

Evaluation Report 2017-2019



**USAID: Enhancing Disaster Risk Management Capacity of the
Red Cross Societies in Palau, The Federated States of
Micronesia and The Republic of the Marshall Is**



**NEW ZEALAND
RED CROSS**
AHEKA WHERO AOTEAROA



IFRC

Acknowledgments

The Evaluation Team of Malcolm Johnstone (NZRC) and Semiti Temo (IFRC) would like to thank the volunteers, staff and board members of the Red Cross Societies for their time and patience in sharing their experiences and insights. We share our gratitude also with the administration teams in all countries for preparing schedules and flights amid the rapidly changing context of an advancing pandemic.

This internal Red Cross evaluation was completed alongside other tasks which competed for priority. Tropical Cyclone Harold's destruction required IFRC responses in Vanuatu and Fiji, and the Covid-19 pandemic meant new activities and plans were required across all Pacific countries. Despite these interruptions, we are confident of producing a good piece of work.

The Cover Photo is of the RDAT awareness training in Kayangel State in Palau, supplied by Alex Torres, Head of the North Pacific IFRC Sub-Office.

Malcolm Johnstone, May 2020

Abbreviations

BOCA	Branch Organizational Capacity Assessment
CPR	Cardiopulmonary Resuscitation
DRM	Disaster Risk Management
ED	Executive Director
ERT	Emergency Response Teams
EWEA	Early Warning, Early Action
FGD	Focus Group Discussions
FSM	Federated States of Micronesia
IFRC	International Federation of Red Cross and Red Crescent Societies
MIRCS	Marshall Islands Red Cross Society
MRCS	Micronesia Red Cross Society
NDMO	National Disaster Management Office
NEC	National Emergency Committee
NEMO	National Emergency Management Office
NS	National Societies
NSD	National Society Development
OCAC	Organizational Capacity Assessment and Certification
PEP	Peoples' Empowerment Project
PMER	Planning, Monitoring, Evaluation & Reporting
PRCS	Palau Red Cross Society
RDAT	Red Cross Disaster Action Teams
RMI	Republic of the Marshall Islands
WASH	Water, Sanitation and Hygiene

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1. Executive Summary

This report presents an evaluation of the USAID/OFDA Enhancing Disaster Risk Management in the North Pacific project (henceforth referred to as 'the Project'). The Project began on August 2016 and runs until 30 September 2020 covering three countries: The Republic of Palau, the Republic of the Marshall Islands, and the Federated States of Micronesia. The project is funded by USAID/OFDA and was implemented by the Palau Red Cross Society (PRCS), Micronesia Red Cross Society (MRCS) and Marshall Islands Red Cross Society (MIRCS) with the International Federation of Red Cross and Red Crescent Societies (IFRC) providing technical and financial support, as well as managing the contract.

The review period for this evaluation covers 2017-2019.

The outcomes that the Project seeks are that Marshall Islands, Micronesia and Palau Red Cross National Societies:

1. encompass the disaster management characteristics of well-prepared national society
2. target and provide for the needs of vulnerable people in their respective countries
3. have strengthened their organizational capacities

The purpose of the evaluation was to document the impact of the USAID/OFDA funded IFRC engagement in the North Pacific, focusing on institutional changes, disaster preparedness and linkages to the mandates of the National Societies (NS), and review how the methods used facilitated and contributed to the results attained.

1.1. PALAU RED CROSS SOCIETY

The author concludes that project has been successful in Palau, allowing the PRCS to make progress towards their goal and reach their major intended outcomes in Disaster Management and organisational development. Several activities and methods stand out as being particularly effective in moving the organisation forward: Engagement with the IFRC network, including the Youth-Leadership SuperCamp; the sharing of resources on organisational capacity building through the OCAC; the technical support through the Finance Managers Forum; First Aid peer to peer engagement with assistance from Philippines; and hands on training in Disaster Management, again through peer to peer assistance from the Philippines.

PRCS for their part, have welcomed this support and utilised it strategically to grow the organisation, making strides in financial sustainability and branch development, using initiative to develop RDAT and PEP and developing their youth activities. Looking to the future, growing local funding and potentially government funding or new donors may allow more key staff positions to be filled. Planning, Monitoring, Evaluation & Reporting (PMER) and Disaster Management seem to be areas that could usefully use more support, particularly with the new decentralised structure.

Summary of recommendations (detail on page 37).

Disaster Management: Continue to build the RDAT and PEP through regular engagement and refreshers with communities. Continue to initiate work with State Governments on State Disaster Plans

National Society Development: Continue and further structure staff development at all levels. Recruit Planning, Monitoring, Evaluation and Reporting staff member. Look for further peer to peer opportunities in neighbouring Red Cross Societies. Continue strengthening newly created branches

Finance Development: Continued engagement and skill development through the Finance Managers forum

Financial Sustainability: Further enhance visibility in the community and continue evidence-based engagement with national government in advocating for an increased annual funding commitment

Health: Consider expanding the First-Aid course offerings to attract different customers and further localizing the content of the course.

Youth Engagement and Development: Offer structured skill development and maintain youth focus of the PRCS

1.2. MARSHALL ISLANDS RED CROSS SOCIETY

The Marshall Island Red Cross has made strides since its recognition in 2017. It's programming and approach is responsive and relevant to the community needs. Successful introduction of Early Warning Early Action activities and infrastructure has helped communities reduce their risk from disasters. The opening of the first MIRCS branch in Ebeye has been a highlight of the Project and its success is providing a useful template for formal branches in Jaluit Atoll and the prospective third branch in Wotje. Further coordination with government and other humanitarian organizations has the potential to increase the reach and effectiveness of the organisation.

Summary of recommendations (detail on page 39).

Disaster Management: Continued community engagement in risk assessment and Emergency Response Plans, and linking to NDMO and other organizations, will help ensure programs are relevant and efficient.

National Society Development: Improve recruitment and retention of staff while strengthening the branch network.

Finance Development: Strengthen its internal systems and staff training.

Financial Sustainability: Immediate focus on financial sustainability with technical support from the IFRC.

Health: Continue First Aid training to raise the profile of the MIRCS while providing useful community services. Consider enhancing the sustainability of the programme by investing a Master Trainer.

Youth Engagement and Development: Continue with the successful youth engagement approaches.

1.3. MICRONESIA RED CROSS SOCIETY

The MRCS has developed a strong decentralised structure with capable branches running well designed and contextualised community activities. One highlight has been the Youth-Leadership SuperCamp which attracted participants from other North Pacific NS and has had flow on effects of increased youth engagement in all participating NS. Also, an innovative approach to teaching First Aid, through schools' competitions, has been effective and been replicated in the Palau Red Cross Society and the Marshall Islands Red Cross Society.

The revival of the Yap Chapter has been a good demonstration of MRCS's commitment to branch development and has pioneered new strategies for youth engagement that are being used in other branches.

Summary of recommendations (detail on page 40).

Disaster Management: A closer working relationship with the government will help in the development of disaster plans across the country.

National Society Development: Maintaining staffing levels in branches and ensuring that the NS has the depth of staff in key areas in case of departures.

Finance Development: Lacking a strong financial system there is an urgent need for finance software and training.

Financial Sustainability: Decisions around local fundraising to cover core costs need to be made in conjunction with the IFRC.

Health: Continuing First Aid training and the successful school First-Aid competition will continue to raise the profile of the MRCS while providing useful community services.

Youth Engagement and Development: Successful work in this area, such as the Youth-Leadership SuperCamp should be continued through other youth-led activities.

2. Background

2.1. PROJECT DETAILS

The Enhancing the Disaster Risk Management Capacity of the Red Cross Societies in the North Pacific Project began on August 2016 and runs until 30 September 2020. The Project is funded by USAID/OFDA and was implemented by the Palau Red Cross Society, Micronesia Red Cross Society and Marshall Islands Red Cross Society with the International Federation of Red Cross and Red Crescent Societies (IFRC) providing technical and financial support, as well as managing the contract.

The Project has been extended each year with the same objectives, which have allowed for a broad range of activities across the three countries. Due to specific country characteristics, and the preferences and requirements of the local Red Cross organizations, different activities have been undertaken in the different places.

The review period for this evaluation covers 2017-2019.

The Project goal is to reduce the vulnerability of communities in Palau, the Federated States of Micronesia and the Republic of the Marshall Islands (RMI) and increase the capacity of Palau Red Cross, Micronesia Red Cross and Marshall Islands Red Cross, to support integrated Disaster Risk Management (DRM) programs.

To achieve this, the Project aims to reduce community vulnerability through building the long-term capacity of the Red Cross NS in each country. A stronger Red Cross would then be better placed to support the community. Focus areas for the Project include planning and budgeting, youth engagement, volunteering development, branch development, governance and support to general assemblies – all aspects of National Society Development. Technical support for Water, Sanitation and Hygiene (WASH), Health and Disaster Management is integrated within the National Society Development (NSD) activities.

The outcomes that the Project seeks are that Marshall Islands, Micronesia and Palau Red Cross National Societies:

1. Encompass the disaster management characteristics of well-prepared national society.
2. Target and provide for the needs of vulnerable people in their respective countries.
3. Have strengthened their organizational capacities.

The target groups for the interventions differ by country. In Palau the Project works with the municipality and the National Emergency Management Office (NEMO), in the Federated States of Micronesia (FSM), the Project works with Red Cross volunteers and staff, and in RMI, the Project focuses on both the Red Cross organisation and the community.

2.2. PROJECT CONTEXT

The Compact of Free Association between the Government of the United States of America and the North Pacific countries Palau, FSM and RMI comes to a close in 2023. Until this date USAID supported by OFDA and FEMA has funding for response and reconstruction activities. This programme of strengthening the Red Cross Societies in the North Pacific is intended to help fill the gap after the Compact Agreement finishes. Indeed, there is an opportunity to build the Red Cross Societies into truly nationwide organizations with the knowledge and systems to respond to disasters and support vulnerable communities, and to be reliable conduits for external funding in times of emergencies.

2.3. ALIGNMENT TO THE NATIONAL SOCIETIES' STRATEGIC PLANS

Over the duration of the Project the planning and budgeting of the NS has improved. The current Strategic Plans for each NS details how they intend to grow stronger, reach further into

their communities and spread out across their national territories. The specific activities to accomplish are decided between the National Red Cross Societies and the IFRC allowing the National Societies to grow according to their own priorities.

2.4. ALIGNMENT TO NATIONAL, REGIONAL AND INTERNATIONAL FRAMEWORKS AND CO-ORDINATION MECHANISMS

The Project is aligned to the USAID Global Climate Change and Development Strategy (2012-2018), the Hyogo framework 2015, and its successor, the Sendai Framework for Disaster Risk Reduction 2015-2030, and the Framework for Resilient Development in the Pacific 2017- 2030. Each NS is a legally established auxiliary to their government and cooperates with the relevant national disaster management bodies (though in Palau there has been a resolution in congress, rather than a specific Red Cross Act).

3. Evaluation Background

3.1. PURPOSE OF THE EVALUATION

The purpose of the evaluation was to document the impact of the USAID/OFDA funding support of the IFRC's engagement in the North Pacific, focusing on institutional changes, disaster preparedness and linkages to the mandates of the National Societies, and review how the methods used facilitated and contributed to the results attained.

The outputs of the evaluation include this report and workshops at the conclusion of each field visit where initial findings were discussed.

The evaluation was organised under the following objectives:

3.2. EVALUATION OBJECTIVES

- *Objective 1:* To evaluate the relevance of the project to the needs and priorities of the target groups (i.e. Red Cross NS, communities) in regard to building the capacity of Red Cross Societies in Disaster Management, and the addressing the vulnerabilities of target communities.
- *Objective 2:* To evaluate the effectiveness of Project against intended outcomes.
- *Objective 3:* To evaluate the efficiency of the Project to deliver its objectives in a cost-effective way.
- *Objective 4:* To evaluate the coverage of the Project to reach target groups (i.e. Red Cross NS, communities).
- *Objective 5:* To evaluate the impact of the Project against the direct and indirect outcomes, and any unintended outcomes as a result of the project.
- *Objective 6:* To evaluate the sustainability of the Project results beyond donor funding support.

3.3. KEY EVALUATION QUESTIONS

The key evaluation questions are set out in Annex 7.4: Inception Report, 3.3: Key evaluation questions. The key questions and sub-questions support each evaluation objective. The

questions are structured within focus areas of inquiry, drawing on the Theory of Change (Annex 4: Inception Report Annex 3) developed to guide data collection, analysis, and reporting.

3.4. EVALUATION APPROACH

The evaluation team Malcolm Johnstone and Semiti Temo visited the three countries in February and March 2020. Malcolm conducted field work in Palau and interviewed stakeholders by telephone in Yap, FSM, and Semiti mirrored this field work in other parts of FSM and RMI. The evaluation approach involved:

- Creating a theory of change for the project to assist in measuring progress towards outcomes.
- Interpreting the Project objectives with regard to IFRC key evaluation criteria and using this to structure the enquiry.
- Utilizing the key focus areas provided by the IFRC Head of Sub-Office as specific areas of enquiry.
- Analyzing findings with respect to both the key evaluation criteria and the specific areas of enquiry.
- Using mixed methods, including interviews and desk review of reports to collect data.
- Coding recorded interviews to gather evidence and quotes used to formulate findings and recommendations.

3.5. EVALUATION METHODS

Evaluation methods used comprised of semi-structured interviews with target Branches (board, staff and volunteers) and stakeholders (NEMO, Governors), Focus Group Discussions (FGDs) with staff and target communities. Field work was complemented by document review (including, pledge reports, strategic documents and Organizational Capacity Assessment and Certification (OCAC) reports).

3.6. EVALUATION LIMITATIONS

In planning this evaluation, the evaluation team identified a number of limitations. How these affected the evaluation is detailed in the table below.

Limitation	Strategy to mitigate limitation	Impact of limitation
Short time in each country to collect data and undertake analysis, triangulation and sense making	<p>Prioritising consultations with stakeholders who provide representative views of larger groups</p> <p>Agreeing a schedule of interviews in advance</p> <p>Preparing focus areas for the evaluation in advance and concentrating on these areas</p> <p>Reading field reports of branch/chapter activities.</p> <p>Undertaking Skype calls</p>	<p>Time in Palau turned out to be sufficient.</p> <p>The planned visit to Yap in FSM was impossible due to Covid-19 related travel restrictions.</p> <p>For both MIRCS and MRCS, the visits were limited to the main islands of Majuro and Micronesia. Though program reports from these islands were made available to the team, a better perspective on the progress, benefits and challenges of community programs would have</p>

		been gained during field visits. A visit to at least one island chapters/branches would have been beneficial.
Availability of stakeholders	<p>Pre-planning of appointments that fit with the local context and availability</p> <p>Holding initial interviews by phone/skype</p>	<p>Stake holders within the Red Cross were generally available. In Palau, meetings with Senior NEMO personnel were cancelled due to the Covid-19 crisis.</p> <p>In Marshall Islands, the DM officer resigned during the week of the evaluation and was not available for interviews.</p> <p>A funeral for the high chief in Majuro reduced the availability of key informants.</p> <p>In MRCS, all scheduled interviews were conducted on time and government officials prioritised interviews.</p>
Impact of Covid-19 virus on schedule	<p>Scheduling might be impacted by changes in regulations on entry to FSM, due to the COVID-19 virus.</p>	<p>Scheduling was impacted resulting in no visit made to Yap, FSM due to the Covid-19-related restrictions on entry.</p> <p>Impacts of Covid-19 and Tropical Cyclone Harold resulted in delays in processing data collected during the FSM and RMI fieldtrips. Finding from these visits is presented in an abbreviated form.</p>
Potential for positive bias among target groups	<p>Use of open-ended questions, follow up questions, and asking questions in the negative</p> <p>Ensuring a range of interview subjects</p> <p>Asking for examples and stories</p>	<p>Triangulation of data in Palau was restricted by the unavailability of key government personnel (NEMO).</p>
Inadequate project documentation	<p>Interviews with IFRC staff who managed activities</p> <p>Use of key informant interviews to gather data on project activities and outputs.</p>	<p>In Palau, there was adequate project documentation, in the form of reports for external audiences, for the evaluation to proceed while complemented by interviews.</p>

4. Findings

4.1. DESIGN

Was the design of the project appropriate to the requirements of the target group, and tailored to local needs? Did it meet the requirements of the economic, social, political and environmental context?

