can be managed by branches, with light monitoring approaches to evidence institutional value.

Financing pathways and peer learning – sustaining the NSD journey

- **Access to NSD /financing.** Dedicated support to compete for **NSIA, CBF, Empress Shōken Fund**, and to structure no-regret preparedness investments (e.g., volunteer insurance, branch connectivity, micro-prepositioning of information kits, safe-space materials).
- **DREF as a systems lever.** Use DREF operations to strengthen finance, procurement, IM, PGI and security systems; capture and close audit recommendations; and fold learning back into PER/NSD plans.
- **Communities of Practice and skillshares.** A Pacific NSD CoP (governance, finance/RM, HR/safeguarding, PMER/data) with annual skillshares and targeted peer twinning (e.g., branch development in atoll contexts; Commercial FA quality systems; volunteer database roll-outs).

What this delivers by 2026 (shared ambition)

- **Stronger branches** with minimum preparedness, clean finance and volunteer systems in place—especially on outer/remote islands.
- **Predictable leadership and governance**, with functioning succession and youth pathways, and boards practising regular self-assessment.
- **Sustainable finances**, underpinned by cost-recovery and diversified domestic income (notably high-quality Commercial First Aid).
- **Safer, more accountable organisations**, with functioning safeguarding and feedback systems, and disciplined audit/risk closure.

- **Digital-ready operations**, using low-bandwidth tools and basic cyber hygiene to speed decisions and include those most at risk.

Humanitarian diplomacy and communication



Enabler 3: Humanitarian Diplomacy and Communication

Overview and commitments

Across Pacific National Societies (NS), humanitarian diplomacy (HD) and communication priorities converge on three imperatives: (1) protect and expand the space for neutral, impartial, and independent humanitarian action, (2) influence policies and budgets that determine people's risk and access to services before, during and after crises, and (3) earn sustained public trust through clear, timely, and community-informed communication. Building on recent PER, BOCA/OCAC and post-operation learning reviews, NS aim to institutionalize HD as a leadership function (not a one-off campaign) and professionalize communications as a capability that is available at branch level, prepared for surge, and integrated with CEA, PGI, and MHPSS.

First, NS will consolidate their **auxiliary-role recognition and access** by updating or reaffirming domestic arrangements, SOPs, and letters of understanding that codify coordination with disaster management offices, health ministries, and line agencies. The objective is to be at the right tables—national platforms for disaster risk management and climate adaptation, public health emergency committees, shelter cluster/sector fora, and national migration mechanisms—so that Red Cross expertise shapes policy and resourcing upstream. Where needed, NS will pursue specific legal or procedural clarifications (e.g., facilitation of international assistance, customs and tax exemptions for relief goods, cash assistance frameworks, and recognition of NS co-lead roles in national shelter coordination), while advocating for inclusive policies on disability, gender, child protection and safeguarding, and the protection of people on the move.

Second, NS will **focus HD on a small set of humanitarian issues of consequence** for the Pacific: climate- and disaster-related displacement and human mobility; anticipatory action and risk financing; locally led disaster law and disaster governance; safe, inclusive and continuous access to education and essential health/WASH during crises; and protection from sexual exploitation, abuse and harassment (PSEAH) across the response system. Multi-year HD roadmaps will sequence influence targets—from policy windows (plan revisions, budget cycles, post-event reviews) to norm-setting opportunities (Pacific Resilience Partnership working groups, regional ministerials, sector cluster reviews)—and articulate how NS evidence, community feedback, and lived experience inform advocacy messages. Where labour mobility programmes are growing, NS will position themselves to influence safe-migration standards (pre-departure, post-arrival and reintegration), grievance mechanisms, and cross-border referral pathways, while promoting host-community cohesion and non-discrimination.

Third, NS will **professionalize crisis and public communication** to reinforce trust and accountability. This includes building an end-to-end capability that spans proactive storytelling

about humanitarian impacts and solutions; risk communication and community engagement (RCCE) for epidemics, climate and disaster hazards; spokesperson and media-handling capacity; social listening and rumor management; and protection-sensitive content standards (survivor dignity, informed consent, data protection). Branch-level content pipelines will be developed so that outer-island voices shape national and regional narratives. NS will adopt a “one-story, many formats” approach—press, social, audio-visual, local language micro-content—grounded in CEA feedback loops and inclusive of youth creators. Consistent visual identity and principles-based messaging (Fundamental Principles, do-no-harm, neutrality) will be embedded in all products.

Fourth, NS will **link HD and communication to measurable outcomes**. Multi-year targets will track the enabling environment (e.g., number of formal policy or procedural changes influenced; budget lines secured for early action and branch preparedness; number of agreements on cash, data sharing, and safeguarding), as well as public-facing outcomes (measures of trust/recognition, reach to at-risk audiences, two-way feedback resolved). Internally, NS will invest in leadership development for HD, creating small cross-functional teams that bring together operations, disaster law, communications, CEA, PGI, youth, and branch representatives to design influence strategies grounded in operational realities. Youth will be positioned as credible messengers on climate, DRR, health and inclusion—connecting Junior and Senior RC structures to decision-maker dialogues and giving them roles in content co-creation, citizen science, and behavior-change communication.

Finally, NS will **elevate Pacific perspectives in regional and global fora**. Over 2026–2028, NS will seek structured speaking roles and agenda-setting contributions within the Pacific Humanitarian Team, the Pacific Resilience Partnership and technical working groups (DRM, climate risk financing, human mobility, early warnings), UN/cluster platforms (especially shelter, health/WASH, protection), and Movement spaces. The goal is to normalize Pacific-led narratives, evidence and tools—anticipatory action playbooks, island-appropriate CVA, green response, inclusive shelter—in regional policy and donor strategies.

National-Society-specific, multi-year high-level objectives for EF 3 *across the Pacific*.

