



# STRATEGIC PLAN

## 2030



## **Our VISION:**

*“To be the leading humanitarian organization in Papua New Guinea enhancing the lives of the most vulnerable in PNG”*

## **Our MISSION**

*“Enhance the lives of the most vulnerable in PNG by mobilizing the power of humanity and delivering services that recognize and build upon our diverse culture and unique environment”*

# **FUNDAMENTAL PRINCIPLES OF THE RED CROSS AND RED CRESCENT MOVEMENT**

- Humanity** The International Red Cross and Red Crescent movement, born of the desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.
- Impartiality** It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.
- Neutrality** In order to continue to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.
- Independence** The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.
- Voluntary Service** It is a voluntary relief movement not prompted in any manner by desire for gain.
- Unity** There can be only one Red Cross or one Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.
- Universality** The International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

## **INTRODUCTION**

The Papua New Guinea Government's Vision 2050 (2010-2050) and the Medium-term Development Strategy (2010 – 2030) outlines steps to achieving its vision of becoming a prosperous middle-income country by 2030. PNG's Gross Domestic Product (GDP) is classified as low income with approximately 40% of the population considered as poor. The United Nations Human Development Index (HDI) currently places Papua New Guinea (PNG) at 155 out of 189 countries.

While PNG has considerable natural resources, most of its people remain vulnerable, and the benefits of development in Port Moresby have not filtered down to the rural areas, where over 80% of the population reside. Basic needs such as water and sanitation are often not met. The rates for child mortality remain high, 40% of children are stunted and maternal mortality is four times higher than other Pacific islands. Gender equality remains a concern, Gender Inequality Index currently places at 161 out of 162 countries, with sexual and domestic violence rates extremely high and an estimated 69% of women experiencing assault during their lifetime.

PNG is also prone to natural disasters at regular intervals, such as earthquakes; volcanic eruptions; floods, landslides; El Nino droughts and is also vulnerable to climate change. Health related disasters are also becoming more common with recent outbreaks of measles and polio and more recently the COVID 19 Pandemic. In next ten years, Papua New Guinea Red Cross Society (PNGRCS) shall play an active role in emergency response through its branches and community engagement with its volunteers; engage with the health authorities to provide a supportive role in raising awareness of health issues in communities.

This strategy has been developed in consultation with the PNGRCS volunteers from branches, staff, senior management and governance. The approaches and framework of the strategy are in line with the Red Cross Movements vision, mandates and policy guidance of the International Federation of the Red Cross and Red Crescent Societies (IFRC) General Assembly and other bodies in particular the IFRC Manila Call for Action, and the IFRC Strategy 2030. The PNGRCS vision and local priorities and mandate have guided the priorities in our strategy.

## **PREAMBLE**

We the members and volunteers of the PNGRCS are committed to protecting human dignity and to improving the lives of vulnerable people by mobilising the power of humanity.

We carry out our humanitarian activities to in line with the Fundamental Principles of the Red Cross and Red Crescent Movement: Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity and Universality.

To alleviate human suffering, we work as auxiliaries to our public authorities in the humanitarian field through our national network of branches and through our global network of National Societies and the Red Cross and Red Crescent Movement.

With the objective of ensuring the co-ordination of our national activities, the development and implementation of common standards and policies, organisational development,

capacity building and effective disaster mismanagement, we therefore with the general aim which is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities.

With this objective in mind, we hereby set out the constitutional provisions of the National Society and the related rights by which we are agree to abide.

### **OUR FOUR Strategic GOALS:**

GOAL 1: PNGRCS develops Strong Humanitarian Partnership Influence and Network

GOAL 2 : PNGRCS and People in PNG evolve Readiness and Response for Crisis' and Disasters including Climate and Environmental Crisis

GOAL 3: PNGRCS Leads Resilient Communities against Growing gaps in health and wellbeing

GOAL 4: PNGRCS Mobile for Values, power and inclusion

Our strategic goals are based on our Fundamental Principles and are aligned to all members of the International Red Cross and Red Crescent Movement. They also contribute to major local and global humanitarian and development frameworks including the Sustainable Development Goals, the Sendai Framework for Disaster Risk Reduction, the Grand Bargain, the International Health Regulations and the Paris Agreement for Climate Change, alongside other major compacts and alliances we are committed to and to which the Red Cross and Red Crescent make clear and direct contributions.

