



SYRIAN ARAB RED CRESCENT STRATEGY 2023-2027

CONTENTS

MESSAGE FROM THE PRESIDENT

BACKGROUND TO THE STRATEGY

IMPACT OF GLOBAL CHALLENGES – SYRIA TODAY AND TOMORROW

CLIMATE AND ENVIRONMENTAL CRISES

EVOLVING CRISES AND DISASTERS

GROWING GAPS IN HEALTH AND WELL-BEING

MIGRATION AND IDENTITY

VALUES, POWER, AND INCLUSION

WHO WE ARE – THE ENVIRONMENT AND PERCEPTION

AUXILIARY ROLE

GEOGRAPHIC REACH

COMPLEMENTARITY TO NATIONAL AND GLOBAL STRATEGIES

WHAT WE DO – SARC STRATEGY FOUNDATIONS

VISION

MISSION

VALUES

SARC STRATEGIC GOALS

STRATEGIC GOAL 1: BUILD COMMUNITY RESILIENCE FOR RAPID RESPONSE AND RECOVERY TO LESSEN THE IMPACTS OF ALL TYPES OF DISASTERS AND CRISES

STRATEGIC GOAL 2: ENABLE COMMUNITIES TO LEAD HEALTHY AND SAFE LIVES FOR PHYSICAL AND MENTAL WELL-BEING

STRATEGIC GOAL 3: CONTRIBUTE TO REDUCING VULNERABILITY, SOCIAL INCLUSION, AND BUILDING A SAFER SOCIETY TO PROMOTE POSITIVE CHANGE FOR HUMANITY

HOW WE WORK – ORGANIZATIONAL GOAL AND ENABLING FRAMEWORK TO DELIVER STRATEGIC GOALS

GOAL: OPERATE EFFECTIVELY AS THE LEADING HUMANITARIAN ACTOR WITH ENHANCED ORGANIZATIONAL CAPACITY AND BE FUTURE-READY

ENABLING FRAMEWORK – SARC IS ENGAGED, ACCOUNTABLE, AND TRUSTED

ENABLING ACTION 1: ENGAGED – WITH EFFECTIVE ORGANIZATIONAL FOUNDATIONS, SYSTEMS, AND FUNCTIONS THAT FIT FOR PURPOSE

ENABLING ACTION 2: ACCOUNTABLE – WITH AGILE AND EFFECTIVE GOVERNANCE AND MANAGEMENT TO ENSURE QUALITY PERFORMANCE AND FINANCIAL STABILITY

ENABLING ACTION 3: TRUSTED – BY COMMUNITIES, RECOGNIZED AND VALUED BY PARTNERS

IMPLEMENTATION ARRANGEMENT

COORDINATION AND PARTNERSHIPS

IMPLEMENTATION, MONITORING, AND REVIEW

RISK ANALYSIS AND MANAGEMENT

Acronyms	Definition
CBHFA	Community-based Health and First Aid
CBS	Community-based Surveillance
CEA	Community Engagement and Accountability
CVA	Cash and Voucher Assistance
EVCA	Enhanced Vulnerability Capacity Assessment
FA	First Aid
GBV	Gender-based Violence
HR	Human Resources
ICRC	International Committee of the Red Cross
ICT	Information and Communication Technology
IDMC	Internal Displacement Monitoring Centre
IFRC	International Federation of Red Cross and Red Crescent Societies
IDPs	Internally Displaced Persons
IM	Information Management
INGOs	International Non-Governmental Organizations
MEAL	Monitoring, Evaluation, Accountability, and Learning
MHPSS	Mental Health and Psychosocial Support
ND-GAIN	The Notre Dame Global Adaptation Index
NS	National Society
NSD	National Society Development
NSD & SP	National Society Development and Strategic Planning
PER	Preparedness for Effective Response
PFA	Psychological First Aid
PGI	Protection, Gender, and Inclusion
PPSD	Performance and Partnerships Support Department
PSEA	Prevention and Response to Sexual Exploitation and Abuse
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
UN OCHA	United Nations Office for the Coordination of Humanitarian Affairs
RCCE	Risk Communication and Community Engagement
RFL	Restoring Family Links
RASB	Risk Awareness and Safe Behaviour
SARC	Syrian Arab Red Crescent
SDGs	Sustainable Development Goals
SMCC	Strengthening Movement Cooperation and Coordination
WASH	Water Sanitation and Hygiene