Cook Islands Red Cross Society (CIRCS)

1) Multi-year high-level objectives of the National Society

CIRCS will formalize its auxiliary-role arrangements with key ministries (DM, Health, Education) and secure written SOPs that clarify roles in early warning, evacuation support, and social protection linkages during crises. It will develop a focused humanitarian diplomacy (HD) agenda on climate-related displacement, safe schools, and inclusive WASH—prioritizing the outer islands. CIRCS will professionalize crisis communications with a branch-fed content pipeline, local-language RCCE, and youth voices, embedding PGI/CEA safeguards and survivor-centred standards. Targets include annual policy contributions (e.g., DRM plan updates), at least two influence products per year grounded in community evidence, and improved trust/recognition metrics nationally.

2) Longer-term support from the IFRC network

CCD Pacific will co-design a 3-year HD roadmap, connect CIRCS to disaster-law accompaniment (facilitation of international assistance, CVA policy space, inclusive shelter), and provide a rapid communications toolkit and coaching. ARC/NZRC will backstop RCCE and safe-schools advocacy;

the PS Centre will train a small PFA/MHPSS pool for spokespeople and volunteers; the PGI team will hard-wire safeguarding into content and events.

Fiji Red Cross Society (FRCS)

1) Multi-year high-level objectives of the National Society

FRCS will consolidate its position on national emergency communications, anticipatory action advocacy, and cash-readiness policy dialogue—linking PER findings and CBS evidence to budget decisions. It will systematize media relations, rumor management, and bilingual RCCE for cyclones, floods, and outbreaks, while elevating youth storytellers and disability-inclusive messaging. FRCS will aim to influence formal updates to DRM and health emergency frameworks (including data/protection clauses and last-mile RCCE expectations) and to secure sustained government budget lines for early action and branch preparedness.

2) Longer-term support from the IFRC network

CCD Pacific/APRO will maintain a disaster-law/DRM helpdesk for FRCS; the Cash Hub will support CVA advocacy packages; the Climate Centre will translate seasonal outlooks into community-ready messaging. ARC, NZRC and AmCross will mentor FRCS on crisis comms surge and evidence-to-influence briefs, while the PGI team strengthens PSEAH and survivor-centred communication.

Kiribati Red Cross Society (KRCS)

1) Multi-year high-level objectives of the National Society

KRCS will prioritize HD on slow-onset climate impacts (saltwater intrusion, water security), safe labour mobility information, and planned relocation safeguards (HLP, social cohesion, services continuity). Communications will focus on atoll-appropriate RCCE, local-language micro-content, and two-way feedback from outer islands. KRCS will seek formal roles in national climate/DRM coordination and codify RCRC contributions in NAP/NDC implementation.

2) Longer-term support from the IFRC network

IFRC Disaster Law and the Climate Centre will accompany KRCS on planned-relocation policy dialogues and citizen-science storytelling; ARC/NZRC will support labour-mobility messaging and cross-border referral comms; CCD will set up low-bandwidth comms/CEA workflows for outer islands and provide templated briefs aligned with national policy windows.

Micronesia Red Cross Society (MIRCS)

1) Multi-year high-level objectives of the National Society

Consolidate their auxiliary-role recognition and access, Professionalize crisis and public communication to reinforce trust and accountability. Link HD and communication to measurable outcomes. Elevate Pacific perspectives in regional and global fora. Supported by IFRC and American Red Cross

2) Longer-term support from the IFRC network

CCD Pacific will co-create island-specific RCCE playbooks and provide a portable media kit; the PS Centre will train PFA spokespeople; ARC will support drought/El Niño communication packages; the PGI team will strengthen safeguarding and safe-referral messaging; the Cash Hub will advise on CVA-related policy asks where feasible.

Marshall Islands Red Cross Society (MRCS)

1) Multi-year high-level objectives of the National Society

MRCS will orient HD to climate-health risks (heat, vector-borne disease, water security) and early warnings-for-all, ensuring outer-atoll reach. It will institutionalize communications SOPs with NDMO/MoH, integrate social listening and rumor management into community work, and advocate for inclusive shelter and HLP considerations in contingency plans. Youth voices and faith/community networks will be leveraged for legitimacy and reach.

2) Longer-term support from the IFRC network

Consolidate their auxiliary-role recognition and access, Professionalize crisis and public communication to reinforce trust and accountability. Link HD and communication to measurable outcomes. Elevate Pacific perspectives in regional and global fora. Supported by IFRC and American Red Cross

Palau Red Cross Society (PRCS)

1) Multi-year high-level objectives of the National Society

Consolidate their auxiliary-role recognition and access, Professionalize crisis and public communication to reinforce trust and accountability. Link HD and communication to measurable outcomes. Elevate Pacific perspectives in regional and global fora. Supported by IFRC and American Red Cross

2) Longer-term support from the IFRC network

CCD Pacific will continue technical accompaniment on EWEA communications and disaster-law issues; ARC/NZRC will support labour-mobility curricula and communications; Climate Centre/PS Centre/PGI will provide specialist inputs (climate-risk messaging, PFA for spokespeople, survivor-centred comms).

Papua New Guinea Red Cross Society (PNGRCS)

1) Multi-year high-level objectives of the National Society

PNGRCS will target HD on complex-risk environments: epidemics, landslides/earthquakes, localised violence and displacement, and inclusive access to services. It will establish a national spokesperson network, strengthen provincial/branch content flows, and build rumor management and risk communication with strong PGI/CEA guardrails. PNGRCS will advocate for clearer facilitation of humanitarian access, cash feasibility, and data-sharing protocols with authorities.

2) Longer-term support from the IFRC network

CCD/APRO will provide an HD/communications surge framework; the SPH/Health teams and Cash Hub will help PNGRCS craft influence products on outbreak RCCE and CVA; the Disaster Law team will support auxiliary-role and access facilitation dialogues; PGI and PS Centre will embed safeguarding and MHPSS for staff/volunteers working in high-stress contexts.