Interviews with staff, volunteers and members of the government indicated that the overall project design was appropriate to the NS and to the country context. These conversations also indicated that the project interpretation and design by the NS was appropriate in addressing the intended objectives.

Project design over the three countries was undertaken by the IFRC and supported by USAID. The scope of the project was kept quite broad to enable a range of activities to suit the local context. At the time, and until now, the national Red Cross societies did not have the capacity to enter into an agreement with USAID and manage a project of this size, so utilising IFRC to manage the project was appropriate.

For the sake of efficiency, having the project span three countries has been beneficial for all, due to the ability to receive dedicated support from the North Pacific IFRC CCST (Country Cluster Support Team) Sub-Office in Majuro and additional, more distant support, from the IFRC Pacific office in Suva. From the CCST perspective, it has been efficient to pool resources and have a common approach to NSD across the North Pacific. It was repeatedly mentioned that without the technical and administrative support from the IFRC, the project would have not have been possible. Thus, the leadership of the project across the across three countries by the IFRC was appropriate.

- Palau Red Cross Society

The project has been renewed year on year since initiation in 2016. In recent years the PRCS has been more involved in the project design, budgeting and hiring decisions. The PRCS has also been involved in the recruitment of the IFRC Head of Sub-Office over the past several years. This increasing involvement reflects their increasing capacity.

"Good to connect with the Red Cross movement, [now] we are not out in the middle of nowhere."

Santy Asanuma, Chairman of the Palau Red Cross Governing Board.

An OCAC review was undertaken in August 2019, modelled on the process already completed in FSM. This was supported by OCAC facilitators from MRCS and the Philippines Red Cross. Interviewees indicated that the process was extremely useful, particularly for isolating the discrete areas which needed improvement.

The results of the OCAC provided useful direction and discrete areas in which to focus. Thanks to this process, the constitution has been revised, branches established, and enhancements have been made to financial procedures and resource mobilisation. The OCAC report continues to guide the work of the PRCS in NSD.

The PRCS program covers Disaster Management, Health and Social Services, and Youth and Volunteering. Across these areas, responses to interviews consistently reported deep community engagement and collaboration with other organizations and the government. These aspects of the design have increased the relevance of the programmes for the community and raised the profile of the PRCS.

Two of Palau Red Cross's principle projects within Disaster Management are the Red Cross Disaster Action Teams (RDATs), the Peoples' Empowerment Project (PEP). The RDAT approach fills a community-level niche in the overall government DRM framework. The government, through the NEMO, make guidance for States to follow, but are not active in promoting and socialising this information in communities. In the states, RDATs take DRM forward and engage with Governors, their staff and the community and run events and disseminate information. The RDATs are useful in this system due to being comprised of state employees and community members. They are well-placed and have the skills and contacts to work closely with the population in disaster preparedness activities.

These efforts have resulted in NEMO formally embracing the RDATs as part of its mechanism of operations at the ground level. This is a positive example of PRCS playing a valuable auxiliary role, especially considering that NEMO has no staff nor volunteers at the community level.

The PEP is an initiative led by the PRCS which links several government service providers, the Red Cross and other NGOs. This initiative was planned through community engagement and discussions about the community's needs and has developed into a programme of presentations and activities from 8 organizations. The bottom up design of this project, and the successful engagement with other organizations have furthered the mission of the PRCS and successfully raised its profile and reach in the community. This initiative is funded by UNWomen, though has USAID/OFDA support through the involvement of the PRCS Disaster Management Officer, and several operational overlaps with the RDAT project.

Over the course of the Project, and drawing on the experience from previous years, the PRCS have made design choices that reflect their experience. Some of these innovations include inviting both community members and government to RDAT training sessions in the community, and training both community and government workers to become lead trainers.

The PRCS have taken this approach of both community and state involvement for several reasons. On the one hand, community involvement is necessary due to the rapid turnover in the state administrations – usually four-year terms, but in some places two-year terms. While on the other, the state system, as opposed to the tribal system, offers a set structure and is not so impacted by local personal politics, except when there is an election. State employees also have time set aside for these engagements and a sworn civil duty, unlike community members who as volunteers, have other tasks to attend to. In these ways the PRCS have been responsive to the context in changing the project design to suit the needs of their communities and government.

- MIRCS

The National Disaster Management Office (NDMO) noted that MIRCS activities and focus has been “highly relevant”, a result of their continuous connection with the community and the technical support provided through the IFRC. Program focus has also been in line with NDMO and government priorities on disaster preparedness and resilience.

- MRCS

There was overwhelming agreement from all stakeholders interviewed that the design and target of programs funded through the grant focussed on the preparedness and resilience needs of communities. There was also agreement that the programs were contextualised socially, economically, and environmentally.

4.2. PROJECT OUTCOMES

To what extent has the project achieved progress towards the intended project outcomes?

Disaster Risk Management

- PRCS

The activities undertaken in the DRM area are the core PRCS activities that reach into the community and have an impact. This includes the RDATs and the PEP Project. There are now RDATs active in all 16 states and through these the PRCS can reach every village in the country.

"As a woman I think it was eye-opening and that we should be prepared for this. The old sayings were good, but not enough, and this is like, to complete that."

"We benefit from doing that as we're far away from everything" "We don't have doctors, nurses or anything, so the training we got from the Red Cross really helped"

Community members in the RDAT and PEP Focus Group, speaking about First Aid and CPR training.

RDAT trainers are initially nominated by the Government Ministries or recruited from the pool of volunteers at the PRCS. These trainers travel to the various states and recruit and train RDAT teams at the State level, comprised of state employees and community members. These trainers visit multiple islands and can therefore share insights and knowledge gained from place to place.

The community visit takes place over two days and involves a day of first-aid and CPR (Cardiopulmonary Resuscitation), followed by a day of work focusing on disaster management, including where to go and what to do in case of disaster, how to protect food and water, and how to assess and communicate disaster damage. Focal points are established in communities – often public works staff, rangers, state employees and retired people. A major output of the training is a disaster plan which is given to the governor and 50 emergency kits. These contain three days of canned foods, battery powered radio, flashlight, extra batteries, First Aid kit, baby wipes, garbage

"We don't have many disasters here, but the idea is to prepare, so that everyone can stand up for themselves."

Governor of Ngaremlengui State

appeal. Due to low population, it's also possible to get very high coverage and penetration of the information into the communities. **Community members spoken to appreciate the training content and thought that the trainers were competent.**

RDAT members are also useful contacts for NEMO. RDAT members in the community can be called on to assist during an emergency in the case that weather or other reason prevents NEMO from being able to assist.

The PRCS intends to create Early Warning Systems and complete State Disaster Plans in all states. The first State Disaster Plan has already been produced in draft as a collaborative effort between the PRCS and the Kayangel State Government. A warning bell has also been installed and a disaster drill has been held. PRCS intends to continue this work across all other states in the nation.

The NEMO source interviewed, and the governors, indicated that they welcomed PRCS support in these areas. **Indeed, the warning bells, part of the Early Warning Systems appear to be popular with the governors.**

NEMO works in high risk hamlets to do Community-Based Disaster Risk Reduction, though relies on the PRCS to extend the national disaster response structure to hamlets across the country. The PRCS play a useful role in filling this niche and are well placed as a disaster

bags, gloves, multipurpose tool with can opener, whistle, blanket, hand sanitizer, kitchen kits, paper and plastic utensils, insect repellent and examples of important documents that should be kept safe.

Attendees for the training are seconded by the State governments or recruited from the community. Palau Red Cross has good relations with women's groups in the communities, so women are well represented in the trainings. The trainings also regularly attract participants from different ministries, demonstrating their wide

"On my own I put it aside, but with the Red Cross it moves"

Governor of Ngaremlengui State



*Warning bell being installed in Kayangel State
(photo supplied by IFRC Head of Sub-Office)*

response organisation across all levels of administration, including having a seat on the National Emergency Committee (NEC)

One statistic stood out that could be useful for PRCS to reflect on. Out of 32 RDAT trainers trained, only 4-5 were able to go on to assist in the communities in the states. This is quite a low number and it was not the intention of the selection process and the training to recruit so few as trainers. More attention will need to be paid to the selection process. However, one useful unintended consequence of this is that through the participants at the training event the PRCS has built links into the state government and communities which it can make use of when needed.

"Just the other day there was a lady, who was complaining about the dizziness. We asked the questions that we learned in the training. We were not equipped to get the blood pressure, but we called the plane to get her. We heard she had an operation on her ear due to a popped ear drum."

Community member in the RDAT and PEP Focus Group, speaking about First Aid and CPR training.

Community members in FGDs noted that little follow-up had been done post-training, and that this could be an area that the PRCS could strengthen. These comments were heard relatively frequently, and it appears it would serve PRCS well to develop a schedule for follow-up post training. Participants also noted that the PRCS would need to do this, as the state administrations would not do it.

Nationally, the government run Preparedness Month once a year in September. The PRCS play a convening role for this event, helping to conduct school evacuation drills and also teaching basic First Aid at schools. PRCS also holds town hall meetings in all 16 States to build awareness about disaster preparedness.

The Peoples Empowerment Project began with a grant from UNWomen and has become a central and innovative offering of the PRCS. Through the PEP the PRCS organise State and NGO service providers to present together in the community. The PRCS have a facilitating role and give sessions on First Aid and CPR and provide Family Disaster Kits. **This initiative has succeeded in broadening the reach of the PRCs work in the community, and through the integrated program, keeps the communities' interest and delivers valuable information and services.**

This PRCS initiative also raises the profile of the Red Cross with the other service providers and the community. It is an effective use of partnerships, including presentations from NEMO, the weather service, Ministry of Health, Ministry of Agriculture, Environmental Quality and Protection and the Palau Community College (Climate Crops). **The PEP has so far been rolled out in eight states. The continued use of this approach in remaining areas and holding periodic refreshers in covered areas is recommended.**

In the planning stages for the PEP, PRCS staff visited communities to find out what information they would find useful. Women's groups in the community played a major role in giving

"It was really smart of them to get all these organisations together and bring them to the island"

Community RDAT member from Angar

direction to the process. The event is broadcast on radio and other islands can tune in. **The approach of getting all the organizations together on a given day has been appreciated in the community and works well for the other organisations too.**

The Well-Prepared National Society framework guides DRM work in Red Cross National Societies. One aspect of this is the Disaster Preparedness Plan. PRCS has yet to complete this, though it is currently being updated with the support of the IFRC Disaster Risk Management Delegate, North Pacific Sub-Office.

- MIRCS

In the Marshal Islands, several key disaster preparedness and risk reduction activities were funded through the program. The introduction of the Early Warning, Early Action (EWEA) initiative was notably the most effective. Its focus on Jeirok, one of the most vulnerable communities in Majuro, proved to be effective. The success of the project in the most vulnerable community on the Majuro island convinced surrounding communities on the island and other islands to adopt the strategy.

Another key element was the development of Emergency Response Teams (ERTs). Leaders were identified and trained in the communities to develop their own Emergency Response Plans. There was strong evidence from the community visits of community pride and ownership of the program. Even though the training and development of the plans were conducted in the communities, the MIRCS was coordinating the process with technical support from the CCST Pacific Office. As such, the MIRCS was able to support the roll out of the program to other communities with online technical support.

- MRCS

The MRCS works with 3 levels of government: National, State and Municipal. To ensure community Disaster Management activities are supported and sustained, the MRCS must gain the understanding, support and partnership at these 3 levels. To this extent, the MRCS has been largely successful. Interviews with key informants indicated that the state and national level have a clear understanding and appreciation of the work of Red Cross. For example, the Deputy Secretary in the Emergency Department noted that the Red Cross is involved in preparedness, response and recovery in emergencies nationwide.

At the municipal level, the NS is working with municipal representatives. Even though they are paid by government, they are also active volunteers of the Red Cross and have been recruited so they can drive Red Cross activities in the communities. This approach ensures that chiefs and communities are engaged and aware of the processes. The MRCS then works through their

Disaster Management Officer and branch coordinators to provide technical support to assist villagers to develop disaster preparedness and response strategies.

Though the development of community-based and contextualised disaster response plans are still at the early stages, the MRCS have already developed a strong relationship with the government and community leaders to ensure that the programs are supported and sustained. The program has been funding this process through the salary of the Disaster Management officer and the branch coordinator for Yap.

"The MRCS is involved in all stages of disaster response, preparedness, response and recovery"

Deputy Secretary in the Emergency Department

The Yap branch has focused support on the growing Ablul community due to increasing crowding and risk of inundation. Community members have been trained in CPR, First Aid and WASH. Strong links into the community have helped in the dissemination of information related to various risks, such as, fire, Dengue, Typhoons and Tsunami.

Health

- PRCS

The PRCS contributes to community resilience in Palau through community and commercial First Aid. To build this capacity IFRC arranged for a First Aid Master Trainer from the Philippines Red Cross to run a Training of Trainers for prospective First Aid trainers in Palau. PRCS have an active plan to induct a master trainer within their ranks also so they can continue their own development. One chosen senior health staff member has received training through the Global First Aid Reference Centre. This staff member also supported the MIRCS First Aid Training of Trainers to provide more exposure and experience on the journey towards becoming a master trainer.

Commercial First Aid has been successful for PRCS and through continued adaption of the course offering for different clients, has the potential to grow further. With thoughtful re-design the PRCS could expand their First Aid offering to cover, for instance, water safety for the hotels and tourist sector.

The PRCS also run a Care-Giver programme to support those caring for vulnerable people in the community. This has been funded by the Empress Shoken fund up until now and is planned to continue either as a core activity or under new funding.

Another successful initiative has been the youth-led First Aid competition. As a facilitated peer learning initiative, two youth leaders from Palau were invited to Kosrae Chapter of Micronesia Red Cross to observe a First Aid competition and learn how it is organized and implemented. This was piloted in Kosrae Chapter of Micronesia Red Cross. After arriving back in Palau, these youth leaders, through the PRCS Youth Commission, organized a successful Palau Red Cross Schools First Aid competition that involved 6 schools and 90 pupils.



MIRCS Pohnpei school First Aid competition, 2018 (photo supplied by IFRC Head of Sub-Office)

Some feedback from interviewees indicated that the First Aid Course should be more localised to the context. Suggestions included, to include detail on the *tonget*, or poison tree, for instance, and for the First Aid kit to be expanded, tailored for the context and for items that get used to be replaced periodically.

- MIRCS

First Aid training has been a key focus area for the MIRCS since its establishment in 2012. The former Secretary General noted that he identified First Aid as a priority need for communities due to the risks they are exposed to and ensured there were trained First Aid volunteers in every community.

Through the USAID/OFDA funding, there has been a specific focus on youth and school aged children through the First Aid competition. This successful initiative started in Pohnpei, FSM and has been replicated in Majuro and Kosrae, as well as in Palau. **Through this event, volunteers and staff gain an increased knowledge of First Aid and have demonstrated the ability to adapt the programme to suit their communities.**

There have been some noteworthy lifesaving situations involving staff and participants of MIRCS First Aid training. One occurred during the week of the field visit. The MIRCS Health Officer saved a two-year-old drowning victim at a popular picnic spot in Majuro. The incident was reported in the front page of the weekly newspaper. This highlights the opportunity for MIRCS to raise its own profile at the same time as providing useful services.