MESSAGE FROM THE PRESIDENT OF THE SYRIAN ARAB RED CRESCENT

It is a great honour to present the Syrian Arab Red Crescent five-year Strategy 2023-2027 with the value proposition “*Manifest the Change for a Better Future*”, calling on our volunteers, staff, and members across the country to effectively fulfil the National Society’s unique role as the leading humanitarian actor, to save lives, protect human dignity, and serve humanity by making informed strategic choices to timely adapt and respond to the demands of the complex humanitarian context and the changing environment in Syria and the National Society.

Our winning aspiration is shifting from response to recovery and sustainable development. We desire to build resilience in communities and across the organization to achieve transformative impact and become the partner of choice with enhanced organizational capacity and greater sustainability.

Our mission, vision, and values lie in having a unique mandate and setting out a clear path to the future to guide us in achieving our humanitarian and development goals with roots anchored on trust and accountability to affected communities, partners, and other key stakeholders.

Working in coordination with the public authorities, the International Red Cross and Red Crescent Movement, UN agencies, international and local non-governmental organizations, and through a wide network of volunteers and staff, the Syrian Arab Red Crescent provides essential assistance and services annually to more than five million affected people, internally displaced persons, refugees, returnees, and local communities among them.

Despite a large number of operational and security constraints since 2011, the Syrian Arab Red Crescent continues to play a pivotal role in fulfilling its mission in challenging environments. The casualties were great, as 65 of our staff and volunteers lost their lives, and many were seriously and permanently injured while carrying out their humanitarian duty. Therefore, volunteer solidarity and care are high on the agenda of the National Society.

The Syrian Arab Red Crescent is committed to maintaining impartiality and integrity by adhering to the Fundamental Principles of the International Red Cross and Red Crescent Movement. We also commit to improving the relevance, quality, reach, and sustainability of services and strengthening its organizational capacities to meet ever-changing operational and financial challenges. Given the role of the Syrian Arab Red Crescent in the country, the organization needs to remain as efficient and accountable as possible and better equipped to support in-country humanitarian organizations in their humanitarian work.

In light of rapid changes, the Syrian Arab Red Crescent is focusing on a comprehensive integrated response, recovery and resilience building, contingency planning, and business continuity, meanwhile ensuring the integrity, quality, accountability, and transparency that remain paramount in this regard.

The leadership of the Syrian Arab Red Crescent is committed to supporting the management in attracting resources from diverse sources for the successful implementation of its Strategy and to accompany this journey with all stakeholders to the end. The strategy development process was based on a consultative approach of key stakeholders and supported by the Movement partners.

I express my gratitude to all whose input made this success happen, and we are ready to roll our Strategy out.

BACKGROUND TO THE STRATEGY

The SARC Strategy for 2023-2027 reflects critical success factors and shortfalls of the previous Strategic Plan (2020-2022) based on eight-month of extensive consultations conducted by SARC at all levels of the organization to seek input from leadership, staff, volunteers, and partners. It also considers a comprehensive, in-depth analysis of the local and global planning landscape and the broader country and National Society contexts¹.

It has been an invaluable process led by SARC and supported by the International Red Cross and Red Crescent Movement (Movement) partners to ensure necessary buy-in and ownership throughout the organization. A comprehensive consultative review process, backed by the evaluations of SARC emergency response operations, programmes, and audit reports, finds that SARC has closely aligned with the IFRC Strategy 2030 and Global Plan 2021-2025, with a greater focus on impact through increased efficiency and effectiveness, innovation, transparency, compliance, and accountability.

In the strategy development process, SARC made efforts to take a step back and look at the bigger picture of the entire organization to assess the progress and challenges that SARC has faced in recent years, what the National Society, as the leading humanitarian actor in the country, needs to do better, especially during the organizational transition from response to recovery and resilience building, to grow and move forward smoothly. SARC proactively responds to humanitarian and development and steers organizational transitioning to prevent or/and mitigate harm from future crises. Therefore, the SARC strategic directions: Recovery and Resilience underpinned by an integrated and balanced response; Health and Well-being; Protection and Inclusion; Strengthening the SARC Foundations and Sustainability - are the most critical areas in SARC organizational transformation management, as internal and external factors add more dynamics and urgency.