Samoa Red Cross Society (SRCS)

1) Multi-year high-level objectives of the National Society

SRCS will concentrate HD on gender-responsive DRR, safe schools, and labour-mobility preparedness (pre-departure information, grievance/referral pathways), while elevating youth creators in climate and inclusion campaigns. It will codify spokesperson protocols and build a routine of evidence-led policy submissions tied to national plan/budget cycles.

2) Longer-term support from the IFRC network

CCD Pacific and ARC/NZRC will co-develop communications/HD packages on safe migration and inclusive DRR; the PGI team will mainstream safeguarding in all public products; the PS Centre will form a PFA trainer nucleus for volunteer wellbeing and crisis messaging; Climate Centre will localize seasonal outlook content.

Solomon Islands Red Cross (SIRCS)

1) Multi-year high-level objectives of the National Society

SIRCS will advance HD on shelter coordination (co-lead role), community-centred recovery, and disability-inclusive services. Communications will prioritize provincial reach, radio/vernacular content, and rumor management during cyclones/floods and health events. SIRCS will formalize auxiliary SOPs on public information and community feedback during emergencies.

2) Longer-term support from the IFRC network

IFRC Shelter and Disaster Law teams will accompany SIRCS on coordination advocacy and HLP messaging; CCD will support a branch-first content pipeline and crisis comms surge; PGI/PS Centre will reinforce survivor-centred communication and PFA for spokespeople; Cash Hub will assist with policy briefs on CVA integration.

Tonga Red Cross Society (TRCS)

1) Multi-year high-level objectives of the National Society

TRCS will leverage its shelter co-lead role to influence safer reconstruction, local materials standards, and inclusive site planning; it will strengthen anticipatory action messaging for cyclones/tsunamis and embed bilingual RCCE and feedback systems down to outer islands. TRCS will pursue formal procedures that facilitate international assistance and expedite communications coordination in crises.

2) Longer-term support from the IFRC network

IFRC Shelter/Climate/Disaster Law will jointly support TRCS on HLP, PASSA/green recovery advocacy, and international assistance facilitation; CCD/APRO will reinforce crisis comms workflows and spokesperson coaching; PGI/PS Centre will integrate safeguarding and wellbeing messaging throughout.

Tuvalu Red Cross Society (TvRCS)

1) Multi-year high-level objectives of the National Society

TvRCS will focus HD on anticipatory action for drought and king tides, water security, and planned relocation safeguards, with labor-mobility information as a cross-cutting theme. Communications will be hyper-local, radio-first, and bilingual, with youth and faith leaders as messengers. TvRCS will seek to institutionalize RCCE and feedback mechanisms within national DRM/health SOPs.

2) Longer-term support from the IFRC network

CCD/Climate Centre will co-produce early-warning content linked to EAPs; ARC/NZRC will back safe-migration communications; Disaster Law will advise on relocation/HLP and assistance facilitation; PGI and PS Centre will strengthen survivor-centred and wellbeing-aware communications.

Cross-NS enablement (what stays common across all of them)

- **Backbone & quality:** CCD Pacific sustains a Pacific HD & Comms “helpdesk,” common editorial and safeguarding standards, a rapid comms toolkit, and a light quality framework (coverage, timeliness, inclusion/safety, consistency with Principles, satisfaction/engagement).
- **Learning & evidence:** Regular learning loops (AARs, lessons learned, feedback synthesis) are turned into influence briefs; a Pacific Community of Practice links HD/Comms/CEA/PGI focal points.
- **Resourcing:** Predictable, no-regrets preparedness financing (incl. DREF lines for RCCE/CEA), plus accompaniment to access NSIA/CBF/ESF and bilateral PNS grants for sustained HD/Comms cores at HQ and priority branches.
- **Partnerships:** Movement partners align messages and roles; external partnerships (PHT clusters, PRP working groups, ministries, academia, media alliances) amplify Pacific NS evidence and voices.

Longer-term support from the IFRC network

Over multiple years, the IFRC network will act as backbone support so Pacific NS can sustain influence and communication capability at national and branch level, not just in regional capitals. The Secretariat (CCD Pacific with APRO and Geneva), participating National Societies (ARC, NZRC, American RC, Japanese RC, others) and IFRC reference centres will coordinate complementary roles that reduce duplication, lift quality, and ensure no-regrets resourcing for preparedness.

The Secretariat will **co-design and help localize HD roadmaps** with each NS, tied to the Unified Plan and national policy calendars. This includes issue mapping; stakeholder analysis; evidence packaging from PER/EVCA, post-event reviews and community feedback; and clear theory-of-influence pathways that link operations to policy asks. A light “HD Helpdesk” will be maintained to support drafting of policy briefs, talking points, op-eds, submissions to national consultations, and humanitarian diplomacy around customs/visa/overflight, cash, and international assistance facilitation when operations are imminent. In parallel, the Secretariat will steward **disaster law accompaniment**, enabling NS to advise authorities on disaster-risk governance reforms (facilitation of international assistance, HLP in emergencies, planned relocation frameworks, inclusive shelter policies, and cash feasibility), and will connect these processes to Movement positions and international standards.

For communications, the IFRC network will **build durable capability at branch level**. This includes common editorial guidelines aligned with Fundamental Principles and PGI; a Pacific-relevant rapid communications toolkit (spokesperson coaching, crisis content workflows, social listening, rumor management, translation/localization workflows); shared asset libraries and brand templates; and pre-agreed surge modalities to embed comms/CEA support in early operations. Where digital connectivity is low, the network will help NS blend offline channels (community radio, faith networks, schools, town-hall formats) with low-data digital to ensure RCCE reaches outer islands. Training pathways will be established for youth and volunteers as content creators and community correspondents, with safeguarding and survivor-centred approaches integrated.