- MRCS

The MRCS Pohnpei school First Aid competition, which involved 11 elementary schools in the whole state of Pohnpei, has been praised by partners as a success. The Pohnpei competition was fully supported by IFRC in terms of design and implementation, aiming to make it a gold standard in conducting the event. The success is largely due to the innovative idea to package First Aid training and awareness as a competition while at the same time leveraging the event as a fundraiser. The rewards and recognition were the extra drive for teachers and students to participate and excel in the program. The repetition of this program with school aged children has the potential over time of spreading First Aid knowledge and awareness through the whole Micronesia sub-region. **As schools are also used as emergency shelters during emergencies, the focus has also been on certifying teachers on First Aid.** The Schools Health Program coordinator confirmed that 60% of all teachers are CPR certified, though the Department of Education wants to have more teachers trained. Due to the success of the program, the department is considering including First Aid certification as a requirement for all teachers.

Branch Development

- PRCS

The OCAC process undertaken in 2018 resulted in a series of actions to perform to become a stronger organisation. On this list was revising the 2012 constitution to include decentralising to two branches rather than the planned five. This reduction seems more appropriate for such a small country, and there were even some senior voices in 2018 doubting that decentralisation was necessary at all. In October 2019 the Branch Assembly was held and the successful progress on that day seemed to reaffirm to all that decentralisation to the two new branches was a good decision and was a useful step forward to engage the local community.

*"We are no longer [just the]
Red Cross in Koror"*

**Santy Asanuma, Chairman of the Palau
Red Cross Governing Board**

The branch assembly enabled the holding of a constitutionally compliant Palau Red Cross General Assembly in November 2019, which was then followed up by a joint branch and national governance induction workshop in February 2020. This jump started the planning and budgeting for 2020 using a standard process designed in the CCST. While progress has been made this is an ongoing priority for the PRCS. **The monitoring and evaluation of this new plan still needs to be worked on, and indeed, overall this is an area of focus identified in the OCAC that has not yet been attempted.** Given the current priorities and staffing it is hard to see how strong a strong, useful and contextual monitoring component can develop without the addition of a dedicated staff member and the support of the IFRC for training and mentoring.

- MIRCS

Branch development has been a key focus of the program. The MIRCS believes that decentralisation and strengthening of branches will increase their ability to serve the vulnerable populations in the Marshal Islands. According to the President, they can only become a strong and sustainable National Society if the branches, due to their extreme isolation, are able to operate on their own with minimal support from the headquarters. This will enable the headquarters to focus on their key responsibilities and the provision of technical support for branches.

"We can only become a strong National Society when branches are able to operate on their own with minimal support from the headquarters"

President, MIRCS

USAID/OFDA funding initially supported the salary of the Ebeye branch coordinator, which later was fully absorbed by the MIRCS own budget. The establishment of a new branch in Jaluit chapter has also been finalised. Costs associated with the establishment of the branch and the initial salary of the branch coordinator will also be covered through Project funding with the agreement that in fiscal year 2021, this shall be covered fully by the MIRCS own budget.

"It goes both ways, if we want community support, we have to be relevant. We gain support by being relevant and responsive to community needs"

Ebeye Branch Coordinator,
MIRCS

The establishment of the Ebeye branch is one of the success stories of the program during the review period. The work of the Ebeye branch and its volunteers during the recent dengue outbreak in Ebeye has been widely acknowledged in the country and by the Ministry of Health. However, as shared by the branch coordinator, the success and image of the Red Cross in Ebeye has been built over a time since the branch was opened in 2017.

Over this time the Ebeye branch has developed a strong volunteer network with high youth involvement in community activities. Through designing relevant interventions and collaborating with community and government leaders the Red Cross has gained the trust of the community and is increasingly well integrated. For instance, the Red Cross now joins the school Parent Teachers Association to deliver key messages on health and hygiene.

Testimony to these successes, the MIRCS is utilising the branch coordinator to assist in strengthening the newly established Jaluit Branch. It is also planned that he will support the strengthening of the new branch to be established in Wotje.

- MRCs

Due to the large distances between the states in the Federation, the MRCs, like MIRCS, seeks to create a high level of self-sufficiency in its chapters. The activities funded under the Project aim to increase the preparedness of the Chapters for disasters, and also strengthen the management capacity to support activities.

Through Project funding, the MRCs was able to revive the Yap chapter. Interviews with the IFRC Head of Sub Office for the North Pacific indicated that his moribund chapter had lost the respect of the community and government, and was dormant, with a locked office, no activities and an inactive board. Collaboration between the IFRC and MIRCS has seemingly turned this situation around. USAID/OFDA funding has paid for a Branch Coordinator who has developed a range of Disaster Management, First Aid and Youth activities and is working with other existing NGOs to fill gaps in community services. The government has also begun to support the chapter through providing fuel.

A Training of Trainers for Branch Organizational Capacity Assessment (BOCA) facilitators was also conducted through Project funding, followed by BOCA activities in Chuuk and Yap branches. The BOCA in Yap was very important for the leadership of the chapter. Through the BOCA exercise, they assessed themselves and identified critical areas for improvement that further served as a guide towards development.

Finance Development

- PRCS

PRCS, prompted by the OCAC, have been improving their compliance with IFRC membership requirements. An external Audit was done in 2018¹ and there is a tender out for audits for 2019, 2020 and 2021 with bids due in April 2020. Inside the PRCS, there appears to be a momentum to get up to date with these statutory obligations for membership in the IFRC which will also help build a stronger, more accountable and transparent organisation. **Progress on these key documents should continue to be monitored by IFRC with deadlines and targeted assistance.**

The Finance Managers' Forum hosted by the CCST in 2019 in Fiji was reported as a valuable learning and networking opportunity for PRCS. This built skills and knowledge of procedures, linking the various NS Finance Managers in the Pacific and reinforcing the support network. **PRCS look forward to continuing receiving support in this area, one request was for further support in QuickBooks software around aligning coding for internal and external funding.**

- MIRCS

The current Secretary General shared that finance was an area of concern and initial focus for her when she joined. Her initial focus was on establishing better financial procedures and processes. **The current finance officer will be the branch officer for the newly established Jailut branch. As such, the MIRCS will need to recruit and train a new finance officer.**

¹ Available here: <https://data.ifrc.org/fdrs/societies/palau-red-cross-society>),

- MRCs

The MRCs has not been able to provide an external audit report since 2011. Through Project funding, an external auditor was engaged to start the audit process. The Project has also funded the salary of the finance officer and capacity building programs for the technical staff.

This work is ongoing. While the new finance officer was engaged in November 2019, there is a critical need to improve the MRCs bookkeeping and accounting. The newly recruited Finance Officer needs support in utilizing the full potential of QuickBooks. **There is an urgent need for a proper finance system and training for the finance officer.**

Youth

- PRCS

Youth involvement is important to PRCS as a channel into communities, and also for the sustainability of the organisation. To encourage this, PRCS launched a Youth Commission which plans and undertakes activities to support vulnerable communities with PRCS support. The Youth Commission is in its second year and successfully engages in activities with high schools, such as, Y-ADAPT, health promotion and Red Cross campaigns. This initiative has been successful at attracting and involving youth in the organisation as staff and volunteers. Notably, the president of the Youth Commission sits under the National Governing Board, and youth from the Youth Commission work in administration, reception and logistics, receiving an allowance of \$100 per week.

This youth involvement is seen as important strategically for the organization. One reason being financial – recruiting experienced staff members is often difficult due to the salary that the organisation can pay. Though the organisation acknowledges readily that that is not the only benefit from youth – they bring an energy and enthusiasm to the organisation.

One risk of this approach is that strong leadership and management is required to upskill and direct the young staff members. Often this falls to the Executive Director to achieve, despite her other tasks in running the organisation. **The author suggests that this upskilling could be an area that members of board could assist with.**

The Youth Commission membership is sometimes utilised for youth events led by other organisations in Palau and is an active group. This adds to the skills and experience of the group and helps to develop future leaders for the organisation. Other benefits include good networking opportunities for the PRCS and a general benefit for the profile for the organisation.

Several of the attendees of the North Pacific Youth Leadership SuperCamp, detailed below, from Palau have gone on to become useful community facilitators in the PRCS. Some youth led activities in Palau include, tree planting, making raised vegetable beds and making hydroponic gardens to counter raising sea levels.

- MIRCS

The MIRCS recognises that it needs to strengthen its youth and volunteer base. A number of youth interviewed during the evaluation noted that they joined the MIRCS through their own

interest in volunteering and others were encouraged by family connections associated with the MIRCS. They all shared that a more targeted program to inform youth about the work of the Red Cross would be encourage other youth to join. It is expected that the introduction of the programs such as First Aid and handwashing demonstrations in schools will encourage more youths to join. However, this was not evident as yet during the evaluation.

- MRCs

A major activity in 2019 was the North Pacific Youth Leadership SuperCamp held in the Federated States of Micronesia, supported by the IFRC. This was designed to target emerging



MIRCS Youth Planning Exercise (photo supplied by IFRC Head of Sub-Office)

youth leaders in Micronesia, Palau and Marshall Islands. Activities and workshops focused on leadership development, climate change adaptation awareness, social media communications and low cost, low tech actions. Twenty participants attended and facilitators were chosen from the Red Cross global network.

One key activity for the participants was the Y-Adapt sessions. Youth learnt about climate change and its causes and effects, mapped extreme events and explored ecosystem services. Youth groups from each country then made a plan for undertaking a locally relevant adaptation activity in their home country.

The First-Aid competition in Micronesia has also been successful at spreading useful knowledge amongst the community though running a youth-led First Aid competition. Through this school-based activity the MRCs has reached communities and engaged the government, teaching First Aid and CPR. This has both raised awareness about the role of MIRCS and the Red Cross movement and raised funds for the organisation.

"Even if only 50% of school aged children are able to learn something about the Red Cross through the First-Aid competition, out of the lot, we can build our volunteer base in years to come"

Disaster Management Officer

In addition, the interview with the Yap Chapter Coordinator confirms good relations with Youth Clubs and activities such as demonstrating WASH activities in Schools to reduce the spread of infection in communities.

Financial Sustainability

- PRCS

The PRCS has benefited from increased resource mobilisation from local sources. This has coincided with a more active programme of activities, a focus on quality and increased partnerships at all levels. **Raising its profile in these ways has been paying off financially for PRCS.** The recent move to decentralise has the potential to increase the PRCS visibility within communities even further than the current outreach through the RDATs and the PEP.

With the increased public presence more opportunities are offered to the PRCS. This is a good position to be in, though giving attention to strategically growing the organisation, not taking all opportunities, will be most sustainable. This appears to be the direction that PRCS are taking.

The US Workforce Investment Act is providing another avenue for support by harnessing US government funding for the first 6 months of salary for youth employees.

- MIRCS

The MIRCS is a relatively new National Society, having only been included as a member of the IFRC in 2017. **As such, it has been largely dependent on external funding, including government funding, for its operations.** With its admission, the NS is now in the process of solidifying its position and reputation as an auxiliary arm of the government in disaster preparedness and response.

The MIRCS is currently in its second year of a 3-year government grant of \$100,000 which will end in 2020. The board, management and stakeholders unanimously agreed that the next focus is to ensure that they strengthen the capacity of the NS to be able to carry out its role and ensure long term financial and operational sustainability. Though there have not been specific plans before the evaluation, the NS is keen to seek IFRC support to start financial sustainability initiatives in 2020.

- MRCS

Financial sustainability has been a long-standing issue for the MRCS. The board, management and staff noted that Red Cross is perceived in the country as a humanitarian organisation that receives international support and as such do not need to mobilize resources locally. They are concerned that directly raising funds will negatively affect their image. Historically, this perception has also been shared by government. However, the close relationship built over the last few years has changed the government perspective. Senior officials of the National and State Governments interviewed during the review agreed that the government needed to provide funding for the work that the MRCS does in the community. They also noted that a proposal has been drafted to seek Senate approval for MRCS funding.

At least one chapter has started their own initiative to raise funds. Recognising the financial difficulties facing the headquarters, the Kosrae chapter has started their own financial sustainability initiative cleverly linked with addressing the environmental issues facing the

island. Through the support of the IFRC and a recycling company, the chapter has been able to collect empty non-biodegradable plastic bottles and soda cans to be recycled. They have also started selling coco-cups, made from coconuts, through the combined effort of chapter staff and community volunteers. Through this initiative, the chapter has been able to raise around USD 300 per month.

National Society Development

- PRCS

IFRC support, both through the Head of North Pacific Sub-Office, and through linkages to the broader Red Cross movement, have been useful for improving the governance of the PRCS. Instances of this include, support from the Philippines Red Cross in the training of the PRCS Disaster Management Officer, and support from the MIRCS in the form of a board member, skilled as a lawyer, who co-facilitated with the IFRC the workshops, meetings and General Assembly for the constitutional revision and implementation initiatives.

In 2018 the IFRC supported PRCS in the development, launch and implementation for their Strategic Plan 2018-2022. This has been followed up by assistance with annual planning and budgeting. Staff of the PRCS reported that the process of planning and budgeting was well structured, and they could utilise it in their day to day work. It was also appreciated that the process was participatory, with staff input considered and everyone involved.

Also, in 2018, the PRCS conducted an OCAC facilitated by the IFRC. This process led to the creation of a report for the Executive Director to follow to improve how the organisation functioned. Usefully, this has acted like a check-list of tasks to be done. **One that has not yet received attention is the monitoring and evaluation area. It is unclear how the PRCS intend to improve in this area due to limited technical staff.**

Coping with staff turnover, and attracting the right staff in the first place, are difficult right across the Pacific, and these difficulties also affect PRCS. **To strengthen their organizations and get around this PRCS have a commitment to building and training staff within the organisation.** Decentralisation will also need to be accompanied by a program of training and support to the branches. **Due to the requirements, continued support from IFRC is welcomed particularly in the areas of administration and management.**

"Red Cross has a clear purpose and structure and has not yet reached its full potential, but is a work in progress"

Santy Asanuma,
Chairman of the
Palau Red Cross
Governing
Board

Improvements in quality of services and a greater community presence, gives the PRCS more confidence to approach larger businesses in Palau for support. The board chair reports he now meets with potential donors, promoting the PRCS activities. This is an encouraging development, though it is recognised that more work will need to be done.

The Red Cross Act formalises the National Society's auxiliary role to government and defines what that entails for the country. This ensures the National Red Cross can operate in compliance with the Red Cross Red Crescent Fundamental Principles and best serve the most vulnerable people. **There is still no Red Cross Act in Palau, instead the organisation is recognised legally through a congressional resolution.** Interviewees indicated that to get a Red Cross Act passed, much groundwork would need to be done amongst parliamentarians, some of whom were currently unaware of the broader Red Cross organisation, humanitarianism and the Geneva conventions. This area of work should continue and be supported by the IFRC North Pacific Sub-Office.

Despite the lack of an Act, links with government are strong and the PRCS sits on the National Emergency Committee, as well as implementing the RDAT and PEP programmes with State governments.

- MIRCS

Over the past few years, the Project has provided the crucial financial support for the MIRCS's roadmap to recognition and admission as a full member of the IFRC. This has covered legal, financial and administrative areas. Some of the key roadmap activities that were funded by the program include the Annual General Assemblies in 2017, 2018 and 2019, the induction of newly elected board members in 2018, the induction of newly appointed Secretaries General, participation in statutory meetings, and the Strategic Planning process of the National Society.