The SARC Strategy 2023-2027 integrates SARC leadership and Movement-wide commitments and consolidated decisions and pledges with the Movement partners, INGOs, UN agencies, and other key stakeholders. that will ensure and guide the National Society in the implementation process, thus fulfilling its mission and vision in an ever-changing environment for the benefit of the affected people of Syria.

IMPACT OF GLOBAL CHALLENGES – SYRIA TODAY AND TOMORROW

Climate and Environmental Crises

The climate-related shocks and hazards are amongst the major humanitarian emergencies confronting populations today globally. Syria ranks 153 out of 182 countries in the ND-GAIN index, which summarizes a country's vulnerability to climate change and other global challenges in combination with its readiness to improve resilience.

Evident changes and variability of weather patterns with increasing temperatures, and very little rainfall² - about 60% of the country average less than 250 millimeters (mm) of rain annually while in the desert, it is common for annual precipitation levels to fall well below 100mm, highlight the fragility for Syria to climate change. The frequency and intensity of hydrological and agricultural droughts, especially near the

¹ Enclosed Annex 1 - Strategy Development Process, Methodology, and Lessons Learned

² The total country area is 185,180 square kilometers (km²), the majority of which is covered by the Syrian desert. Natural forests cover more than 2.5% of the landscape, and water covers 1% of it (FAO, 2019). Groundwater is known to take hundreds to thousands of years to replenish in arid and semi-arid environments (FAO, 2019).

Mediterranean Sea, will increase as global temperatures rise. Syria is now approximately 2°C hotter today than it was 100 years ago, and maximum and minimum temperatures are expected to increase between 1° C and 3°C by the 2050s.

Climate change and environmental crises affect agriculture, and natural resources – clean water and air. Heat waves, floods, droughts, and dust storms are affecting cities and regions in Syria, already affected by protracted conflict, making the country more vulnerable than ever to future climate-driven shocks, and causing major consequences for the livelihood, mental health, and psychosocial well-being of the local population, including internally displaced persons and refugees among them.

The climate crisis poses a critical challenge for Syria in achieving strategic and Sustainable Development Goals (SDGs). Multiple intensified crises combined with droughts, poverty, and protracted conflict, closely interconnected with production, availability, and access to food cause the biggest problem.

During this Strategy period, SARC will integrate climate risk management, including adaptation and mitigation, into all programmes to reduce the current and future humanitarian impact of the climate crisis, and support people to build resilience in addressing exposure and vulnerability.

Evolving Crises and Disasters

The consequences of crises and disasters are predicted to become more complex in Syria. Geopolitical and economic shifts associated with the fragile setting of the country constantly trigger humanitarian crises.

One of the sources of vulnerability remains a decade of protracted crisis and economic collapse, which have left 15.3 million people in need of humanitarian assistance, including 5.3 million IDPs, 9.9 million residents, and 52,700 returnees, of which 12.1 million are estimated to be food insecure in 2022, of which 92% of people above 59 years reporting living with a disability³.

Aggravating factors such as currency depreciation and associated loss of purchasing power, rising food prices, massive population displacement, lack of livelihoods and income-generating opportunities, and loss of agricultural production and assets caused by ongoing hostilities and health emergencies have exerted a great toll on the socio-economic situation in Syria. The accelerating economic downturn and the impact of climate change have increasingly become additional key drivers of need, further exacerbating vulnerability for the long-term perspective.

In 2021 and 2022, climate and man-made shocks have intensified, affecting natural resources, especially food and water have a significant and cumulative impact on health, food insecurity, malnutrition rates, and the protection environment, with potentially irreversible consequences⁴.

It disproportionately affects already vulnerable and poor people, leaving them with limited strategies to cope with ongoing crises in the long term.

Desperate to earn additional income or reduce household expenses, families also resort to coping mechanisms that increase protection-related risks, especially for children and adolescents.