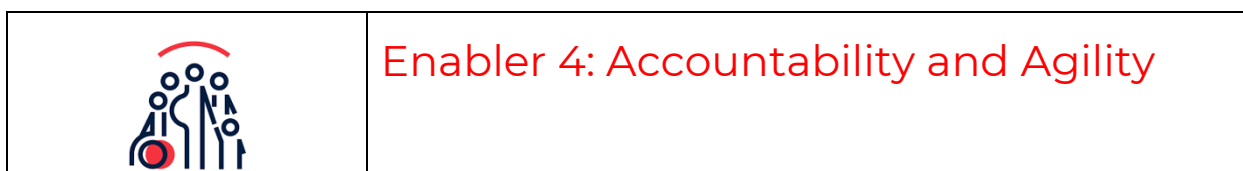
The Secretariat and PNS will **broker strategic platforms and partnerships** so NS messages carry weight. This includes positioning Pacific NS within the Pacific Resilience Partnership technical working groups (risk financing, human mobility, climate information services), supporting NS to co-chair where feasible; curating joint interventions with Movement partners on climate-

displacement, anticipatory action and green response; and aligning with UN and regional mechanisms (PHT clusters/sectors, Pacific Health Ministers processes) to avoid duplication and amplify consistent messages. Where labour-mobility routes are central, ARC/NZRC will help operationalize cross-border communication and advocacy—ensuring pre-departure messaging, rights information, grievance pathways, and referrals are coherent in origin and destination countries.

Quality assurance and learning will be **hard-wired**. The network will help NS apply simple, shared quality benchmarks for HD and communications—coverage, timeliness, inclusion/safety, consistency with Principles, satisfaction/engagement—and turn after-action reviews, lessons-learned, and community-feedback syntheses into influence products. Reference centres will anchor specialist support: the PGI team on safeguarding and survivor-centred messaging; the PS Centre on staff/volunteer wellbeing and PFA for spokespeople and frontline communicators; the Cash Hub on policy-ready narratives for CVA in remote islands; the Shelter team on HLP and inclusive site planning advocacy; and the Climate Centre on making early warning/seasonal outlook content locally actionable.

Finally, the IFRC network will **mobilize predictable resources for HD and communications preparedness**—small, flexible funding that lets NS maintain a minimal but reliable communications/HD core at headquarters and in priority branches; access to DREF (including imminent windows) with built-in RCCE/CEA lines; and accompaniment to secure longer-term financing (NSIA/CBF/ESF and bilateral PNS support) for influence agendas tied to national policy milestones. Over time, these investments are expected to result in clearer auxiliary-role arrangements, better-facilitated international assistance, inclusive and safer operational environments, and higher, steadier levels of public trust in Pacific National Societies.

Accountability and agility (cross-cutting)



Overview and commitments

Accountability and Integrity

- Ensure full implementation of safeguarding frameworks, including **PSEA**, **child protection**, and **anti-fraud/corruption policies**, with survivor-centred complaint mechanisms and referral pathways active at both HQ and branch level.
- Strengthen **financial management and transparency** through improved systems, regular audits, and adoption of international financial reporting standards, while maintaining donor reporting discipline.
- Scale up **staff and volunteer protection**: policies on duty of care, insurance, and security management, supported by training and safety SOPs.

- Enhance **risk management** and integrity assurance by institutionalizing risk registers, integrity committees, and structured responses to incidents, thereby safeguarding organizational reputation.
- Embed **results-based management systems** with data collection, analysis, and learning loops that allow NSs to measure impact and adjust programming rapidly.

Digital Transformation (DT)

- Develop or refine **digital transformation roadmaps** for each NS, aligning with the IFRC DT Strategy, focusing on infrastructure (connectivity, hardware), digital skills (data literacy, IM), and digital protection (cybersecurity, safe data handling).
- Roll out **digitally enabled humanitarian services**: electronic volunteer management, mobile-based cash transfer delivery, KoBo or other digital tools for needs assessments, and community feedback systems.
- Establish data protection and privacy frameworks, ensuring compliance with Movement standards and donor expectations for responsible data use.
- Expand digital inclusion by targeting remote island communities, ensuring that women, youth, people with disabilities, and marginalized groups have access to digital services and communication channels.

Innovation and Agility

- Encourage a culture of **local innovation** through branch-level pilot projects, community-led adaptation, and experimentation in climate-smart and resilience programming.
- Strengthen **transformational leadership** by equipping senior staff and governance with change management tools, adaptive leadership training, and exposure to peer networks.
- Integrate innovation mainstreaming into core programming, enabling faster scaling of successful pilots (e.g., anticipatory action protocols, community-based surveillance).

National-Society-specific, multi-year high-level objectives for Climate & Environment **across the Pacific.**

Cook Islands Red Cross Society (CIRCS)

1) Multi-year high-level objectives of the National Society

- **Safeguarding & integrity**: Operationalize the CIRCS PGI policy and PSEA procedures across HQ and branches; ensure survivor-centred complaints and safe referral pathways; refresh Code of Conduct induction and annual attestations for staff/volunteers.
- **Finance & transparency**: Maintain timely, unqualified annual audits; strengthen internal controls, procurement, and asset registers; standardize branch financial reporting and cash/stock reconciliation.
- **Risk & security management**: Establish an organization-wide risk register linked to audit and PER findings; update security SOPs and incident reporting; ensure volunteer insurance coverage.
- **Results-based management (PMER)**: Institutionalize indicator tracking in health/DRR/CEA; routine after-action reviews and lessons learned; integrate sex-, age- and disability-disaggregated data (SADDD).

- **Digital transformation:** Incrementally digitize volunteer management and programme data (KoBo forms, branch dashboards); adopt basic data protection protocols; improve connectivity and device pools for outer islands.

2) Longer-term support from the IFRC network

- **Safeguarding systems:** IFRC PGI & PS Centre coaching on survivor-centred case handling; template adaptation and refresher training (PSEA/child safeguarding).
- **Finance & controls:** CCD/APRO finance mentors for internal control improvements; link to CBF/NSIA for systems upgrades (accounting software/licences).
- **PMER & digital:** IM/CEA support to standardize KoBo instruments, feedback handling and data protection; light DT investment (devices/connectivity).
- **Risk & security:** Stay Safe 2.0 pathway, volunteer insurance planning, and risk register facilitation.