Recent departures of some key staff have highlighted a risk for the organisation and the need to improve staff retention. The management and board members agree that MIRCS is striving to create an environment that is welcoming for staff and that encourages personal and organisational development to ensure staff are encouraged to work long term in the organisation.

- MRCS

Support from the Project has funded technical support and a workshop for the core cost and financial sustainability initiative. Through the core cost initiative, the IFRC provides technical support and training for a National Society to develop a roadmap identifying core costs that they can meet over a period of time and financial sustainability initiatives to meet them. Meeting these core costs through domestic fund raising will be an area for the organisation to focus on.

USAID/OFDA funds were used to support the Planning and Budgeting process from 2017 forwards, based on a process that the IFRC uses across the Pacific. This allows a degree of standardisation of approach in the sub-region.

4.3. FURTHER FUNDING

If further funding was provided to continue the DRM project, do you have any recommendations you would like the Red Cross/donors/IFRC to consider for future implementation?

- PRCS

DISASTER RISK MANAGEMENT

Though a small country, the geography of Palau is such that running national programmes with a small staff, is a challenge. The success of launching RDATs in all 16 States and holding PEP sessions in 8 States are examples of how the Palau Red Cross is over-coming these obstacles.

Participants in interviews and FGDs indicated that if extra funding was available, they would intensify what is already happening rather than to start anything new.

Top of the list was improved communication about programme activities and organizational structure. **With an expanding operation, PRCS should reflect on how to keep everyone informed.**

Notably, RDAT trainers said they would like to be kept better informed about their own programme and the PRCS activities in the country. For example, they were unaware the PRCS had opened two new branches.

“We probably need to do this [meet and discuss] more regular and have a meeting establish some sort of chain in which information is passed”

**Shillwitt Blodak Quichocho
(RDAT Trainer)**

“Red Cross would be an essential partner in creating state plans”

Eileen Mikel, Ministry of the Education

Another suggestion was for the PRCS to recruit retired teachers into the ranks of the RDAT trainers, as they would have the skillset needed to impart knowledge in trainings in communities.

Interviewees were very supportive of the PRCS creating state disaster plans in conjunction with State Representatives. They point out that the PRCS has the skillset, is in the right position as a member of the NEC and has the right relationships at the community. One of these plans has already been prepared in draft in Kayangel state though the PRCS supporting the state government and involving traditional leaders, schools and women’s groups. The recommendation is that this continues.

All FGDs thought it was appropriate to continue focussing work on the women’s groups in the community as they were particularly adept at getting things done.

FGD participants noted that some people listen to either the state or traditional leaders more, so both should be involved. Also, that in terms of contacting and remaining in touch with the communities from a distance, Facebook was popular and more accessible than radio for young people, though the reverse was true for older people.

FINANCIAL SUSTAINABILITY

While several initiatives seem to be returning rewards in terms of providing additional funding, the food drive for Christmas 2019 did not meet expectations. This will be tried again with better planning and improved donation boxes. Future plans for fundraising include a Red Ball (Gala), donation boxes, and clothing boxes in public places.

HEALTH

First Aid training was appreciated by all respondents who indicated it was high quality and well targeted. Some respondents indicated that First Aid and CPR refreshers were required. Recertification is underway in some states for First Aid. Also, opportunities to stay connected to communities are taken, through town hall meetings, school drills, and national preparedness month.

Regarding the frequency of training, one Governor noted that First Aid and CPR are useful all the time, due to non-communicable diseases and heart attacks, despite an absence of disasters in any one place. Therefore, it would be appropriate to train every term of administration, due to the rotation of staff.

In the First Aid area, respondents indicated they would like more localised materials for the First Aid training. This could include, for instance, more localised language. One interviewee noted, "We're going into communities and trying to tell them what an abrasion is. Abrasion, what the hell is that?". Simpler language may be appropriate. Additionally, content could include local risks, such as the *tonget* or poison tree, and how to inspect standing water to prevent Dengue.

NATIONAL SOCIETY DEVELOPMENT

Strengthening internal reporting will give board members a better picture of the monthly activities of the PRCS and allow them to better represent the organisation. This is especially important now that social media gives instant information to the public about the PRCS – leaders need to be well briefed so they can speak on the issues and events. **This internal reporting currently falls on the Executive Director, but ideally would be the preserve of another staff member. Additional training from the IFRC would help here in the design of the reporting system and the presentation of information.**

While the activities and fund raising provide useful publicity across the country, PRCS might consider other avenues to keeping the public and the state sector informed about its activities. One governor suggested to have information about services and donations on a community noticeboard and inside public buildings. A press release announcing the new decentralised structure could also be considered.

- MIRCS

As a young and developing NS, the need for support will change as the society develops. For instance, the current support for decentralisation and establishment of new branches will need to be followed by support to strengthen the capacity of the branches to reach vulnerable populations. This will entail provision of administrative and technical support. On top of this, a number of key recommendations were shared during the evaluation.

Community leaders reported a need for continuous refresher training for the ERTs. **They noted that people continuously move in and out of the communities, therefore periodic refresher training is a necessity.** In addition to training, communities also suggested periodic simulation exercises. While people have been trained, community leaders feel that live exercises would better help their understanding of their roles and responsibilities during a disaster.

Another is the provision of technical equipment for the ERT members. The community leader in Jenrok suggested the provision of communication equipment that does not rely on existing telecommunications providers is essential as they may be affected in a disaster. Due to density of the communities and physical landscape of the community, effective communication is needed to connect ERT and community members during an emergency.

- MRCS

The main challenges for the MRCS are the distance between its chapters and the costs of managing operations. The management and board agree that the focus of the MRCS should be to strengthen its branches, and through Project funding, the Yap chapter was revived. Future funding should be directed towards ensuring that branches are able to carry out their activities with minimal technical support from the headquarters through stronger partnerships with local government and municipalities.

Financial support will be needed to ensure youth programs, such as the First Aid Competition, are sustained through the four chapters.

Another focus area for the MRCS is financial sustainability. The initial First-Aid competition initiatives include fundraising components which raised \$US8,000 in Pohnpei and \$US6,000 in Kosrae. However, this was not continued in Pohnpei. The MRCS needs technical support to be able kickstart financial sustainability initiatives.

4.4. COST-EFFECTIVENESS

To what extent has the Project delivered its objectives in a cost-effective way?

- PRCS

PRCS has achieved a cost-effectiveness in their programs through seeking efficiencies and prioritising among their NSD activities for those which will have the biggest impact. The IFRC has achieved cost-effectiveness through targeting assistance to specific areas and maintaining a development plan utilising support from other NS in a similar organisational position.

Respondents indicated that the PRCS activities were cost-effective in achieving their intended outcomes. In many interviews, respondents indicated their appreciation of the PEP

programme. This initiative, by bringing together eight organizations, has been a cost-effective way of reaching communities. The approach of combining presentations from different organizations generates more interest in the community and potentially means the messages reach groups who are attracted to different parts of the programme. The utilisation of some of the time of the Disaster Management Officer (funded by USAID/OFDA) within this PEP project has effectively increased its reach and broadened its scope from the initial UNWomen-funded project.

The OCAC process was reported to have been a useful initiative to strengthen some of the core organisational processes within the PRCS. The OCAC Report which presented the organizational gaps has been particularly helpful. This contained milestones including, Red Cross Act, decentralisation to branches, youth and volunteering, financial audits, policies required, financial management strengthening, resource mobilisation plan, general administration, monitoring and evaluation, insurance and finding a new building. Some of these tasks have been completed and some are still in process. **This PRCS-led process, involving the Disaster Management Officer for the Sub-Office and peer support from colleagues in the MIRCS, has been a cost effective way of improving the sustainability of the PRCS, and a good demonstration of the power of this project to link resources across countries.**

In order to increase the awareness amongst the executive branch in government, the PRCS counterpart in government, Portia Franz from the Ministry of Justice, joined the PRCS at the IFRC General Assembly in Geneva, Switzerland. This was seen as a useful step and a shortcut to increasing the stature of the PRCS in Palau.

The work the PRCS and IFRC have done in governance has helped to build the organisation. Refreshing the constitution and running an effective branch induction workshop were timely activities that have added value. In turn, with the PRCS on a better footing, it is better placed to attract people to serve on its Governing Board.

Several peer-to-peer exchanges have also been cost-effective ways to improve the PRCS. These have included:

- Support to Disaster Management with the former Director of the Disaster Management Department of the Philippines Red Cross providing an induction to the new PRCS Disaster Management Officer,
- PRCS youth delegates providing secretarial support to the organisation of, and then travelling to FSM to participate in, the Youth-Leadership SuperCamp, and,
- The PRCS Executive Director being trained in OCAC facilitation with CCST Pacific and later co-facilitating the OCAC in the Micronesia Red Cross, a process which she replicated in Palau.

These regional exchanges, enabled by this project, are a sensible, cost-effective and beneficial way to share knowledge and expertise. **Potentially, in addition to Micronesia Red Cross and Marshall Islands Red Cross, other NS, such as Philippines, could be called on to supply expertise more frequently.**

In such a spread-out territory, ensuring national coverage for all the Red Cross services is a challenge: Some of the states are distant islands. It was suggested in one focus group that visits could be alternated with trainings and refreshers in Koror. Participants from distant states

could be brought to Koror for training, and then return to their islands to disseminate the information.

- MIRCS

All Red Cross interviewees agreed that Project funded activities were delivered in a cost-effective way. Given the geographical location of the outer islands/atolls, the NS's approach to deliver training in the communities themselves, rather than function rooms of hotels, proved to be cost effective and allowed more participations and better engagement. One suggestion from NDMO was to forge a more coordinated approach with other organisations in conducting training in the islands. While the NDMO admits that it must take the lead role in this area, there is also a responsibility for other organisations in the preparedness space to update the NDMO regularly on their activities to avoid duplication of activities in communities. Like PRCS with the PEP, this could be an area where the MIRCS takes a coordinating role in the future

- MRCS

The Youth-Leadership SuperCamp which was hosted in Micronesia has also been hailed as a cost-effective approach. Participants were accommodated in a remote training facility and assisted to build their own sleeping tents. Participants shared that they did not only learn about climate change. They also learned about youth leadership and experienced it. The SuperCamp program relating to youth leadership was delivered through an experiential learning approach². The choice of venue, accommodation and activities was cost effective and according to participants, more effective and practical.

Due to the logistical difficulties and costs of reaching all its branches, the MRCS minimises travel. However, MRCS headquarters staff that travel to chapters are expected to cover all areas of work to save costs.

4.5. COVERAGE

What is the coverage of the Project in regard to: geographical location; communities at risk, and vulnerable groups?

- PRCS

A Red Cross Society should be able to reach the entire population of the country with its services. The PRCS is actively working towards this through the recent launch of two new branches - South and Central. These help the organisation demonstrate its relevance to people where they live, provide a quicker response time to emergencies, and better support the RDAT teams that have members in the communities.

Red Cross programmes should also target the most vulnerable and be accessible to all groups in the population. The two major Disaster Management initiatives appear to meet these criteria. The RDAT training, which includes First Aid training, and the PEP programme are provided to individuals in communities on a self-selection basis, and to State employees seconded by the governors. Coverage is sometimes near total, as the communities are small

² See detail in the [North Pacific SuperCamp 2019 report](https://drive.google.com/file/d/1Q5vPgGFYa4LEeToeopPPbd1LaF_fN48/view) (https://drive.google.com/file/d/1Q5vPgGFYa4LEeToeopPPbd1LaF_fN48/view)

that whoever wants to come can join without exception. **Interviewees noted that trainings are held in an accessible part of the community.**

Regarding State Government involvement, interviewees agreed that training State Government employees was beneficial as they would need to act in a disaster before the national government could provide help.

The RDAT trainers are a mix of community members and state employees of both genders. These members are either nominated by the state government or the community leaders. The diversity of backgrounds and involvement of community members is seen to be an advantage in reaching different groups in communities.

Family disaster kits are provided during the RDAT training are given to women in the community. Currently 50 kits are provided for each state, so depending on the state there is a different ratio of disaster kits per person. **This might be more appropriate as a per capita rate, or one that is per capita, and also weighted by risk.**

The focus on working with youth is appropriate for the PRCS in order to strengthen their organisation, as well as to reach into communities. One interviewee noted that youth, due to cultural hierarchies, are generally more approachable than others in the community. Also, that youth who are back at their islands after finishing high school and not working, could potentially be a useful group to target for PRCS. **The structure of the Youth Commission, and how it functions within the organisation, could be further formalised with respect to the current successes, future plans and its role under the two new branches.**

- MIRCS

The MIRCS approach to the selection of communities for the EWEA was based on a thorough and inclusive vulnerability assessment. The community selected for the pilot project, Jenrok, is the most populated and vulnerable community in Majuro. Due to its location, it is often affected by king tides. It is also densely populated increasing the vulnerability of people living in the community. The relative closeness of the community to the central township was also an important consideration. The success of the program in Jenrok and its location allowed other nearby communities and visitors to Majuro from other chapters to easily access the site. As a result, the program is being replicated in Jeirok through Project finding. At least 2 other communities have also shown interest in the program after visiting these two communities.

- MRCS

For a small country of just over 110,000 people, the FSM has many levels of government: national, state and municipal. To ensure effective and sustainable programming, the MRCS have strived to establish and maintain strong working relationships at all 3 levels of government. It appears that this has delayed the implementation at the community level. However, strong evidence of the effective partnership built at all levels has been evident during the review.

In terms of the geographic locations, the Red Cross have strategically chosen vulnerable communities and villages where they have developed strong relationships and where

community leadership is strong. Though implementation is at early stages, it is expected that these communities will be good reference sites for other communities and villages to emulate.

4.6. UNINTENDED OUTCOMES

Have there been unintended positive or negative outcomes as a result of the DRM project?

- PRCS
Interviewees noted that the primary unintended consequences from the project have been that increased visibility has resulted in unexpected partnerships, such as with UNWomen. Having an active Youth Commission has likewise increased visibility and links to other organisations.
- MIRCS
Through their involvement in the program, the community leaders have developed the confidence to work with relevant authorities. Communities have been able to identify issues and use the same process they learned through the EWEA program to approach authorities. A story was shared of how women who have learned gutter cleaning techniques during program training have been able to train other women in other communities that they visit.
- MRCS
The success of the First-Aid competition has strengthened the image of the MRCS in the community. There is now much better understanding and appreciation of the work of the MRCS. More youths have been encouraged to join as volunteers.

4.7. SUSTAINABILITY

To what extent are results/impact of the Project sustainable?

- PRCS
The RDAT initiative is ongoing and will require ongoing resources to maintain community preparedness. With repetition and expansion, this programme, alongside the PEP, will increase the resilience of the population towards disasters, and assist communities to assist themselves with First Aid and CPR.

The RDAT program itself is a good candidate for continued support, either from internal or external sources. It has been embraced by NEMO as a part of the national support structure, fitting into the disaster response architecture. For PRCS it is the core program engage with the community and is high on the list of annual priorities. These institutional aspects give the program a strong sustainable foundation to continue producing outcomes in the community.

One important aspect enhancing the sustainability of the project is maintaining the involvement of the authorities. In a second phase to the PEP, PRCS intend to follow-up on community requests with the State Government. Communities, for example, requested training in water testing and assistance with their bread fruit trees. A third phase is planned to finalise the disaster plans and conduct simulations with the involvement of NEMO. This type of engagement, which responds to the needs of the community and brings in national organisations is a sustainable way of addressing the challenges that communities face.