### **GOAL 1: PNGRCS Develops Strong Humanitarian Partnership Influence and Network**

Humanitarian diplomacy is persuading decision makers and opinion leaders to act, at all times, in the interests of vulnerable people, and with full respect for fundamental humanitarian principles As an auxiliary to the public authorities in the humanitarian field and guided by, the Fundamental Principles the National Society works towards ensuring that it promotes its humanitarian agenda and influences partners to support the work we do in the country to provide support to vulnerable people.

We will fully utilise Humanitarian Diplomacy to improve communication and dissemination of the Fundamental Principals of the Red Cross and Red Crescent and mandate and PNGRCS's auxiliary status and humanitarian act to all decision makers and leaders at stakeholders, partners and the public. We will strengthen partnership with the Government of PNG and private sectors to increase humanitarian access and space.

Due to Papua New Guinea's geographical location, its unique geo-climatic conditions make it highly susceptible to a range of natural hazards such as earthquakes, landslides, tsunamis, tropical cyclones, coastal and river flooding and drought.

Having more than 800 language groups and traditional cultures is another of Papua New Guinea's unique characteristics. A negative aspect of this is that differences amongst

different local ethnic groups sometimes leads to violence that affects the lives and livelihoods of people.

Access to health services in Papua New Guinea, especially for people in rural communities, is difficult due to varying reasons. One of the reasons is that “health care costs are cited as one of the main reasons the poor do not visit health facilities in case of illness” (Irava et al. 2015, Service Delivery In Health Facilities, World Bank survey 2018).

## **GOAL 2 : PNGRCS and People in PNG Evolves Readiness and response for crises and disasters including Climate and environmental crisis**

Due to Papua New Guinea’s geographical location, PNG is one of the most natural disaster-prone countries. Its unique geo-climatic conditions make it highly susceptible to a range of natural hazards such as earthquakes, landslides, tsunamis, tropical cyclones, coastal and river flooding and drought. Evolving climatic and environmental crises are placing a major burden on the already fragile coping structures of many communities in PNG. PNG traditional coping mechanisms for disasters are slowly being lost due to modernization. Having more than 800 language groups and traditional cultures is another of Papua New Guinea’s unique characteristics. A negative aspect of diverse culture and traditions may lead different kinds of valences that affect on people’s life and livelihoods and create more valuable population in PNG.

The humanitarian needs generated by natural disasters, conflicts and climate change have been increased and people live in rural areas and marginalized population are significant impacted and increased their vulnerability.

The PNGRCS strategy aims is to continue strengthening the PNGRCS’ effective structure and internal system, building capacity on Disaster Risk Reduction, Disaster preparedness and Response as well as establishing good partnership and cooperation with the Govt. PNG and humanitarian partners. Also, the PNGRCS will continue building resilient communities that are able to mitigate risks and hazards, withstand disasters and crises and foster community recovery. As the result, the resilient communities will be able to contribute to reduce mortality and morbidity rates and loss of livelihoods before, during and after disasters and crises.

### **GOAL 3: PNGRCS Leads Resilient Communities against Growing gaps in health and wellbeing**

PNG faces several health issues ranging from Malaria, TB, HIV, cancer, and the occasional outbreak of epidemics like Polio and Measles due to less routine immunization and the non-availability of health infrastructure as per need. Also, COVID-19 pandemic and its related stigma and vaccine hesitancy have been one of health and socioeconomic issues in PNG as the same as other countries.