Fiji Red Cross Society (FRCS)

1) Multi-year high-level objectives of the National Society

- **Integrity & compliance:** Sustain robust audit performance; refresh anti-fraud/anti-corruption controls; embed PSEA/child safeguarding within emergency surge.
- **People & safety:** Expand staff/volunteer wellbeing and MHPSS; standardize inductions, performance cycles and surge role descriptions; maintain volunteer insurance coverage.
- **Accountability & PMER:** Strengthen CBS/ECV/health and WASH data flows into a unified results framework; scale CEA feedback loops in emergencies and routine programmes.
- **Digital transformation:** Modernize commercial/community First Aid and CBS with digital tools; secure data protection standards; progress cash readiness (CVA) delivery/IM.

2) Longer-term support from the IFRC network

- **Finance/controls:** Continued CCD finance accompaniment; peer exchange with PNS on commercial FA business systems.
- **CVA/IM:** Cash Hub and IM support on market/FSP analysis, KoBo pipelines, and data governance.
- **Safeguarding/MHPSS:** PGI & PS Centre ToTs; integrate PFA for responders; refresh complaint-handling SOPs.

Kiribati Red Cross Society (KRCS)

1) Multi-year high-level objectives of the National Society

- **Safeguarding & integrity:** Finalize/roll out PSEA and child safeguarding; activate confidential reporting and partner referral MOUs; routine Code of Conduct refreshers.
- **Financial stewardship:** Improve branch-to-HQ reporting cadence; institute procurement thresholds and segregation of duties; maintain audit timeliness.

- **Risk, safety & insurance:** Establish risk register and security SOPs for atoll deployments; ensure volunteer insurance and duty-of-care basics (PPE, comms).
- **PMER & CEA:** Standardize monitoring tools with SADDD; systematic community feedback tracking; publish annual results summaries.
- **Digital transformation:** Stepwise digitization (KoBo, simple dashboards); basic cybersecurity hygiene; plan for cash-readiness in low-connectivity contexts.

2) Longer-term support from the IFRC network

- **Safeguarding:** PGI coaching, template packs and on-the-job mentoring.
- **Finance:** CCD finance clinics, CBF/NSIA pipeline for software and training.
- **Digital:** IM/CEA rollout (KoBo kits, feedback systems); device/connectivity micro-grants.

Marshall Islands Red Cross Society (MRCS)

1) Multi-year high-level objectives of the National Society

- **Governance & integrity:** Consolidate anti-fraud, PSEA and child protection implementation across scattered atolls; strengthen complaints handling and confidentiality.
- **Finance & audits:** Address any legacy audit recommendations; standardize inventory control for pre-positioned stock; strengthen cash management.
- **Security & risk:** Update field security SOPs (sea travel, night ops); maintain volunteer insurance; institutional risk register linked to PER.
- **PMER & data:** Routine performance reviews for health/DRR; embed CEA and protection incident logging.
- **Digital transformation:** Expand digital data capture; protect personal data; explore low-tech CVA delivery (vouchers, remittances).

2) Longer-term support from the IFRC network

- **Audit/controls:** CCD finance support for reconciliations and stock controls.
- **Safeguarding:** PGI & PS Centre training/refreshers; confidential reporting pathways.
- **Digital & CVA:** IM support plus Cash Hub guidance for small-island FSP options.

Micronesia Red Cross Society (MIRCS – FSM)

1) Multi-year high-level objectives of the National Society

- **Safeguarding & policies:** Institutionalize Code of Conduct, PSEA, child safeguarding across states; train focal points and branches.
- **Financial management:** Harmonize state/branch reporting; improve procurement and asset controls; keep audits on time.
- **Risk & security:** Travel/boat safety SOPs; volunteer insurance; incident reporting culture.
- **PMER/CEA:** SADDD integration and systematic feedback loops in DRR/health.

- **Digital transformation:** Standardize KoBo forms; basic data protection; plan for cash-readiness and offline data workflows.

2) Longer-term support from the IFRC network

- **Finance:** CCD finance accompaniment; toolkits for multi-island stock control.
- **PGI/PS:** Hands-on mentoring and tabletop exercises on survivor-centred responses.
- **Digital:** IM equipment pool; coaching on offline/low-bandwidth workflows.

Palau Red Cross Society (PRCS)

1) Multi-year high-level objectives of the National Society

- **Integrity framework:** Enforce and periodically review the PRCS **Code of Conduct (Rev 2025)**, **PSEA policy**, **Child Protection Policy**, **Anti-Fraud & Corruption Policy**, and **Whistleblower Policy**; ensure safe, confidential reporting and case handling.
- **Finance & policy compliance:** Apply the **Financial Management Policies & Procedures (Rev 2025)** consistently; on-time audited financials; procurement and asset control assurance.
- **Legal & auxiliary role:** Maintain compliance with the **Recognition Act (1997)**; clarify roles with authorities for data sharing and safeguarding.
- **HR & safety:** Update HR manual practice (induction, performance, disciplinary); maintain volunteer insurance; security briefings for deployments.
- **PMER & data protection:** Consolidate results reporting; embed data protection and case confidentiality.
- **Digital transformation:** Digitize volunteer and programme data; strengthen cyber hygiene and file governance.

2) Longer-term support from the IFRC network

- **Safeguarding QA:** PGI technical review of PRCS policies in practice; simulation-based coaching.
- **Finance systems:** CCD finance peer review; eligibility for CBF/NSIA to upgrade systems.
- **Digital/PMER:** IM support for protected data flows; CEA case management templates.

Samoa Red Cross Society (SRCS)

1) Multi-year high-level objectives of the National Society

- **Safeguarding mainstreaming:** Strengthen PSEA/child safeguarding, survivor-centred referrals; annual Code of Conduct refresher.
- **Finance & audits:** Maintain clean audits; standardize branch cash/stock controls; routine internal reviews.
- **Risk & safety:** Update security SOPs; volunteer insurance and duty-of-care arrangements.
- **PMER/CEA:** Consolidate indicator tracking; integrate CEA systems in DRR/health; publish annual results briefs.