Due to the emerging needs of the affected population of Syria, social stability and security are under pressure caused by ongoing hostilities, socio-economic difficulties, and limited income and livelihood opportunities that vary across the country, which, in turn, affects both growth and the flow of migration.

³ Humanitarian Needs Overview for 2023: Syrian Arab Republic (December 2022) UN OCHA

⁴ European Union, Syria in Crisis, January 2022

During this Strategy period, SARC will support not only the response and mitigation of vulnerabilities resulting from all kinds of crises and disasters for affected people but also the strengthening of their resilience and supporting opportunities for improving their lives.

Growing Gaps in Health and Well-being

Despite recent gains and efforts by the Government of Syria and the international community, the country faces complex and interconnected risks to health and well-being, with significant loss of life due to ongoing hostilities and one of the most severe displacement crises of the century. Large numbers of people have been affected by the February 2023 earthquakes, which killed thousands and caused severe structural and economic damage, creating new or heightened vulnerabilities for communities whose resilience is undermined further by the profound impact of the protracted political and socio-economic crisis, which has led to the widespread destruction of civilian and agricultural infrastructure, including homes, schools, health facilities, and water and irrigation systems. The fragile health system in Syria continues to be a critical barrier to accessing and using quality health services throughout the country, influencing the population's physical and mental well-being and further limiting people's ability to make positive decisions about health exacerbated by COVID-19 and cholera outbreaks. As a result, more than 15.3 million people (7.7 million women and 7.6 million men - children, young people, older people, and persons with physical or mental disabilities, IDPs among them) currently need essential health services⁵. It will continue to limit progress toward achieving the health outcomes and targets set out in national strategies and SDGs in Syria. Moreover, soaring prices and insufficient income leave millions of families struggling to make ends meet in an unprecedented economic crisis.

Negative trends in the determinants of health, such as disruption of water networks and waste management, displaced status, inadequate housing solutions, and food insecurity, contribute to poor health and make populations vulnerable to infectious diseases.

Demand for specialized medical care, including physical rehabilitation services, has increased due to the conflict in Syria and injuries and long-term disability from pre-existing conditions aggravated by changes in the physical environment, access to services, and displacement. In 2022, 69% of households with members with disabilities reported lacking meaningful access to health services, with people in north-east Syria the most affected (87 % lacking access)⁶, and over a third of IDPs (age 12+) have disabilities, which means about a quarter of the total Syrian population has a disability⁷. The health system depends on electricity, water, and road networks to function effectively. Its responsiveness and resilience can best be enhanced through comprehensive, multisectoral interventions that address multiple health, nutrition, WASH, and livelihood needs. Safe and quality inclusive healthcare also require WASH interventions in healthcare settings, including disposal of healthcare waste.

During the Strategy period, SARC will complement the Government's efforts to support the most affected people with a comprehensive and multi-sectoral approach to emergency response and resilience building. It will ensure equal access to inclusive, life-saving, and life-sustaining essential services that integrate the social, economic, and environmental aspects of dignity and well-being into holistic health, water, sanitation, and hygiene (WASH) interventions, shelter, and livelihoods, based on informed evolving needs of the country and region.

⁵ Humanitarian Needs Overview for 2023: Syrian Arab Republic (December 2022) UN OCHA

⁶ Humanitarian Needs Overview for 2023: Syrian Arab Republic (December 2022) UN OCHA

⁷ IDP Report Series 2020 (Humanitarian Needs Assessment Programme)

Migration and Identity

The civil war and its long-term consequences have led to mass migration to neighboring countries and increased movements within Syria. According to IDMC, 12,100,000 new displacements were due to violence and conflict between 2015 and 2021. While, according to the UN OCHA report, in 2022, the number of new displacements decreased compared to last year: 130,724 new cases were registered during January-August 2022 compared to 456,000 in the same period in 2021. Also, the total number of IDPs has slightly decreased from 6.9 million to 6.8 million⁸. Despite the current complex hardship in Syria, the country hosts refugees and asylum seekers from neighbouring countries, mostly from Iraq.

Continued violence, displacement, and economic hardship have resulted in significant protection risks and vulnerabilities, including psychosocial trauma and distress, kidnapping, exclusion, and discrimination. Children are especially affected. They are often forced into early marriage or child labour. As a result, 22% of children (6-17 years) are out of school and are unable to achieve their full potential⁹.