Several respondents indicated that the engagement of the IFRC in this project had made a huge and lasting difference to the PRCS, increasing its status in the community to that of a viable and capable partner and contributor to the country.

- MIRCS

There was strong indication of sustainability shared during the interviews and observed during community visits. The community leader at Jenrok noted that the communities have been able to activate their ERTs and Emergency Response Plans in recent disasters. Through these responses, the community experienced the benefit of having an Emergency Response Plan in place to guide them during an emergency. In an encouraging sign, they noted that as a result of the Red Cross work, discussion of ERTs and emergency preparedness is now a formal part of their community meetings.

Other communities have also noticed the success at Jenrok and approached the MIRCS for the initiative to be replicated in their communities. Trained ERT members in Jenrok have also assisted other communities develop their own systems and plans.

There was also evidence of the bells being integrated into community living in two communities visited, Jenrok and Jeirok. The bells are installed at strategic locations in the villages act as warning signals for impending disasters. In these communities, the installed warning bells are also being used for church with different sounds having different meanings for the villagers. This was also observed in a school that had a warning bell in its compound.

- MRCS

The successful reinvigoration of the Yap chapter provides evidence of and a template for sustainable interventions in Micronesia. The engagement of youth and the cooperation with other organizations have allowed the Yap chapter to find its niche and provide relevant services to the community, in, for example, disaster preparedness and public health. The MRCS intend

"This contributed to the entire development process. This has been monumental to not only the existence of the Red Cross here but has made them a lot more relevant to the country. These resources made this possible."

Santy Asanuma, Chairman of the Palau Red Cross Governing Board

to remain strong in Yap and replicate this bottom-up style of growth in other Chapters. In a small organisation, these successes are often linked to strong individual performances, and this is true in Yap. Careful development of the volunteer base will give greater guarantees of sustainability, develop new leaders and enable continued community services.

Taken as a whole, MRCS community preparedness and resilience activities are at early stages. As noted above, there is strong evidence of community and government support for Red Cross activities that has the potential to convert to sustainable of project activities across the country.

5. Recommendations

Drawing on the evaluation findings above, and arranged by focus area, the author makes the following recommendations for the IFRC and the PRCS.

5.1. PRCS

Disaster Management

1. The key recommendation for Disaster Management is to continue with the RDAT and PEP approach to building resilience in the community. Building each of these programs out to include more refreshers and more follow-up are natural developments for each programme and will be appreciated by the community, the volunteers and State governments.
2. This intensification, given the geography of Palau and the current level of staffing, is likely to pose a challenge for PRCS, particularly as it adapts to a new way of working and takes on new personnel following the decentralisation process. To cope with an increased workload in Disaster Management the PRCS now have a dedicated Disaster Management Officer from the IFRC employed under the Project. This position will be critical to the expansion and continued quality of the Disaster Management programme in 2020 and onwards.
3. The PRCS intends to create State Disaster Plans for each state. PRCS are well-placed to coordinate this work, having connections to the community and serving on the NEC.
4. This national project will require increased scheduling and better communication to keep people involved and keep the plans up to date. Well-planned community engagement will help avoid the process becoming a burden on community members, who unlike government employees, are not paid for their involvement.
5. Currently 50 family disaster kits are provided for each state, so depending on the state there is a different ratio of disaster kits per person. This might be more appropriate as a per capita rate, or one that is per capita, and also weighted by risk.

National Society Development

6. The structure of the Project, linking the three countries and bringing the IFRC in as the Project Manager has been beneficial for all stakeholders. The NSs have benefitted from resources, guidance and regional expertise of the IFRC. These linkages underscore the general success of the Project.

7. The OCAC process stimulated many areas of action in the PRCS that have served to strengthen the organisation, detailed above. Some of the more difficult tasks still remain unchecked on this list, for example, monitoring and evaluations of their programmes, and the Red Cross Act. Joint work from the IFRC and PRCS will be needed move forwards on these.
8. Decentralisation has started well and the process will need to be continued and nurtured through developing new processes, new roles, appropriate activities and useful annual planning and budgeting.
9. For key NSD tasks, including training and mentoring of staff, and internal reporting, a lot of the work falls to the Executive Director. Indeed, her energy and vision are driving the organisation forward at present. While this is welcome, it does present an organisational risk should she leave the organisation. Development of staff in the PRCS must therefore not only focus on the junior and youth, but also recruiting, training and retaining senior staff in leadership positions.
10. Expertise on the Governing Board may also be a useful resource to utilize in developing staff. As might further utilization of peer-to-peer support from the Philippines, Micronesia and Marshall Is Red Cross Societies and the continued use of the IFRC network.
11. The area of PMER is undeveloped in the PRCS and ideally requires a dedicated staff member to keep information flowing across the organisation. The importance of this position will increase with the greater geographical spread following decentralisation and the additional structure given by the annual Planning and Budgeting process. Creative ways of achieving this within the funding available will need to be found.

Finance Development

12. Inside the PRCS, there appears to be a momentum to get up to date with financial audits and have these on time in the future. This will also help build a stronger, more accountable and transparent organisation. Progress on these key documents should continue to be monitored by IFRC with deadlines and targeted assistance.
13. Continued engagement and skill development through the Finance Managers Forum and other sources is recommended to support the gains that PRCS have made in this area.

Financial Sustainability

14. Visibility and quality programming appear to be driving the fundraising for PRCS. This visibility could be usefully enhanced through utilizing public noticeboards and providing information on services inside government offices.
15. PRCS's reputation and credibility is such that they should consider launching a public appeal to fund their activities.
16. Given the PRCS engagement with State government, and the clear added value in engaging local communities and linking with other government services, now is a good time to request government to increase its annual funding commitment. Certainly, a good case can be made.

Health

17. In the commercial First Aid area, PRCS might like to consider expanding the course offerings to attract different customers.

18. Continue the plan to invest a First Aid Master Trainer to bring additional sustainability to the First Aid programme.
19. Generally, some refinement of the First Aid and community awareness materials should take place to encompass risks from local flora and fauna.

Youth Engagement and Volunteering Development

20. Update the Youth Commission structure to recognize the newly created branches and follow the revised constitution.
21. Youth activities and engagement are well-developed in the PRCS. Continuing to offer skill development, in areas such as PMER, communications and administration, disaster management, health promotion, climate change will ensure the PRCS get the most out of these youth staff members and volunteers.

5.2. MIRCS

Disaster Management

22. Community engagement was one of the key success factors of the ERT program. The involvement of the communities in risk assessment and development of contextually relevant solutions ensured ownership of the activities. This strategy needs to be continued in other communities.
23. The MIRCS should take a leading role in ensuring that the community developed Emergency Response Plans are updated to reflect changes and new preparedness and response challenges faced by the communities.
24. The MIRCS should work more closely with its partners. While the NDMO appreciates the work of the MIRCS in the communities, it suggested a closer and coordinated approach at the national level. Because of its mandated auxiliary role, the NDMO expects the MIRCS to take a leading role, together with the NDMO, in ensuring coordination amongst all partners in disaster management.

National Society Development

25. The MIRCS should improve recruitment and retention of staff to solidify its position as the main auxiliary arm of the government in disaster preparedness and response.
26. The establishment of new branches and strengthening of existing branches must continue to be a focus. It is also one of the key contributing factors to sustainability as strengthening the branches would enable the headquarters to focus on their core role.

Finance Development

27. The MIRCS also needs to strengthen its internal systems, particularly its financial management processes. The Secretary General has implemented a few processes but also admitted more is needed to improve in this area and more importantly to train staff in the new processes and systems.

Financial Sustainability

28. To ensure long term stability and continuity of operations, financial sustainability should be an immediate focus of the NS with technical support from the IFRC.

Health

29. The provision of First Aid assistance and training has helped improve the image of MRCS in the community. It is recommended to continue these efforts.
30. Enhance the sustainability of the First Aid function by investing a Master Trainer and developing the curriculum to address local risks.

Youth Engagement and Volunteering Development

31. Youth engagement has the potential to help build a strong NS. MRCS should try to repeat the successful youth and volunteer involvement and branch development of the Ebeye branch in other locations.

5.3. MRCS

Disaster Management

32. Much organisational knowledge in Disaster Management and Health is invested in the Disaster Management Officer. This longstanding staff member has been involved in emergency operations and helped build the reputation of the organisation since 2003. To lessen the organisational risk should this staff member depart, the MRCS should train and provide experience to other staff in these areas.
33. MRCS should discuss with the government its preference for a closer working relationship. The government has stated it is willing to include Red Cross activities in government planning, and it is aware of the technical capacity of the MRCS. For instance, the government has indicated coordinated planning will ensure that resources are focused on areas that need assistance. It also alerts government to MRCS resources and technical expertise that the government might utilize. The closer working relationship will also help secure government funding for Red Cross activities.

National Society Development

34. Due to logistical difficulties travelling across the country, the MRCS should focus more on strengthening its chapters to function independently. At least two staff will be needed in each chapter to ensure all the activities and technical support can be provided and the required communication to headquarters is maintained.

Finance Development

35. The MRCS is in the process of auditing its financial accounts from 2011. However, the underlying problem is the lack of a strong financial system and experienced and appropriately trained staff to manage the financial affairs of the society. There is an urgent need for finance software and training for the newly recruited Finance Officer.

Financial Sustainability

36. Despite the Society's view that it must not directly raise funds for its operations, there is equally strong opinion from outsiders to the contrary. Given the strong opposing views, the society needs external support to develop a financial sustainability strategy.

Health

37. Despite the success of the First-Aid competition, both the Ministries of Health and Education noted that there is still need for more First Aid training in schools and communities in other states. Continuing with the training and school First-Aid competition is a great way of advocating about Red Cross values and leveraging the event as a significant fundraiser, as demonstrated in the first Pohnpei First Aid Competition.

Youth Engagement and Volunteering Development

38. Apart from the First-Aid competition, the hosting of the Youth-Leadership SuperCamp was another success story for the MRCS through this funding. Follow up programs should ensure that youths do not lose interest and the momentum is maintained though, for instance, low-cost, low-tech activities.

6. Conclusions

The author concludes that the Project has been successful in each of the three countries, allowing their Red Cross Societies to make progress towards their goals and reach their major intended outcomes in Disaster Management and organisational development. Several activities and methods stand out as being particularly effective in moving the organisations forward:

- Engagement with the IFRC network, including the Youth-Leadership SuperCamp;
- Sharing of resources across the North Pacific on organisational capacity building through the OCAC, BOCA, constitutional revision and support to General Assemblies;
- The technical support through the Finance Manages Forum;
- First Aid peer-to-peer engagement with assistance from Philippines in Palau, and the youth-led First Aid Competition in Schools; and
- Hands on training in Disaster Management in Palau, Micronesia and Marshall Islands Red Cross Societies, again through peer-to-peer assistance from the Philippines.
- Peer-to-peer support across national societies in the North Pacific as well as internal within a National Society (e.g. branch-to-branch support)

Each Red Cross Society has welcomed this support and utilised it strategically to grow the organisation. PRCS has made strides in financial sustainability and branch development, using initiative to develop RDAT and PEP and developing their youth activities. MIRCS has raised its profile and developed relations with the government, as well as developing its First Aid offering. MRCS has also developed its branch network and showcased the potential of youth within the Red Cross movement through the youth-led First Aid competitions.

Looking to the future, growing local and government funding and reaching new donors will give greater financial stability and will allow more key staff positions to be filled across the North Pacific. The vast distances between islands in these ocean archipelagos make communications, planning and monitoring especially important, alongside the core Disaster Management functions. Coherent decentralised branch structures require increased attention to planning and budgeting to keep activities aligned with the organisation nationally, to take advantage of sub-regional opportunities and to effectively draw in IFRC support when needed.

The IFRC support structures, to their credit, with two full time staff members in the North Pacific, are well placed to assist and coordinate.

Overall, the North Pacific Red Cross Societies have in different ways made good progress and have developed their organisational robustness while playing a valuable role in their communities. The efforts in organisational development should now allow each NS to move forwards, attracting dedicated staff and volunteers, diversifying funding and developing new ways of reaching into communities.

7. Annexes

7.1. ANNEX: LIST OF INTERVIEWEES AND FOCUS GROUPS

Name	Position	Organisation
Palau		
Brandon Patris	Palau Red Cross Staff	PRCS
Maireng Sengebau	Executive Director	PRCS
Olsingch Yalap, Lorrain Tellei, (Melekeok State) Mohammed Baules (Ngiwal State) Shillwitt Blodak Quichocho (Kayangel State)	RDAT and PEP trainers	Community
Santi Asanuma	Chairman of the Governing Board	PRCS
Elizabeth Isamu, Angaur State & Meisai Chin, Pelelui State	Representatives of women's groups	Community
Shillwitt Blodak Quichocho (RDAT Trainer)	Programme Coordinator for Kayangel Protected Areas Network, Marine Protected Areas.	Kayangel State Government
Wayne Wong	Disaster Management Officer	PRCS
Eileen Mikel	Ministry of Education	Government
Jason Sebalt	Disaster Risk Reduction Officer	NEMO, Government
Henaro Polloi	Governor	Melekeoko State
Ilolang Remengesau	Governor	Ngaremlengui State
Joshua Libyan Tun	Yap Branch Volunteer & Youth Representative to the Board	MRCS
Bobby Gorongfich	Yap Chapter Coordinator	MRCS
MIRCS		
Kevin de Brum	Jenrok ERT	Jenrok Community
Councilman Jina David	Jeirok	Jeirok Community
Junior Kaisha	First Aid Instructor	MIRCS
Stephen Clark	First Aid Instructor	MIRCS
Bruce Wei Shen	Volunteer	MIRCS
Devine Waiti	Vice President and Legal Advisor	MIRCS
Jack Niedenthal	Secretary of Health and Immediate Former SG	Ministry of Health
Timmy Langrine	RMI NDMO Director	NDMO
Kino Kabua	RMI Chief Secretary	Office of the Chief Secretary
Dr. Alexander Pinano	President of the Board	MIRCS
Brooke Takala	Secretary General	MIRCS
Rambo Phillip	First Aid Officer	MIRCS
Roger Muller	Communications Officer	MIRCS
Adelma Louis	Admin Officer	MIRCS
Nathan Jacklick	Branch Coordinator - Ebeye Branch	MIRCS
Kilom Ishiguro	North Pacific Representative	Secretariat of the Pacific Regional Environmental Programme (SPREP)
MRCS		
Diaz Joseph	President	Director, College of Micronesia Upward Bound Program
Isao Frank, Jr.	Executive Director	MRCS

Morgan David	NDMO Director	MRCS
Dr. Livingston TOULONG	Health Secretary	FSM Health and Social Affairs
Marson Rosario	Communications Officer	MRCS
Morehna Santos	Admin and HR Officer	MRCS
Patricia Lehsi	Finance Officer	MRCS
Dicklet Daniel	Volunteers	MRCS
Ricky Higgins	School Liaison and Public Information Officer	Pohnpei State Department of Education

7.2. ANNEX: LIST OF DOCUMENTS REVIEWED

- USAID OFDA Proposal for North Pacific 2020
- USAID Project Agreement: Enhancing the disaster management capacities of the Red Cross in the North Pacific
- IFRC Pledge-Based Report: Enhancing the disaster management capacities of the Red Cross in the North Pacific, 31 December 2019
- IFRC Pledge-Based Report: Enhancing the disaster management capacities of the Red Cross in the North Pacific, 31 May 2019
- Project Proposal: Palau 2019 proposal to IFRC
- Palau Red Cross Sustainable Fundraising
- PRCS 2018 Annual Report
- PRCS Strategic Plan 2018-2022
- [North Pacific SuperCamp 2019 report](#)
- Annex 1 Key Progress 2018, provided by IFRC Head of Sub-Office
- Summary of Key Program Activities, provided by IFRC Head of Sub-Office
- MIRCS Strategic Plan 2017-2022
- Activity reports of Project funded activities in MIRCS & MRCS branches/chapters
- MIRCS Red Cross Society Admission report
- MRCS Strategic Plan 2016-2020

Reference

- IFRC Framework for Evaluation
- Actionable answers AEA 2009
- Framework for Resilient Development in the Pacific, 2017-2030
- IFRC Framework for Community Resilience
- Well Prepared National Society Self-Assessment 2002-2004

7.3. ANNEX: EVALUATION CONCEPT NOTE

Note the dates below were changed

Final Review and Workshops of the *Enhancing the Disaster Risk Management Capacity of the Red Cross in the North Pacific* project

Timeline: February/March 2020

Review and Facilitation Team: Malcolm Johnstone, NZRC; Semiti Temo, IFRC
Locations: Palau, Yap, Federated States of Micronesia, Marshall Islands

1. Background

The *Enhancing the Disaster Risk Management Capacity of the Red Cross Societies in Palau, the Federated States of Micronesia and the Republic of the Marshall Islands Project* began on August 2016 and runs until 30 September 2020.