- **Digital transformation:** Digitize volunteer registry and programme monitoring; data protection basics; explore CVA feasibility.

2) Longer-term support from the IFRC network

- PGI/PS Centre accompaniment; CCD finance check-ins and training; IM/CEA tooling; micro-investments in devices/connectivity.

Solomon Islands Red Cross Society (SIRCS)

1) Multi-year high-level objectives of the National Society

- **Integrity & safeguarding:** Operational PSEA/child safeguarding with branch focal points; confidential reporting and safe referrals.
- **Financial stewardship:** Improve branch reporting timeliness; strengthen procurement and stock controls; maintain audit cadence.
- **Security & risk:** Field security SOPs for remote islands; volunteer insurance; institutional risk register.
- **PMER:** Establish results framework and routine learning; SADDD and CEA integrated in operations.
- **Digital transformation:** Standard KoBo usage across branches; data privacy practice; plan for low-tech CVA.

2) Longer-term support from the IFRC network

- **Finance & logistics:** CCD accompaniment for internal controls and stock systems.
- **Safeguarding/CEA:** PGI mentoring; feedback/complaints digitization support.
- **Digital:** IM equipment kits and coaching.

Tonga Red Cross Society (TRCS)

1) Multi-year high-level objectives of the National Society

- **Policy modernization:** Complete and roll out updated volunteering policy and safeguarding (PSEA/child) integration; refresh Code of Conduct compliance.
- **Finance & audits:** Consolidate post-TC finance lessons; regularize inventory/asset controls; sustain audit quality.
- **Safety & risk:** Updated security SOPs; volunteer insurance; incident reporting discipline.
- **PMER/CEA:** Strengthen results frameworks and community feedback loops; publish periodic results notes.
- **Digital transformation:** Progress digital volunteer management; standardize KoBo and data governance; cash-readiness.

2) Longer-term support from the IFRC network

- **Volunteer systems:** CCD/APRO support for volunteer policy implementation and insurance planning.
 - **Finance & PMER:** Finance coaching; IM/CEA roll-out; Cash Hub light-touch TA.
-

Tuvalu Red Cross Society (TvRCS)

1) Multi-year high-level objectives of the National Society

- **Safeguarding & integrity:** Formalize PSEA and child safeguarding pathways; train focal points; ensure confidentiality in small-community settings.
- **Finance & audits:** Address recommendations from past audits; strengthen cash controls and branch reporting; maintain audit timeliness.
- **Risk & safety:** Travel/boat safety SOPs; volunteer insurance; risk register maintenance.
- **PMER/CEA:** Introduce simple RBM framework; SADDD basics; community feedback logging.
- **Digital transformation:** Start with KoBo for assessments and distributions; adopt data protection basics; plan for low-bandwidth operations and CVA starter readiness.

2) Longer-term support from the IFRC network

- **Finance:** CCD finance clinics; CBF/NSIA access for basic systems and licences.
 - **Safeguarding:** PGI coaching and templating; PS Centre for staff/volunteer wellbeing.
 - **Digital:** IM starter kit (devices/connectivity) and coaching.
-

Cross-cutting notes (applies to all NSs)

- **Innovation & agility:** Solferino Academy/openness to small pilots (digital CEA, anticipatory action SOPs) with quick learning loops and scale-up of what works.
- **Digital protection:** Movement-standard data protection guidance (role-based access, consent, retention) embedded in all KoBo/IM workflows.
- **Volunteer insurance:** Network push to ensure continuous coverage for all active volunteers, aligned to duty-of-care standards.
- **Funding pathways:** CBF/NSIA/ESF leveraged to underwrite finance systems, safeguarding implementation, and DT starters (devices, software, connectivity).

Longer-term support from the IFRC network

IFRC Secretariat (CCD Pacific & APRO)

- Provide **strategic backbone support** for accountability reforms: technical coaching on risk management, finance, HR systems, and safeguarding policies; align NS policies with global IFRC frameworks.

- Accompany NSs in **digital transformation roadmaps**, including digital maturity assessments, infrastructure investment mapping, and roll-out of IM/CEA tools (e.g., KoBo, DEEP).
- Facilitate **PER-linked investment planning**, ensuring accountability and agility priorities are embedded in disaster preparedness and readiness.
- Broker predictable access to **funding streams** (NSIA, CBF, Empress Shōken Fund, bilateral PNS support) for financial sustainability and digital innovation.

Participating National Societies (PNSs)

- ARC and NZRC provide long-term coaching on financial sustainability, HR development, and safeguarding roll-out (including joint training on PSEA, fraud prevention, and safe complaints handling).
- AmCross and JRC support on innovation, digital literacy training, and mainstreaming IT-enabled volunteer management platforms.
- Peer exchange with PNSs engaged in similar reforms (e.g., Australian RC on fraud/financial systems; NZRC on volunteer management digitalization).

Reference Centres, Hubs and Labs

- **PGI and Safeguarding (Geneva/Asia Pacific):** coaching on PSEAH, child safeguarding, survivor-centred responses.
- **PS Centre:** training on staff/volunteer wellbeing, PFA in safeguarding processes, and resilience of teams exposed to recurrent crises.
- **Cash Hub & Information Management teams:** tools for digital CVA delivery, risk analysis, and digital feedback loops.
- **Solferino Academy & Innovation Labs:** facilitate innovation mainstreaming, leadership agility, and safe experimentation platforms.

Cross-network commitments

- Standardize **accountability baselines** for Pacific NSs, ensuring a minimum set of policies and systems across the region.
- Provide **no-regrets financing** for digital pre-positioning (low-cost devices, connectivity solutions, cyber protection).
- Build a **Pacific Community of Practice on Accountability & Agility**, linking finance managers, HR, safeguarding focal points, and IM officers across societies for peer learning.
- Regular **learning loops:** after-action reviews, integrity lessons learned, and synthesis of community feedback to continuously strengthen accountability systems.