The rates for child mortality remain high, more than 50 per cent of cause of under-five deaths is malnutrition and also more than 50 per cent of children aged 6 to 59 months are stunted, and maternal mortality is four times higher than other Pacific islands and the highest in the Pacific Region and second highest in the Asia Pacific region (215 deaths per 100 thousand live births) . Immunization coverage has been around 60 per cent and not been changed for a decade. Access to health care services in PNG, especially in rural communities, is limited due to a distance, cost and insufficient health facilities. One testimony from the World Bank Survey in 2018 stated that “health care costs are cited as one of the main reasons the poor do not visit health facilities in case of illness.”<sup>1</sup>

Basic needs such as water and sanitation are often not met. 87 per cent of people live in the rural areas and out of those population, only 39 per cent of people in rural areas access to basic water sources, less than 15 per cent of people in rural areas access to basic sanitation, only 46 per cent of schools have basic water supplies and basic sanitation.

Gender equality remains a concern, with sexual and domestic violence rates extremely high and an estimated 69 per cent of women experiencing assault during their lifetime. Poor economic growth is considered a direct result of governance inconsistencies, land development challenges due to inadequate land reforms, and a continued breakdown of law and order.

Key to this strategic goal to ensure that people can access good quality health care and mitigate vulnerabilities to health resilience. PNGRCS will

develop an effective public health programme to contribute the national public health and community health strategy and build health resilient and well prepared communities that can lead manage mitigate the growing health issues.

PNGRCS will continue focusing on First Aid (FA) as PNGRCS’ core service. First aid is the first and immediate assistance given to any person with either a minor or serious illness or injury, with care provided to preserve life, prevent the condition from worsening, or to promote recovery. PNGRCS aims to increase a number of first aid instructors at the HQ and branch levels to reach more volunteers and community members through Community Based First Aid and to provide Commercial FA for organizations as an income generating activity.

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<sup>1</sup> Irava et al. 2015, Service Delivery In Health Facilities, World Bank survey 2018

## **GOAL 4: PNGRCS promotes and mobilizes for Values, power and inclusion**

The terms values, power and inclusion usage herewith is purely in the context of humanity and captures the marginalized groups of people or person.

1. Values- are concealed controls of our existence. The strainers that through which we make assessments of our experiences, our properties, our relationships and everything.
2. Power- is having the justification to act on a matter or having all the means to control a situation before and after.
3. Inclusion- is to foster a relationship of understanding

1. Marginalized groups can be; people living with disabilities, widows, widowers, orphans, sex workers, minority ethnic groups, ethnic groups, lesbian, gay, bisexual, transgender, and intersex.

(LGBTI) communities, male classes, female classes and age groups (youths) in Papua New Guinea's society.

Often values of a person or certain group of people are not included or taken into consideration when it comes to power sharing in socio economic opportunities or other service deliveries which is mainly due to our diverse cultural heritage and their values.

Therefore, the terms stated in Priority 3 is to capture everyone in Papua New Guinea's society so that not one human is left behind in his/her/there values in power sharing when it comes to socio-economic opportunities and services deliveries.

### **Outcomes**

- Effective Protection Gender and Inclusion (PGI) program

### **Outcome Indicators**

- PGI included in RC community activities and decision making

### **Output**

- Improve integration of PGI in all program delivery to reduce the impact of social and economic challenges

### **Indicators**

- Branches a HQ have a trained PGI focal point
- Branches and HQ integrate PGI in all program delivery

## **OUT THREE ENABLERS**

Generally speaking, enabler is something which helps to position and propel an organization forward towards realising its mutually agreed and prescribed objectives or goals.

For an organisation to thrive it needs to have the foundational infrastructure, in Red Cross we call this a "**Well-Functioning National Society**". The three actions under the enabling approach are interlinked and all contribute to a Well-Functioning National Society

These includes those attributes that enable an organization to run efficiently.

Strengthening our foundations with a focus on trust and volunteerism to ensure that the National Society is a strong and effective local actor; connecting, influencing and working

together and with other partners and harnessing our collective voice for humanitarian action. We must be future fit through digital transformation and with more independent and sustainable financing.

We will *enhance governance* through strengthening the foundational infrastructure (including policies, systems, structures, competencies and capacities) to ensure we are able to fully realise our auxiliary role and engage with the public authorities and civil society to influence and deliver effective humanitarian outcomes.