It was funded by USAID/OFDA and was implemented by the Palau Red Cross Society, Micronesia Red Cross Society and Marshall Islands Red Cross Society with the International Federation of Red Cross and Red Crescent Societies (IFRC) providing technical and financial support, as well as managing the contract.

The review period of 2017-2019 follows an earlier period of implementation of a similar project from 2013. OFDA has confirmed funding of a subsequent stage for 2020.

The project goal was ***to reduce the vulnerability of communities in Palau, the Federated States of Micronesia and the Republic of the Marshall Islands (RMI) and increase the capacity of Palau, FSM, RMI Red Cross National Societies to support integrated disaster risk management programs.***

To achieve this, it focused on the long-term process of building capacity of the Red Cross National Societies in each country. Activities included planning and budgeting, youth engagement, volunteering development, branch development, governance and support to general assemblies – aspects of National Society Development. Activities such as WASH, Health and Disaster Management were strongly integrated in national society development.

Red Cross National Societies are at different stages in developing various aspects of their organisations. As such, the method of working was to create joint plans with NS reflecting their needs and listing prioritised activities. The outcomes of the project were constructed broadly and contain a spectrum of activities across the three target countries, despite different specific needs and requirements.

The outcomes of the project reflect the institutional nature of the support. That the Marshall Islands, Micronesia and Palau Red Cross National Societies:

4. encompass the disaster management characteristics of well-prepared national society
5. target and provide for the needs of vulnerable people in their respective countries
6. have strengthened their organizational capacities

2. Purpose of the Evaluation.

The purpose of the review is to document the impact of the engagement with OFDA in the North Pacific, focusing on institutional changes, disaster preparedness and linkages to the mandates of the National Societies (NS). Alongside these impacts, the review will look at how the methods used facilitated and contributed to the results attained.

Another central purpose of this work is to reflect the findings back to the NS and facilitate learning and reflection inside the NS. This will be done through key informant interviews and a workshop in each location and facilitated information sharing.

These activities will lead to recommendations for further strengthening of the individual NS.

3. Scope of the Evaluation

The review will cover project implementation over the period 2016-2019 in the three countries – Palau, Micronesia and Marshall Islands - and one additional branch of the Micronesia Red Cross on the island of Yap. Due to the vast distances involved, the remaining branches in Micronesia cannot be reached for this review.

The review will involve interviews with:

1. The Secretaries General and NS Presidents
2. The Disaster Management Officers
3. Branch officers (Ebeye, Yap and Kosrae)
4. Some members of the boards e.g. Finance commission chair
5. Emergency response teams
6. Ministry of Health in all three NSs
7. NDMO's in all three NSs

The focus will remain on institutional strength, rather than a review of the effectiveness of activities. However, it will take note of how the activities has effectively contributed to institutional strength.

4. Objectives and Criteria

4.1 Objectives

The evaluation aims to:

- a) Identify to what degree the objectives of the project were achieved
- b) Document the deliverables of the project and the methodologies that contributed to the results
- c) Identify some key lessons learned

The review will highlight good practice and give constructive recommendations for further improvement.

4.2 Criteria (please refer to Annex 1 for more details)

- a) Effectiveness
- b) Impact
- c) Sustainability
- d) Appropriateness
- e) Coverage

4.3 Key guiding questions

1. What have been the main successes of the project?
2. What have been some of the weaknesses of the project?
3. Has the project adapted to the changing context?
4. What have been some of the enabling factors within the NSs' for the project results?
5. What factors within the NSs' have hindered reaching the intended results?
6. What factors outside the NSs' have hindered reaching the intended results?
7. How has the project increased the personal capacity of staff?
8. How has the project included women and people living with disabilities? What examples are there of successes?
9. What are some stories in communities where things have changed as a result of the project?
10. What have been the key lessons for the National Societies?

5. Methodology

To evaluate each of the three outcomes it is envisaged that the evaluator will use primarily qualitative methods in a participatory manner. The Evaluator will consider participatory evaluation methods when developing the methodology. Methods should include, document review (including program reports and other relevant documents), existing local, regional, or national data, and data from similar programs, key informant interviews and focus group discussions.

6. Possible itinerary

Data collection through key informant interviews, focus group discussions, and meetings shall be undertaken in four areas but grouped as follows for ease of travel:

Palau Red Cross Society and Micronesia Red Cross Yap Chapter

- **March 9 (Monday)**, arrival in Koror (*from Auckland*)
- Engage with Palau Red Cross for the review from **March 10 (Tuesday) until March 13 (Friday)**. This shall include initial analysis of findings.
- **March 14 (Saturday)**, Depart ROR to YAP CIA flight (check-in 3.30am to 5:30am, ETD ROR 6am ETA YAP 7.30am [this flight operates only on Saturdays])
- Engage with MRCS Yap Chapter, review from **March 14 (Saturday) until March 17 (Tuesday)**. This shall include initial analysis of findings.
- **March 18 (Wednesday)**, Depart YAP to GUM, UA186, ETD YAP 3am ETA GUM 4:20am
- **March 18 (Wednesday)**, Depart GUM to Auckland China Airlines 25, ETD GUM 3.20pm ETA Auckland 7.15pm via China Air53 (itinerary is Guam-Taipei-Brisbane-Auckland)

Marshall Islands Red Cross Society (Majuro and Ebeye) and Micronesia Red Cross Society (Pohnpei)

- **February 25 (Tuesday)**, Depart NAN to MAJ via Nauru,

- 018 ETD NAN 11.45am ETA MAJ 19.30pm
- Engage with Marshall Islands Red Cross for the review from **Feb 26 until February 28**. This shall include initial analysis of findings.
- **February 29 (Saturday)**, Depart MAJ to PNI, UA 154 ETD MAJ 11.20am ETA PNI 2.46pm
- Engage with Micronesia Red Cross for the review from **February 29 (Saturday) until March 6 (Friday)**. This shall include initial analysis of findings.
- **March 6 (Friday)**, Depart PNI to MAJ via United Flight UA 155 ETD 2:07 ETA 6:45pm. Stay overnight in Majuro. Depart for Nadi via Air Nauru ON048 **March 7 (Saturday)** ETD Majuro 15:10 ETA Nauru 16:40pm.

7. Deliverables

- Workshops in each location:** These will serve a dual purpose of providing a forum for collecting information on the impacts of the project, and as a venue to summarize the findings and provide useful feedback to the NS.
- Draft report:** A draft report identifying key findings based on facts, conclusions, recommendations and lessons for the current and future operation
- Final report:** The final report will contain a short executive summary (no more than 1,000 words) and a main body of the report (no more than 10,000 words) covering the background of the project evaluated, a description of the evaluation methods and limitations, findings, conclusions, lessons learned and clear recommendations. Recommendations should be specific and feasible. The report should also contain appropriate appendices, including a copy of this Concept Note, cited resources or bibliography, a list of those interviewed and any other relevant materials.

Suggested final report outline

No.	Content	Description
1	Executive Summary	Summarizes the overall findings of the evaluation with key conclusions and not more than 10 key recommendations. Executive Summary must be specific to the evaluation and clearly outline the specific context of the interventions.
2	Background	Outlines the overall objectives, aims, intervention strategy, policy frameworks, targets, main stakeholders, financial frameworks, institutional arrangements, and a brief context analysis that highlights the challenges and issues on the ground.
3	Methodology	Outlines the overall approach used and the rationale on the approach used, the tools applied and the key assumptions. It will be designed to elicit the appropriateness, coverage, effectiveness, impact and sustainability in of the programme interventions.
4	Findings	Outlines the findings of the evaluation.
5	Conclusions	Outlines the main conclusions that have emerged from the findings
6	Lessons learned and recommendations	Provides general overall recommendations, including on cross-cutting issues that affect the interventions.

8. Annex 1: A guide to the evaluation criteria

a) Effectiveness

A measure of the extent to which the project achieved its objectives. In evaluating the effectiveness of a programme or a project, it is useful to consider the following questions:

- To what extent were the objectives achieved / are likely to be achieved?

- What were the major factors influencing the achievement or non-achievement of the objectives?

b) Impact

The positive and negative changes produced by the intervention, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity. The examination should be concerned with both intended and unintended results and must also include the positive and negative impact of external factors.

c) Sustainability

Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable. When evaluating the sustainability of a programme or a project, it is useful to consider the following questions:

- To what extent did the benefits of a programme or project continue after donor funding ceased?
- What were the major factors which influenced the achievement or non-achievement of sustainability of the programme or project?

d) Appropriateness

Appropriateness is concerned with the need to tailor development/humanitarian activities to local needs, increasing ownership, accountability, and cost-effectiveness accordingly.

e) Coverage

Coverage refers to the extent population groups are included in or excluded from an intervention, and the differential impact on these groups. Evaluation of coverage involves determining who was supported by humanitarian action, and why. It is a particularly important criterion for emergency response, where there is an imperative to reach major population groups facing life-threatening risk wherever they are. Coverage is linked closely to effectiveness.

7.4. ANNEX: INCEPTION REPORT

Available at the end of this report below.

INCEPTION REPORT

FINAL EVALUATION: ENHANCING DISASTER RISK MANAGEMENT CAPACITY OF THE RED CROSS SOCIETIES IN PALAU, THE FEDERATED STATES OF MICRONESIA AND THE REPUBLIC OF THE MARSHALL IS

20th February 2020

Submitted by Malcolm Johnstone, Lead Evaluator.

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1. Introduction

This inception report gives details on the Final Evaluation of the Enhancing the Disaster Risk Management Capacity of the Red Cross in the North Pacific (EDRM) project. The evaluation will be carried out by Malcolm Johnstone, IM and PMER Delegate of the New Zealand Red Cross, and Semiti Temo, PMER Manager of the IFRC Country Cluster Support Team (CCST) in Fiji. The evaluation is commissioned by Alex Torres, Head, North Pacific Sub-Office, IFRC CCST. The evaluation will be conducted in February and March 2020 across the three targeted countries, Palau, Federated States of Micronesia and Marshall Islands.

To prepare the Inception Report the lead evaluator engaged in conversations with the Project Manager, Alex Torres, and drew information from supplied project documents.

The evaluation methodology has been designed to fit the requirements of the national Red Cross Societies by being both an information collecting and sharing process. The schedule has been guided by the available flights in and out of the country. To cover the three countries the two evaluators will make separate trips.

Further adjustments and refinements to evaluation questions will happen in cooperation with the Project Manager and will reflect online learning about the project, context and challenges.

The purpose of the evaluation, as outlined in the TOR, is to:

- Document the impact of the engagement with OFDA in the North Pacific, focusing on institutional changes, disaster preparedness and linkages to the mandates of the National Societies (NS).
- Review the methods used.
- Reflect the findings back to the NS to facilitate learning and reflection inside the NS.

This evaluation will provide key reflections on outcomes achieved as a result of the EDRM project, and make recommendations for future capacity development of the three Red Cross NS involved. This is important to the ongoing process building strong NSs with the capacity to meet the needs of their communities through regular programming and integrated disaster management.

The evaluation will use the following data collection methods to answer key evaluation questions: (1) document review of relevant background documents; (2) key informant interviews; and (3) Focus Group Discussions (FGD). The inception report is informed by the IFRC Framework for Evaluation Standards (see Annex 1). The timeframe and deliverables of the evaluation can be found at Annex 2.

2. Background

2.1. Project details

The Enhancing the Disaster Risk Management Capacity of the Red Cross Societies in Palau, the Federated States of Micronesia (FSM) and the Republic of the Marshall Islands Project began on August 2016 and runs until 30 September 2020. The project is funded by USAID/OFDA and was implemented by the Palau Red Cross Society, Micronesia Red Cross Society and Marshall Islands Red Cross Society with the International Federation of Red Cross and Red Crescent Societies (IFRC) providing technical and financial support, as well as managing the contract.

The project has been extended each year with the same objectives, which have allowed for a broad range of activities across the three countries. Due to specific country characteristics, and the preferences and requirements of the local Red Cross organizations, different activities have been undertaken in the different places.

The review period for this evaluation covers 2017-2019.

The project goal is to reduce the vulnerability of communities in Palau, the Federated States of Micronesia and the Republic of the Marshall Islands (RMI) and increase the capacity of Palau, FSM, RMI Red Cross (RC) National Societies (NS) to support integrated disaster risk management programs.

To achieve this, the EDRM project aims to reduce community vulnerability through building the long-term capacity of the RC NS in each country. A stronger Red Cross would then be better placed to support the community. Focus areas for the EDRM project include planning and budgeting, youth engagement, volunteering development, branch development, governance and support to general assemblies – all aspects of National Society Development. Technical support for WASH, Health and Disaster Management is integrated within the National Society Development (NSD) activities.

The outcomes that the project seeks are that Marshall Islands, Micronesia and Palau Red Cross National Societies:

1. encompass the disaster management characteristics of well-prepared national society
2. target and provide for the needs of vulnerable people in their respective countries
3. have strengthened their organizational capacities

The target groups for the interventions differ by country. In Palau the project works with the municipality and the National Emergency Management Office, in FSM, the project works with Red Cross volunteers and staff, and in the Marshall Islands, the project focuses on both the Red Cross organisation and the community.

2.2. Project context

The Compact of Free Association between the Government of the United States of America and the North Pacific countries Palau, FSM and RMI comes to a close in 2023. Until this date USAID supported by OFDA and FEMA has funding for response and reconstruction activities. This programme of strengthening the Red Cross Societies in the North Pacific is intended to help fill the gap after the Compact Agreement finishes. Indeed, there is an opportunity to build the Red Cross Societies into truly nationwide organizations with the knowledge and systems to respond to disasters and support vulnerable communities, and to be reliable conduits for external funding in times of emergencies.

2.3. Alignment to the National Societies' Strategic Plans

Over the duration of the project the planning and budgeting of the NS has improved. The current Strategic Plans for each NS details how they intend to grow stronger, reach further into their communities and spread out across their national territories. The specific activities to accomplish are decided within the national RC Societies and the EDRM project, with aligned objectives, provides resources for these NS to grow according to their own priorities.

2.4. Alignment to national, regional and international frameworks and co-ordination mechanisms

The EDRM project is aligned to the USAID Global Climate Change and Development Strategy (2012- 2018), the Hyogo framework 2015, and its successor, the Sendai Framework for Disaster Risk Reduction 2015-2030, and the Framework for Resilient Development in the Pacific (FRDP) 2017- 2030. Each NS is a legally established auxiliary to their government and cooperates with the relevant national disaster management bodies.