The IFRC Network

The IFRC

The International Federation of Red Cross and Red Crescent Societies (IFRC), through its Pacific Country Cluster Delegation (CCD), operates as part of a broader Movement network in the Pacific, working in support of and alongside Pacific National Societies. This network is anchored in the principle that National Societies are locally led, nationally rooted, and regionally connected actors, with a unique mandate to serve as auxiliaries to their public authorities while remaining embedded within their communities.

In line with the outcomes of the Pacific Leaders Meeting (PLM) 2025, the role of the IFRC in the Pacific is that of an enabler of National Society leadership, supporting the strengthening of sustainable systems, institutional capacity, and locally driven humanitarian action. Network Presence and Regional Structure:

The IFRC Pacific CCD supports a diverse and interconnected group of National Societies, including Vanuatu Red Cross Society (VRCS), Tuvalu Red Cross Society (TRCS), Tonga Red Cross Society (TRCS), Solomon Islands Red Cross Society (SIRC), Samoa Red Cross Society (SRCS), Palau Red Cross Society (PRCS), Micronesia Red Cross Society (MRCS), Marshall Islands Red Cross Society (MIRCS), Kiribati Red Cross Society (KRCS), Fiji Red Cross Society (FRCS) and Cook Island Red Cross Society (CIRCS).

The delegation also works with the IFRC PNG Country Office in supporting Papua New Guinea Red Cross (PNGRC). The Country Office and the PNGRC remain integrated into the wider Pacific Red Cross network and the IFRC Country Office Head of Delegation also supports the IFRC Pacific CCD as the Deputy Head of Delegation/Head of Programs.

This delegation also extends its reach to provide secretariat services to the Australian Red Cross (ARC) and the New Zealand Red Cross (NZRC), fostering connections among these 14 members in the Pacific.

Core Functions and Recent Support:

Consistent with its global mandate, the IFRC Pacific CCD provides support to National Societies across several core areas, including coordination, technical assistance, capacity strengthening, and resource mobilisation.

Longer-Term Needs: The CCD is committed to addressing enduring challenges in the region, with a focus on disaster risk management, climate change adaptation, healthcare enhancement, and comprehensive social inclusion initiatives. These endeavours are essential for building resilience in Pacific communities over the long term.

Capacity Development: The CCD actively engages in capacity-building efforts aimed at strengthening the National Societies it supports. This includes initiatives related to branch development, financial sustainability, effective finance management, and the promotion of volunteer development and youth engagement.

Talent Management and Safeguarding: The delegation places a strong emphasis on talent management and safeguarding to ensure the well-being of its staff and volunteers.

Planning, Monitoring, Evaluation, and Reporting: Robust systems are in place to effectively plan, monitor, evaluate, and report on the outcomes and impact of programs and initiatives undertaken across the Pacific.

Recent Initiatives:

The CCD has been actively involved in recent initiatives, including:

Emergency Appeals and DREF: The delegation plays a crucial role in responding to emergencies by supporting National Societies in launching Emergency Appeals and accessing the Disaster Relief Emergency Fund (DREF). This enables rapid and effective disaster response when needed most.

Capacity Building Fund: The CCD administers grants from the Capacity Building Fund to enhance the capabilities and effectiveness of National Societies in delivering humanitarian assistance and strengthening their organizational structures.

The IFRC Pacific CCD Office stands as a cornerstone of support and collaboration for a network of National Societies across the Pacific region. Its efforts align with the core functions of the Secretariat, focusing on long-term resilience, capacity development, and effective response to emergencies, ultimately contributing to the well-being and security of Pacific communities.

Expected people reached for 2026.

Number of people reached	2026
Climate and Environment crises	39,000
Evolving crises and disasters	62,000
Health and well-being	201,000
Migration an identity	5,000
Values, power, and inclusion	31,000

IFRC Membership coordination

In this plan, the ongoing emphasis of the Pacific CCD will be on providing support to enable strong organizational foundations for National Societies, as well as increasing emphasis on transformative behaviour change, to be achieved through support to peer networks, including the Pacific Presidents and SG's networks. The CCD will work with key regional partners to leverage collective resources, experience, and tools to benefit all National Societies by meeting them at their current level of performance and providing tailored support for continuous improvement. A twin-track approach to National Society Development and program quality will underscore all CCD support over the coming year. It will include testing a small number of innovative and agile initiatives explicitly designed to create and adapt tools and approaches for the Pacific context.

The Pacific Leaders Meeting (PLM) serves as a pivotal platform for National Societies to align their efforts to the IFRC Strategic 2030 and Agenda for Renewal. The agenda of the meeting is designed to provide opportunities for peer learning, showcasing examples of best practice NSD and locally, led action from across the Pacific, enabling opportunities for engagement with external partners

and stakeholders and ensuring space for reflection and collective problem-solving around organizational development and leadership challenges as well as pressing challenges within the Pacific region, such as the Climate Crisis, community health risks, and pervasive social issues, such as inequality and Gender-Based Violence.

The focus on National Society Development and peer learning underscored the importance of building robust and financially sustainable Red Cross organizations to better serve Pacific communities.

National Society Partners

Name of Partner NS	SP1	SP2	SP3	SP4	SP5	E1	E2	E3	Details & comments
Australian Red Cross	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	ARC supports (i) strengthening National Society preparedness and response capacity, including pandemic preparedness (ii) National Society development, (iii) Financial Sustainability and core Cost support (iv) Shelter (v) Logistics (vi) PGI
ICRC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	ICRC supports (i) National Society development, including financial sustainability via the Core Costs and Financial Sustainability (CCFS) initiative
Italian Red Cross	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	IRC supports youth, volunteering, and health activities
Japanese Red Cross	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	JRC supports readiness and response roles and youth activities
New Zealand Red Cross	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	NZRC supports (i) first aid (ii) communications (iii) PGI role and activities, and (iv) the climate resilience role

IFRC Movement (partner National Societies in-country and supporting without a presence; IFRC reference centres, hubs, and labs.