**Goal:** To strengthen and improve the Papua New Guinea Red Cross internal organizational capacity and delivery mechanism to be an accountable, effective and responsive organization

## **Enabler 1:**

### **Engaged - with renewed influence, innovate and digital**

Within this context, Enabler No.1 which is and I quote, "Enabled-with renewed influence, innovate and digital "end of quote, "...is a call for PNGRCS leaders to be re-equipped and re-energised with new innovative initiatives with the help of latest digital technology to influence, improved and better outcomes for PNG-RCS HQ and Branches. This should be attained by better communication internally and externally which should result in better engagement ultimately for quality delivery of services."

#### **Outcomes:**

- Effective engagement including the use of technology

#### **Output**

- **Strengthen internal and external communication for better engagement.**

#### **Indicators**

- HQ and Branch have updated volunteers data base
- Volunteers hold regular branch meetings
- HQ and Branches hold regular meetings with stakeholders
- HQ and Branches maintain its communication platform

## **Enabler 2:**

### **Accountable - with an agile management and a renewed financing model**

By ensuring trust and accountability we can build trust with the people and communities we serve, with our donors, partners and the public and others across the Red Cross Movement. To ensure transparency, we must strengthen systems that support and reinforce integrity and compliance at all levels of the Society.

We must identify and mobilise diversified financing by maximising local revenue, reinforcing the position of the national society as a key civil society institution with primary accountability to local stakeholders.

Through agile actions, we will embrace a culture of ethical practice and place personal and institutional accountability at the heart of all of our work.

### **Outcomes**

- National Society transparency, accountability and compliance

### **Outputs**

- Strengthen National Society Management and financial accountability
- Strengthen governance systems to improve National Society accountability

### **Output Indicators**

- HQ and Branches comply with its financial and management policies and procedures
- National and Branch governance comply with the Constitution, Policies and Procedures of the Society

### **Enabler 3:**

#### **Trusted, valued and owned**

We support ethical *practice* to gain the trust of support of beneficiaries, volunteers and stakeholders through existing statutes, policies and other instruments. Monitoring compliance will become an annual action to ensure that we remain on track.

Our action will be to put a greater focus on the development of branches to ensure services are led and developed by local actors and in ensuring they have a stronger voice in any decisions being made about operations in their own territory. Through this Strategy for the next decade, we hope to inspire and mobilise volunteers. We must continue to invest in expanding the inclusiveness and diversity of our volunteers and the opportunities available to them, in engaging with the energies and talents of self organizing groups and in connecting volunteers across countries and regions through, for example, digital volunteering and online action.

### **Outcomes**

- Effective approaches to improve National Society credibility

### **Outputs**

- Strengthen National Society accountability to beneficiaries, volunteers and stakeholders
- Enhanced NS resource mobilisation for sustainability

### **Indicators**

- HQ and Branch have functioning accountability system in place
- Number of formal partnerships entered into.
- Branch / HQ have income generating activities strengthen

## **Commitment**

As a National Society we hold ourselves accountable for defining and meeting clear objectives and delivering on our mission.

We commit ourselves to act before, during and after disasters and health emergencies to meet the needs and improve the lives of vulnerable people.

We do this without discrimination as to nationality, race, religious beliefs, class or political opinions.

Guided by our Strategic 2021 – 2030, our collective plan of action is to tackle humanitarian and development challenges in this fast changing world to “Saving Lives and Changing Minds.”

Our strength is in our volunteer network, our community based experience and our ability to give a voice to the vulnerable people.

By improving humanitarian standards, working as partners in development, responding to disasters, supporting healthier and safer communities, we help reduce vulnerability, strengthen resilience and foster a culture of peace around the country and around the world.

## **ANNEX 1**

**This annex is a guide to possible activities that could be included in a Branch or HQ implementation plan to support the goals of the Strategic Plan**