3. Introduction to the Final Evaluation

3.1. Purpose of the Evaluation

The purpose of the evaluation is to document the impact of the engagement with OFDA in the North Pacific, focusing on institutional changes, disaster preparedness and linkages to the mandates of the National Societies (NS), and review how the methods used facilitated and contributed to the results attained.

The outputs of the evaluation will be a report covering the three countries, and workshops at the conclusion of each field visit where initial findings are discussed.

The evaluation is organised under the following objectives:

3.2. Evaluation objectives

- Objective 1: To evaluate the relevance of the project to the needs and priorities of the target groups (RCS, communities) in regards to building the capacity of RCS in DM, and the addressing the vulnerabilities of target communities. (ie could the project work towards WPNS? Was it designed right? Was it designed right to address vulnerability in the community?)
- Objective 2: To evaluate the effectiveness of DRM project against intended outcomes. (Did the project reach its intended outcomes? Why?)
- Objective 3: To evaluate the efficiency of the DRM project to deliver its objectives in a cost-effective way? (Were there other ways to get to the same result?)
- Objective 4: To evaluate the coverage of the DRM project to reach target groups (RCS and communities).
- Objective 5: To evaluate the impact of the DRM project against the direct and indirect outcomes, and any unintended outcomes as a result of the project. (What are the long-term impacts? What if the project never existed, what would the situation be?)
- Objective 6: To evaluate the sustainability of the DRM project results beyond donor funding support. (Was the impact lasting? At what stage post impact is the evaluation?)

3.3. Key evaluation questions

Objective 1: To evaluate the relevance of the project to the needs and priorities of the target groups (RCS, communities) in regard to building the capacity of RCS in Disaster Management, and the addressing the vulnerabilities of target communities. (ie. could the project work towards WPNS? Was it designed right? Was it designed right to address vulnerability in the community?)

Key Question 1 Was the design of the project appropriate to the requirements of the target group, and tailored to local needs? Did it meet the requirements of the economic, social, political and environmental context?

Sub-questions:	1.1	How was the project researched and designed? (Did it build off the OCAC, WPNS? Other key documents?) (How involved was the NS in the design?)
	1.2	What activities were undertaken using project funds? (Is there a project framework document? Can these activities be grouped into various categories?)
	1.3	How did the DRM project identify the needs of your community?
	1.4	Has the DRM project responded to the needs of your community, in particular to vulnerable groups (people with disability, women headed households, elderly, youth)?
	1.5	Have the activities of the DRM project made a difference to your [insert target group] ability to prepare for and respond to disasters? If yes, in what ways? Did the project miss any opportunities, or are there other areas that were needed but did not happen?
	1.6	Has the DRM project made a difference to the RCS ability to deliver integrated community disaster management programs?
	1.7	How have contextual factors and any changes (e.g. social, economic, political environment, other donors, partners) affected the project activities?

Objective 2: To evaluate the effectiveness of the DRM project against intended 3 outcomes. (Did the project reach its intended outcomes? Why?)

Key Question 2.1 To what extent has the DRM project achieved progress towards the intended project outcomes?

Sub-questions:	2.1	How good and relevant are the outputs to the outcomes intended? Who is the Activity reaching? What is working for whom in which situations? What is not working? (<i>See the Theory of Change in Annex 3 and ask questions based on linkage of indicators to outcomes</i>)
	2.2	How effectively is the Activity being managed?
	2.3	Does your Society have a written disaster preparedness plan? If not, what is the status planning in this area?
	2.4	Is your Society represented in the national coordinating body for disaster? If not, is this expected to happen?
	2.5	How has the program helped in improving your image as a disaster response organisation?

	2.6	Does your Society use community-based activities that reflect community needs and strengthens local coping strategies?
Outcome 1: encompass the disaster management characteristics of well-prepared national society		
Sub-questions:	2.1.1	For DM Staff: Has the DRM project enabled you to do your job more effectively? If yes, in what ways?
	2.1.2	Has the DRM project enabled your team (Branch/unit/Division) to perform their role in the RCS more effectively? If yes, in what ways?
		Phase 1 of the program involved:
		· Maintenance and development of a strong volunteer and youth network.
		· Becoming more financially sustainable through scale-up of domestic resource mobilisation.
	2.1.3	Please describe the youth and volunteer networks and any changes that have occurred?
	2.1.4	Please describe any local resource mobilisation and any changes in this area.
		Phase 2 of the program involved:
		· decentralisation process
		· integrated disaster risk management programming
	2.1.5	What decentralisation has occurred, and what has been the impact? Please give examples.
	2.1.6	What is your understanding of integrated community-based disaster management in your own words? Can you provide some examples of this approach within your RCS?
Outcome 2: Target and provide for the needs of vulnerable people in their respective countries		
Sub-questions:	2.2.1	Did your community receive assistance to help prepare for and respond to disasters? What are some examples of this assistance?
	2.2.2	What was the most useful and least useful assistance you received?
	2.2.3	What is one story in your community where things have changed as a result of the DRM project?
Outcome 3: Have strengthened their organizational capacities		
Sub-questions:	2.3.1	Throughout the DRM project, how was learning, successes and challenges collected, documented and shared?
	2.3.2	Have you participated in any national or regional learning events?
	2.3.3	What support have you received from IFRC to support RCS governance, core management, disaster management capacities, youth, decentralisation, legal basis?
Key Question 2.2		If further funding was provided to continue the DRM project, do you have any recommendations you would like the RCS/donors/IFRC to consider for future implementation?
Sub-questions:	2.2.1a	What is the best approach/strategy to take to build community resilience in your country?

2.2.2b What is the best approach/strategy to take for RCS to build its capacity to deliver integrated community-based disaster management programs?

Objective 3: To evaluate the efficiency of the DRM project to deliver its objectives in a cost-effective way? (Were there other ways to get to the same result?)

Key Question 3 To what extent has the DRM project delivered its objectives in a cost effective way?

Sub-questions:	3.1	Are the benefits commensurate with the investment of funding and effort? To what extent is the Activity cost effective? Is the Activity worth the cost? Were there other more cost-effective methods that weren't used?
	3.2	Has the DRM project achieved its intended outputs? (Alex, what were these outputs?) (See the logframe in Annex and ask questions based on outputs)
	3.3	An OCAC was completed in Palau and Micronesia. How were the results of the OCAC implemented?
	3.4	Is there a plan for an OCAC (Marshalls)? (There should be) The programme included a commitment to annual planning and budgeting. Has this been met?
	3.5	What progress has been made on resource mobilisation and partnerships?
	3.6	What progress has been made in First Aid, regarding a source or income, doing first aid at community events, and increasing skills in the community?
	3.7	What work has been done in governance?
	3.8	What work has been done in financial management?
	3.9	How are the community volunteer teams working? (Red Cross Disaster Action Teams-RDAT of Palau Red Cross; Community Disaster Action Teams-CDRT of Micronesia Red Cross; and Emergency Response Teams-ERT of Marshall islands)
	3.10	What work has been done youth engagement? (Supercamp?)
	3.11	How is peer to peer support?
	3.12	How is building community resilience through the Road Map to Resilience going?
	3.13	Was the DRM project resources (human, financial, infrastructure) and activities appropriate and proportionate to the outcomes sought?
	3.14	Were the project methods an effective way to progress the intended outcomes of the DRM project? (Alex, what were the methods?)
	3.15	How has the DRM project's monitoring, evaluation and learning arrangements affected the quality of outputs delivered and outcomes achieved?
	3.16	Has learning occurred over the life of the project and how was this implemented to improve efficiency?

Objective 4: To evaluate the coverage of the DRM project to reach target groups (RCS and communities).

Key Question 4 What is the coverage of the DRM project in regard to: geographical location; communities at risk, and vulnerable groups?

Sub-questions:	4.1	Where was this implemented?
	4.2	Who/what were the targets for the project? How were they identified? Did the program miss any vulnerable groups?
	4.3	How were weaknesses in the RCS identified and was this appropriate?
	4.4	Was this analysis accurate?
	4.5	Were these areas targeted through the project?
	4.6	How were community vulnerable groups identified and was this appropriate?
	4.7	Has the DRM project included women, elderly, youth, children and people with disabilities? What examples are there of success?
	4.8	Has the DRM project made a difference in gender equality and social inclusion, child protection?
	4.9	Were sufficient resources and technical expertise allocated to implement appropriate strategies that are responsive to the different and individual needs of vulnerable groups?

Objective 5: To evaluate the impact of the DRM project against the direct and indirect outcomes, and any unintended outcomes as a result of the project. (What are the long-term impacts? What if the project never existed, what would the situation be?)

Key Question 5 Have there been unintended positive or negative outcomes as a result of the DRM project?

Background questions	5.1	Have there been unintended positive or negative outcomes as a result of the DRM project? How are negative outcomes being addressed?
	5.2	What is one positive, and one negative long-term impact as a result of the DRM project for your community/for RCS?
	5.3	What are some key lessons for the RCS as a result of the DRM project?

Objective 6: To evaluate the sustainability of the DRM project results beyond donor funding support. (Was the impact lasting? NB: At what stage post impact is the evaluation..?)

Key Question 6 To what extent are results/impact of the DRM project sustainable?

Sub-questions:	6.1	Do you think the impacts of the project on Disaster Risk Management the RCS will be retained into the future? Why/why not?
	6.2	Do you think your community will continue your efforts on disaster risk management? Why/why not?

7. Test Critical assumptions (from proposal).

7.1	• National Societies will resource and implement their plans (programs and organizational development) effectively and in a timely manner.
7.2	• National Societies retain or are able to recruit sufficient staff with appropriate skills and/or experience to lead and implement core programs well and continue to build the capacity of the organization.

-
- 7.3 • The IFRC North Pacific Sub-Office is able to recruit appropriate staff to provide necessary support in Disaster Risk Management. IFRC delegates based in Suva are able to provide necessary support in other thematic areas e.g. health, disaster law, shelter, and youth. Disasters and crises that occur within the 12-month period are not severe to the extent that they require the National Societies to focus all of their resources on emergency response activities.
-

3.4. Intended users and use

The primary users of the report will be the NS involved, IFRC and OFDA. Other users will be the national governments, and stakeholders working in the area of disaster risk management.

The two major outputs of the evaluation will be a report and a series of workshops with the NSs concerned. The key findings and recommendations of the report will provide guidance for future programming at the NS and give an indication of the effectiveness of the various interventions and the gaps remaining. This information will help the RCS and other stakeholders in country with preparedness and response to disasters.

Through the workshops the evaluators will facilitate discussion around the key findings from the interviews over the previous days. This process will surface challenges faced and allow the assembled group to look at the connections between problems and propose solutions.

The report will endeavour to provide clear, concise and actionable recommendations for the program as a whole and for each NS. It will also detail the evidence used to come to these conclusions.

3.5. Limitations

Limitation	Strategy to mitigate limitation
Short time in each country to collect data and undertake analysis, triangulation and sense making	Prioritising consultations with stakeholders who provide representative views of larger groups Agreeing a schedule of interviews in advance Preparing focus areas for the evaluation in advance and concentrating on these areas
Availability of stakeholders	Pre-planning of appointments that fit with the local context and availability Holding initial interviews by phone/skype
Impact of COVID-19 virus on schedule	Scheduling might be impacted by changes in regulations on entry to FSM, due to the COVID-19 virus.
Potential for positive bias among target groups	Use of open-ended questions, follow up questions, and asking questions in the negative Ensuring a range of interview subjects Asking for examples and stories
Inadequate project documentation	Interviews with IFRC staff who managed activities Use of key informant interviews to gather data on project activities and outputs.

4. Evaluation approach

This section outlines the evaluation methodology, inclusive of data collection methods, analysis approaches, sampling strategy, and ethics and principles of the evaluation.

4.1. Methodology

The evaluation will employ a theory of change approach to assess progress towards the intended outcomes of the BRCF project. A theory of change (Refer Annex 3) was developed for this evaluation to help define the focus areas of inquiry for the evaluation. This approach provides a clear link between assessing progress of outcomes; key evaluation questions; to the selected method and analysis process. The theory of change is informed by IFRC Framework for Community Resilience.

This approach will test some key assumptions, such as, that working on governance issues and with youth, volunteers and boards does lead to greater sustainability, and greater responsiveness and service delivery to vulnerable communities. Also, a related assumption that working with municipalities and government departments is an effective way to assist communities in the long term.

The evaluation will use a mix of methods to collect data (primary through qualitative but quantitative methods where data is available; and secondary, through document review; RC/IFRC monitoring data and progress reports). Asking the same questions to different stakeholders will also enable triangulation, and help with identifying emerging themes to the data analysis. Data collection includes interviews with RC Branches, boards and public sector employees, and FGDs with volunteers and community members.

The evaluation team will also adopt an iterative, and flexible approach by ensuring team debriefs, especially when the evaluation changes country, are conducted to process data as it is collected to respond to emerging findings, and any emerging issues that need to be addressed.

The evaluation will ensure relevant ethical and culturally appropriate considerations are adhered to. This will be done in various ways: prior approval to conduct consultations with communities will be sought from relevant community leaders; interview times will be organised according what is most appropriate for the stakeholder group; obtaining informed consent to ensure people are informed about the purpose of the evaluation, and how findings will be used; and involving RC stakeholders in the presentation of preliminary findings to validate and ensure these are culturally appropriate.

The evaluation will endeavour to create opportunity for diverse groups in the community, particular women and youth to participate in the evaluation. Findings with specific relevance to these groups will be highlighted in the report.

4.2. Method of data collection

The following data collection methods will be used:

1. Document review- documents include: EDRM Pledge Based progress reports; EDRM-OFDA grant agreement; RCS strategic plans; EDRM project document; M&E plan; IFRC Framework for Community Resilience; IFRC Framework for Evaluation; Framework for Resilient Development in the Pacific 2017- 2030.
2. Focus group discussions with target groups. The target groups varied between the countries:
 - Palau – Municipality and State institutions, RC Staff and Volunteers
 - Micronesia, Yap – RC Staff and Volunteers
 - Marshall – Village communities, RC Staff and Volunteers
3. Key informant interviews with stakeholders from the above target groups

4.3. Stakeholders and sampling strategy

The primary beneficiaries of this project are the communities, however the project also seeks to build the Red Cross organisation in each country, so the evaluation needs to consider the organisation itself a target of the project. Stakeholders for interview vary by country depending on the target groups, as mentioned above. Purposive sampling will be used in the Marshall Islands to select appropriate community members to interview, and to invite to focus groups. These community members will be identified by the Marshall Islands Red Cross Society (MIRCS). Individuals in the RC societies, including board members, staff and volunteers, and

from municipalities and national government have been selected for interview by the RC societies in each country. The stakeholder groups are covered as detailed below:

Stakeholder Group	Stakeholder
NS Branches (volunteers, staff)	<ul style="list-style-type: none"> • NS project staff • Volunteers involved in direct project implementation • NS staff who have a management/supervisory role • NS operational staff
Target Communities	<ul style="list-style-type: none"> • NS project communities, in particular community disaster management committees • Communities located in rural/remote; peri-urban; formal/informal • Community location most practical and feasible within evaluation limitations
Government	<ul style="list-style-type: none"> • Government stakeholders/agencies who have directly engaged with the project
IFRC	<ul style="list-style-type: none"> • Staff who directly managed the project • Staff who provided technical assistance to the NS through the project
USAID (donor)	<ul style="list-style-type: none"> • Focal point who managed the project contract

4.4. Analysis

The analysis is informed by project outcome areas, linked to the key evaluation questions, and carried out through the different data collection methods:

- i. Document review: information in documents will be reviewed to capture data relevant to the key evaluation questions. Documents will contain both qualitative and quantitative data. This data will also be used to undertake comparative analysis against other data collected. The objective of the document review is to: gather effectiveness related data from RCS progress reports; and alignment of the project to strategic plans and IFRC guidance.
- ii. Key informant interviews and focus group discussion: use of face to face or Skype/phone interviews provide opportunity for analysis of stakeholder responses according to the intended outcome areas.