Movement partners in the Pacific support various multilateral and bilateral initiatives to scale and improve both National Society Development and program/service delivery. Active partners include the Australian Red Cross, New Zealand Red Cross, Japan Red Cross, Italian Red Cross, French Red Cross, and the International Committee of the Red Cross. A relationship is being further developed with the American Red Cross due to their interest in Climate Change programming and partnerships.

While good relationships exist between IFRC and Movement partners active within the region, cooperation could be more focused on collective impact and aligned with Pacific Island National Society priorities and regional strategies. Partnership approaches also need to focus on an active and intentional process of decolonization and locally-led action, which demands specialized partnership brokering. IFRC CCD will focus cooperation efforts on outlining and facilitating these sorts of processes over the coming year. Cooperation initiatives will include more opportunities

for collaborative strategizing and planning, supporting National Societies to be more engaged, influential, and vocal in Movement platforms, reinforcing their auxiliary role, communications, dissemination, and visibility in their own countries.

The key priority for cooperation is ensuring efficient and well-coordinated responsibilities of Movement partners, as set out in the Principles and Rules for Humanitarian Assistance. International assistance provided by Movement partners will build upon local capacities and complement local response mechanisms, contributing to improved preparedness for future crises and long-term resilience. Ensuring timely information on the Movement footprint within operations to internal and external stakeholders will be important to reinforce our relevance and visibility. This will require increased local information management and leadership capacities.

Movement coordination

Movement Coordination for Humanitarian Action

The International Red Cross and Red Crescent Movement (RCRC Movement), comprised of the National Societies, the International Federation of Red Cross and Red Crescent Societies (IFRC), and the International Committee of the Red Cross (ICRC), operates with a commitment to cooperation and coordination in humanitarian endeavours. These mechanisms, aligned with the Seville Commitments (Seville 2.0), ensure an effective, cohesive, and impactful response to crises.

Coordination Mechanisms:

National Societies: National Societies form the cornerstone of the Movement's operations, delivering vital humanitarian assistance at the community level. They work closely with their respective governments and communities, often being the first responders in emergencies.

IFRC: IFRC acts as the coordinating body for National Societies, providing technical support, capacity building, and facilitating resource mobilization. It fosters solidarity among National Societies, promoting the exchange of knowledge and best practices.

ICRC: ICRC focuses on situations of armed conflict and violence, providing humanitarian assistance and protection to those affected. ICRC collaborates with National Societies, offering support in various ways, such as capacity building, resource mobilization, and joint initiatives.

Movement Cooperation Agreements:

Possible agreements between the components of the Movement ensure seamless cooperation. These agreements outline the roles and responsibilities of each entity in various contexts, enabling a well-coordinated humanitarian response.

Contingency Plans and Frameworks:

Contingency plans and frameworks are developed collaboratively to prepare for potential emergencies. These plans outline the steps to be taken by National Societies, IFRC, and ICRC in response to specific crises, ensuring a swift and coordinated reaction.

Alignment with SMCC and Seville 2.0:

Movement coordination is in line with the Seville Commitments and the Strategy for Movement Cooperation and Coordination (SMCC). These frameworks emphasize the importance of a unified Movement, fostering collaboration, mutual support, and coherence in humanitarian action.

Coordination ensures that the collective strength of the Movement is harnessed effectively to address the world's most pressing challenges.

ICRC Support to National Societies:

ICRC, guided by its fundamental principles, provides support to National Societies in conflict and violence-affected areas. This support includes capacity building for National Society staff and volunteers, resource mobilization assistance, and collaborative initiatives to enhance humanitarian response and protection. For specific details of ICRC's actions and support provided, please refer to the ICRC website (<https://www.icrc.org/en/where-we-work>), which offers comprehensive information on their activities in various regions.

Coordination with other actors

Collaboration with external partners has been critical to providing multilateral and complementary bilateral support to National Societies in the region. The CCD will formally support National Societies to be a part of their national humanitarian coordination systems and provide partners with information on the capacity of the Movement to contribute to broader national and regional goals. The COVID-19 context continues to evolve in the Pacific, where most countries are only just experiencing the first and second waves and are required to adapt and expand their areas of work to fulfill their auxiliary role. Key partnerships exist with:

- The Pacific Islands Forum Secretariat (PIFS) to advance disaster law, resilience, and risk governance
- Under the strategic collaboration of the Pacific Resilience Partnership (PRP), which exists to implement the PIF-endorsed Framework for Resilient Development in the Pacific (FRDP)
- The Secretariat of the Pacific Regional Environmental Programme (SPREP) to improve climate information and services for improved preparedness and reduced disaster risk for Pacific Islanders
- The Secretariat of the Pacific Community (SPC) in disaster preparedness and response, health, and WASH,

Collaboration and active engagement in priority technical working groups of the PRP on human mobility, localization, risk governance, risk financing, and the youth resilience hub will enhance the most vulnerable perspectives in national, regional, and global dialogue and policy discussions.

IFRC will continue to work with trusted development partners, including USAID, Australian DFAT, New Zealand MFAT, the Swiss Government, The Japanese Government, and the European Union, in collaboration with our members, to support members to access multilateral partnerships and resources.

As movement restrictions continue to be a concern, and efforts are underway to support greater localization of funding, capacity enhancement, and response efforts – supporting National Societies to establish partnerships at the community and municipal levels will be required. This will be undertaken across the DRM continuum and within longer-term programming areas.

IFRC will continue its role as a member of the Pacific Humanitarian Team (PHT) and as the Pacific Shelter Cluster chair. IFRC will guide any review of the Pacific level's humanitarian architecture and

support National Societies to be active members of the humanitarian community (UN, NGO) and cluster system for coordination and efficiency of response at the country level. Partnership agreements with key emergency response UN/NGO partners in-country may be developed to enhance operational effectiveness. Where civil-military relations are prominent, IFRC will support National Societies in maintaining appropriate coordination arrangements and adherence to Fundamental Principles, International humanitarian law (IHL), and Council of Delegates (CoD) resolutions.