### **Goal 1: Strategic Priorities**

#### **Strategic Priority 1:**

##### **Evolving crisis and disasters including Climate and environmental crisis**

###### **Activities**

- Training of Trainers at branch level in Disaster Management and dissemination
- Disaster Response
- Build knowledge on climate change mitigation measures
- Forecast base financing
- Cash transfer programming
- Livelihoods trainings and intervention particularly for food security
- Review and standardization of all training materials with assessments Including Protection, Gender and Inclusion (PGI)
- Inclusion of technical committee
- Integrated Vulnerable Capacity Assessment ( IVCA)
- Logistics training, Standardized logistic templates – regular stock takes and list of NFI's, procurement
- DNA trainings and template updates
- Disaster Response Emergency Fund (DREF) /Emergency Appeal (EA)
- Conduct a year in communities including dissemination/awareness annual refresher workshop for trained volunteers (PGI, etc)
- Disaster Management plan (HQ to branch)
- Planning workshop at branch
- Implement plan – awareness of plan to communities
- National Disaster Response Team (NDRC) /Branch Disaster Response Team (BDRT)
- Central Documentation management
- Preparedness response and recovery at least 500
- Number of Disaster Risk Management (DRM) partnerships – meet three stakeholders (Using local partners for training i.e. Disaster Low, etc.)
- Identify stakeholders and how to approach them
- Workshop to develop policy
- Workshop on Standard Operating Procedures (SOPs)
- One training workshop

#### **Strategic Priority 2**

##### **Growing gaps in health and wellbeing**

###### **Activities**

- Strategy for First Aid Instructors in every Branch

- Promote Community Based First Aid (CBFA)
- Health & hygiene promotion (educational awareness) (environmental health)
- WASH infrastructure
- Community Based Health and First Aid (CBHFA) training and key messages
- First Aid support to sports
- Review training materials, including PGI
- Drug & Alcohol - awareness
- Prostitution/unwanted pregnancies/HIV/ STI messaging
- Menstrual Hygiene – Reusable sanitary pads
- Epidemic Control for Volunteers (ECV )(COVID 19/Epidemic control)
- Water security
- Psycho/Social support
- Stakeholder partnership (Health Dept.)

### **Strategic Priority 3**

#### **Values, power and inclusion**

##### **Activities**

- Dissemination and awareness of PGI on Mobile phones
- Defining what Values, power and inclusion mean
- Training in PGI
- Sorcery accusation related violence – (response to effects)
- PGI check list for screenings trainings, project designs etc.
- Disseminate Child protection policy
- Review reporting templates and protocols
- Dissemination
- Partnerships and networks developed
- PGI Plan for Key volunteers & Governance
- Inclusive Education (SERC) stakeholder engagement

### **Goal 2: Enabling Approach**

#### **Enabler 1:**

#### **Engaged - with renewed influence, innovate and digital**

##### **Activities**

- Basic Information Technology training for Volunteers
- Volunteer Management – centralized database, standard templates etc.
- Compliance audit checklist
- Regular volunteer meetings
- Orientation and induction of volunteers
- Capacity building of volunteers such as Technical Vocational Education Training (TVET)
- Training of Trainers for volunteers
- Communications – engagement with volunteers; WhatsApp, text messages, Facebook, LinkedIn, etc.
- Information Technology and Communication policy and Procedures

## **Enabler 2:**

### **Accountable - with an agile management and a renewed financing model**

#### **Activities**

- Review operational structure
- Review recruitment criteria / Job Description's
- HQ and Branch Plans including Planning, Monitoring, Evaluation and Reporting (PMER) PMER
- Up skill human resource at both levels (On the job training )
- Develop Branch financial and management manual
- Branch level workshop Branch financial and management manual
- Branch compliance – Audit (Reporting, etc), including workshop
- Monitoring compliance and providing feedback
- Dissemination of Constitution and Policies at the Branch level
- Capacity building through Branch Pere to per Resource
- Policy on branch support to HQ
- Branch Organizational Capacity Assessment (BOCA) & implementation of BOCA outcomes
- Implementation of Organizational Capacity Assessment and Certification (OCAC) outcomes

## **Enabler 3:**

### **Trusted, valued and owned**

#### **Activities**

- National Resource Development Strategy and Plan
- Accountability framework for beneficiaries.
- Audits
- Financial management system membership drive, resource development / business plan)
- Training for fundraising (Visibility/branding)
- Branch financial reports –
- Document controls in place
- HQ / Branches – resource development plan (monthly fundraising etc)
- Partnerships/Networking & Stakeholder mapping
- Code of Conduct
- Fundraising Policy and Procedures