The analysis process will include comparative analysis and theme analysis. Comparative analysis will be used to compare the results of project activities in the various countries and how well support aligned to stakeholder needs. Theme analysis will be used to identify patterns in the data that emerge, that add further insight to a particular key evaluation question.

4.5. Principles and Ethical practice

In regard to principles to ensure the evaluation is conducted in an ethical, and culturally appropriate manner, the evaluation team will be guided by the Principles for ethical research and evaluation in development¹:

Respect	<ul style="list-style-type: none">• Informed consent by ensuring consent is recorded at the start of the interview.• Confidentiality of all community participants by de-identifying responses within reporting• Opportunity to participate through use of multiple data collection methods• Culturally appropriate approaches to engage with target stakeholders
Beneficence	<ul style="list-style-type: none">• Methods of data collection provide opportunity for participant learning• Methods of data collection provide safe space for participation• Evaluation findings are available to key stakeholders
Research merit and integrity	<ul style="list-style-type: none">• Competent evaluation team in relation to the scope of the evaluation• Use of quality research criteria, evidence base and transparent evaluative judgement to prepare evaluation findings
Justice	<ul style="list-style-type: none">• Treating stakeholders with dignity and respect, in particular ensuring vulnerable groups well-being are protected• No unfair burden on stakeholders to participate in the evaluation• Findings are accessible to stakeholders involved

In addition, the evaluation will also adhere to, and be guided by the following standards:

- The seven Fundamental Principles of the Red Cross and Red Crescent Movement: humanity, impartiality, neutrality, independence, voluntary service, unity and universality.
- International Federation of Red Cross and Red Crescent Code of Conduct.

4.6. Evaluation schedule

An evaluation schedule has been compiled in conjunction with IFRC and the NSs

5. Evaluation Team and Roles

The evaluation team consists of two Red Cross staff members who bring complementary experience and expertise to the evaluation: research and evaluation, facilitation and strategy formation, programme design and working with diverse groups. The team will cover different locations and share insights with regular de-briefing. The team will follow an identical structure for the evaluation but will make appropriate changes depending on the country and the profile of activities and target groups used in the programme. Collaborative approaches include: Frequent discussions during the evaluation design period, de-brief sessions during field data collection, and as findings and recommendations are generated; sharing insights on facilitation of the workshops; jointly editing and ensuring consistency of the final report.

¹https://acfid.asn.au/sites/site.acfid/files/resource_document/ACFID_RDI%20Principles%20and%20Guidelines%20for%20ethical%20research12-07-2017.pdf accessed 19 Feb. 20

5.1. Team members and roles

Malcolm Johnstone, Evaluation Team Lead

- Focal point for communication with Project Manager
- Develop the evaluation questions with a collaborative approach
- Develop the inception report
- Lead the field trip in Palau and Yap, FSM
- Hold workshops in Palau and Yap, FSM
- Develop preliminary findings for Palau and Yap, FSM
- Process and analyse data with team member
- Lead on developing preliminary findings overall
- Author draft evaluation report
- Author final evaluation report incorporating feedback

Semiti Temo, Evaluation Team Member

- Lead the field trip to Majuro, Marshall Islands and Pohnpei, FSM
- Hold workshops in Majuro, Marshall Islands and Pohnpei, FSM
- Develop the preliminary findings for Majuro, Marshall Islands and Pohnpei, FSM
- Process and analyse data with team lead
- Give feedback on preliminary findings
- Review draft evaluation report

Annex 1: IFRC Framework for Evaluations: Evaluation standards

No.	Standard	Reference in Inception Report
1	Utility: Evaluations must be useful and used.	Section 3.4. Page 10
2	Feasibility: Evaluations must be realistic, diplomatic, and managed in a sensible, cost effective manner.	As per the terms of reference for the evaluation, approved by USAID (donor) and managed by IFRC
3	Ethics & Legality: Evaluations must be conducted in an ethical and legal manner, with particular regard for the welfare of those involved in and affected by the evaluation.	Section 4.6 Page 13
4	Impartiality & Independence; Evaluations should be impartial, providing a comprehensive and unbiased assessment that takes into account the views of all stakeholders.	As per the sampling strategy, the evaluation includes a wide range of relevant stakeholders A somewhat internal, but removed by management line, team of consultants has been engaged to conduct the evaluation
5	Transparency: Evaluation activities should reflect an attitude of openness and transparency.	Section 4.6 Ethics and Evaluation Principles Page 14
6	Accuracy: Evaluations should be technical accurate, providing sufficient information about the data collection, analysis, and interpretation methods so that its worth or merit can be determined.	Section 4 Evaluation Approach Page 11
7	Participation: Stakeholders should be consulted and meaningfully involved in the evaluation process when feasible and appropriate.	Introduction Page 2
8	Collaboration: Collaboration between key operating partners in the evaluation process improves the legitimacy and utility of the evaluation.	Introduction Page 2

Annex 2: Evaluation timeframe and evaluation deliverables

No.	Deliverable	Description	Due date
1	Inception report	Methodology document	21 February 2020
2	Data collection- Majuro, Ebeye, RMI	Field visits to communities, stakeholder interviews	24th to 28 th February 2020
3	Presentation of initial findings and workshop	Presentation to RC senior management	27 th March
4	Data collection - Pohnpei	Stakeholder interviews	29 th Feb to 6 th March 2020
5	Presentation of initial findings and workshop	Presentation to RC senior management	5 th March 2020
6	Data collection - Palau	Stakeholder interviews	TBC
7	Presentation of initial findings and workshop	Presentation to RC senior management	TBC
8	Data collection – Yap, FSM	Stakeholder interviews	TBC
9	Presentation of initial findings and workshop	Presentation to RC senior management	TBC
10	Draft report	Draft report with key findings, recommendations, lessons	10 April 2020
11	Final report	Final report as per report outline	17 April 2020

Annex 3: Enhancing the Disaster Risk Management Capacity of the Red Cross in the North Pacific theory of change and focus areas of inquiry for the evaluation

Constructed through combining programme Logframe and the Summary of Key Initiatives document

GOAL	OUTCOMES	OUTPUTS	ACTIVITIES		
			MARSHALL ISLANDS	MICRONESIA	PALAU
Communities have reduced vulnerability and area able to recover after disaster	RCSs encompass the disaster management characteristics of well-prepared national society	<ul style="list-style-type: none"> DM Plan reviewed and aligned with Government DRM Framework National Society position and roles and responsibilities within the National Disaster Management architecture is clear and defined Development of logistic stock holding plan and analysis according to the need National and community level emergency response teams trained, retained and mobilized for more engagement in preparedness, response and risk reduction Support and on-going professional development for National Society to access international disaster support 	DM 1. ERT in Jeirok, Uliga, Ebeye and outer islands 2. ERT Training in Eneko for outer island ERT leaders 3. Mentoring/Coaching on DM	DM 1. Salary support for DMO 2. CDRT in Pohnpei, Yap 3. Mentoring/Coaching on DM	DM 1. Salary support for DMO 2. RDAT in all 16 states 3. Mentoring/Coaching on DM

<p>RCSs target and provide for the needs of vulnerable people in their respective countries</p>	<ul style="list-style-type: none"> • Integrated Vulnerability and capacity assessment conducted in targeted branches/chapters • National Society provides First Aid training to vulnerable communities and populations • The community engagement and accountability aspect is ensured in longer term program • Low cost low tech activities take place at community (s) 	<p>Health</p> <ol style="list-style-type: none"> 1. School FA competition. Dec 2018 2. Peer learning with Kosrae and pohnpei <p>Branch Development</p> <ol style="list-style-type: none"> 1. Initial 3-month salary support to Ebeye branch coordinator 2. Support to initiatives promoting branch development 3. Peer learning with Kosrae 4. Development of Jaluit Chapter initial salary support to staff" 	<p>Health</p> <ol style="list-style-type: none"> 1. School FA Competition, 2018 for Pohnpei, Kosrae. 2019 for Pohnpei, Yap. 2. Peer support to Ebeye and Majuro <p>Branch Development</p> <ol style="list-style-type: none"> 1. Revival of Yap Chapter 2. Salary support to Chapter Coordinator 3. Support FR-IG of Kosrae Chapter for sustainability 4. BOCA ToT 5. BOCA in Chuuk and Yap" 	<p>Health</p> <ol style="list-style-type: none"> 1. School FA competition, March 2019 2. Peer learning with Kosrae 3. ToT on FA facilitated by PhilRC <p>Branch Development</p> <ol style="list-style-type: none"> 1. Establishment of North and Central Branches and supporting its legal basis"
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<p>RCs have strengthened their organizational capacities</p>	<ul style="list-style-type: none"> • National Society have strong effective leadership and carries out roles and responsibilities as per Constitution • National Society have assessed their capacity at HQ and branch level and identified areas for organizational improvement through their strategic plans • MIRCS, PRCS, MRCS have effective and motivated volunteers who are protected and committed to community actions • MIRCS, PRCS, MRCS has sufficient human resources with appropriate skills and systems in place • MIRCS, PRCS, MRCS financial sustainability has improved Financial management • MIRCS, PRCS, MRCS has developed new partnerships or sustained current significant partnerships 	<p>Finance development</p> <ol style="list-style-type: none"> 1. Planning and Budgeting 2. Finance Managers Forum <p>Youth engagement and development</p> <ol style="list-style-type: none"> 1. SuperCamp 2019 2. Y-ADAPT" <p>Financial sustainability</p> <ol style="list-style-type: none"> 1. RM/FR Workshop to capacitate staff" <p>NSD</p> <ol style="list-style-type: none"> 1. Strategic Planning 2. General Assemblies 2017, 2018, 2019 3. Road map to recognition and admission" <p>Transparency and Accountability</p> <ol style="list-style-type: none"> 1. Annual report 2018" 	<p>Finance development</p> <ol style="list-style-type: none"> 1. Planning and Budgeting 2. Finance Managers Forum 3. External audit 2011-2019 4. Hands on peer support from Philippine RC to prepare for external audit <p>Youth Engagement and Development</p> <ol style="list-style-type: none"> 1. SuperCamp 2019 2. Y-ADAPT" <p>Financial sustainability</p> <ol style="list-style-type: none"> 1. RM/FR Workshop to capacitate staff" <p>Transparency and Accountability</p> <ol style="list-style-type: none"> 1. Annual report 2018" 	<p>Finance development</p> <ol style="list-style-type: none"> 1. Planning and Budgeting 2. Finance Managers forum 3. Training of Finance Officer on Quickbooks 4. External audit <p>Youth Engagement and Development</p> <ol style="list-style-type: none"> 1. Legal base approach. youth Ex-officio voting member of the board 2. Funding support for youth actions" <p>Financial sustainability</p> <ol style="list-style-type: none"> 1. Core cost 2. RM/FR Workshop to capacitate staff" <p>NSD</p> <ol style="list-style-type: none"> 1. Strategic Planning 2. Legal base revision and later to guide it in General Assembly 2019" <p>Transparency and Accountability</p> <ol style="list-style-type: none"> 1. Annual report 2018"
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Annex 4: Key documents for document review

- Summary North Pacific Key Initiatives
- Key Progress to Date to Inform Country Level Direction 2018
- 2019 Pacific Youth Leadership Supercamp Report
- Pledge Based Report 31 May 2019, IFRC
- Pledge Based Report 31 December 2019, IFRC
- Logframe 2020
- Enhancing Disaster Risk Management Capacity of the Red Cross in the North Pacific IFRC-USAID agreement
- Enhancing Disaster Risk Management Capacity of the Red Cross in the North proposal - 1 October 2019-September 30 2020
- MIRCS-IFRC Support plan agreement 2020
- MIRCS Annual Report 2018
- MIRCS Strategic Plan 2017-2022
- PRCS-IFRC Support plan agreement 2020
- PRCS Annual Report 2018
- PRCS Strategic Plan 2018-2022
- MRCS-IFRC Support plan agreement 2020
- MRCS Annual Report 2018
- PRCS Strategic Plan 2016-2020

Annex 5: Stakeholder groups

Stakeholder Group	Stakeholder
NS Branches (volunteers, staff)	<ul style="list-style-type: none"> • NS project staff • Volunteers involved in direct project implementation • NS staff who have a management/supervisory role • NS operational staff
Target Communities	<ul style="list-style-type: none"> • NS project communities, in particular community disaster management committees • Communities located in rural/remote; peri-urban; formal/informal • Community location most practical and feasible within evaluation limitations
Government	<ul style="list-style-type: none"> • Government stakeholders/agencies who have directly engaged with the project
IFRC	<ul style="list-style-type: none"> • Staff who directly managed the project • Staff who provided technical assistance to the NS through the project
USAID (donor)	<ul style="list-style-type: none"> • Focal point who managed the project contract

Annex 7: Introduction and consent forms

1. **Title of the evaluation:** Enhancing Disaster Risk Management Capacity of the Red Cross in the North Pacific Evaluation
2. Name of evaluation team members and designation:
 - a. Malcolm Johnstone (lead)
 - b. Semiti Temo
3. **Name of program:** Enhancing Disaster Risk Management Capacity of the Red Cross in the North Pacific (EDRM)
4. Introduction

You are invited to participate in this evaluation because you are a key stakeholder (direct/indirect beneficiary) of the Enhancing Disaster Risk Management Capacity of the Red Cross in the North Pacific project, working to support community resilience to prepare for and respond to disasters in Fiji.

It is important that you understand why the evaluation is being done and what it will involve. Please take time to read through this information sheet and consider it carefully before you decide if you will participate. Ask the evaluation team if anything is unclear or if you'd like more information. If you are satisfied that you understand this evaluation, and that you wish to participate, please indicate your consent to the team who will record your response.

We request that you **not** disclose any personal information about yourself or others in your community.

Your participation is voluntary. You may refuse to answer any question you do not want to answer, and you may withdraw from the interview at any time. If you withdraw, any data collected from you, will still be used to inform the evaluation.

Information you share during the interview will not be directly attributable to you, including when publishing or presenting results from this evaluation.

5. What is the purpose of the evaluation?

The purpose of the evaluation as drawn from the Terms of Reference: is to identify to what degree the intended outcomes of the EDRM project were achieved and what have been the key lessons learned.

This evaluation will provide key reflections on outcomes achieved as a result of the EDRM project, and make recommendations for future programming of the Red Cross at the headquarters and branch levels. This is important to the ongoing progress towards achieving the long-term outcomes of the EDRM in reducing vulnerability of communities, and building a strong Red Cross to support integrated disaster management.

If you have any questions about your participation in this evaluation, please contact:

- i. Malcolm Johnstone, New Zealand Red Cross society, Malcolm.johnstone@redcross.org.nz, +642041402474
- ii. Semiti Temo, Country Cluster Support Team, International Federation of Red Cross and Red Crescent Societies, Semiti.temo@ifrc.org, +679 998 7202

INFORMED CONSENT

for “Final evaluation of the Enhancing Disaster Risk Management Capacity of the Red Cross in the North Pacific project”

By consenting to participate, I confirm the following:

- I have been given oral and written information for the above evaluation, and have read and understood the information given;
- I have had sufficient time to consider my participation, and have had the opportunity to ask questions and all my questions have been answered satisfactorily;
- I understand that my participation is voluntary and I can at any time withdraw from the interview; and
- I understand that I will **not** disclose any personal information about me, or others in my community that can be directly attributable.