Among the most affected are people living with disabilities, older people, and single-parent households affected by the consequences of protracted crises and socio-economic hardship in the country.

Further shortfalls in humanitarian funding, affecting migrants, refugees, and displaced persons, are expected to worsen. Nevertheless, official reports have shown that neighbouring countries hosting Syrian refugees are in favour of their return. It will increase the risk of new displacements and intensify the humanitarian crisis in Syria, as the return is often accompanied by stress and anxiety for migrants, returnees, and host communities about getting or being offered proper living conditions and livelihoods, and lead to gaps in social cohesion and exclusion.

During this Strategy period, SARC will provide holistic and seamless humanitarian assistance through early recovery and resilience activities to people in need, affected by conflicts or natural disasters, forced to migrate due to environmental degradation, climate change, and economic factors that make traditional forms of life and livelihoods become unsustainable and no longer possible. SARC will ensure that all people on the move are safe and treated humanely and with dignity.

Values, Power, and Inclusion

The complexities of the humanitarian landscape in the country have exacerbated the prevalence and severity of value-based tensions that create new challenges within and between communities. The protection issues disproportionately affect women, children, adolescent boys and girls, older people, persons living with disabilities, and other vulnerable, marginalized, or socially excluded people. When gender, age, and disability intersect in the context of Syria, the vulnerability of individuals and households is notably compounded. Of the 15.3 million people in need, 4.5 million (29%) are women, 7 million (46%) are children, and 2.6 million (17%) are people living with disabilities¹⁰.

Despite the efforts of the Government, due to the country's context, including the economic sanctions, it is challenging to distribute the socio-economic progress benefits equally throughout the country, especially in remote and affected regions, which could leave the country less inclusive and agile to the emerging needs

⁸ Humanitarian Needs Overview for 2023: Syrian Arab Republic (December 2022) UN OCHA

⁹ Ministry of Education, Syria

¹⁰ Humanitarian Needs Overview for 2023: Syrian Arab Republic (December 2022) UN OCHA

of affected people across Syria. In addition, the most affected older people and persons with disabilities are at increased risk of being separated from their families and caregivers, as they depend on assistive devices that support their independence.

Disability-related stigma creates barriers to social cohesion and participation. Therefore, the principles of sustainability and equity are critical to SARC. It will place significant emphasis on promoting diversity, inclusiveness, representation, and community participation in decision-making through non-formal education to acquire attitudes, values, life skills and knowledge from daily experiences and inclusion in public life.

During this Strategy period, SARC will institutionalize and integrate protection, gender, and diversity into its programmes and emergency response operations to meet the protection needs and risks and build a safer society free from violence focusing on protection and promotion of positive change for humanity.

WHO WE ARE – The Environment and Perception

The Syrian Arab Red Crescent was founded in 1942 by the Decree and recognized by the International Committee of the Red Cross (ICRC) in 1946. Since then, SARC, in line with its Statute and mission, has been responding to emerging needs by providing humanitarian assistance and services to the affected people across the country, saving their lives and protecting human dignity.

SARC is a member of the International Federation of Red Cross and Red Crescent Societies alongside 192 National Societies and with the International Committee of the Red Cross constitutes the International Red Cross and Red Crescent Movement.

SARC Auxiliary Role

SARC is auxiliary to the public authorities in the humanitarian field, as envisaged in the Statutes of the Movement. It acts as the lead agency upon the Letter of Understanding signed in 2012 with the Movement partners and carries out its work as Syria's national coordinator for humanitarian aid mandated by the Government of Syria in 2008. SARC is committed to the Movement frameworks, including the Seville Agreement 2.0. It also notes the importance of the 2023 joint statement on the earthquake in Syria. SARC coordinates international humanitarian actors' interventions in the interests of affected people in Syria and complements the Government efforts while maintaining the autonomy that allows the National Society to operate according to the Fundamental Principles of the International Red Cross and Red Crescent Movement.

SARC has a long-standing working relationship with the Government of Syria and non-governmental organizations, both national and international, present in the country. It is recognized and respected by the Government authorities as one of the key members of the National Humanitarian and Disaster Response Committee at the national and regional levels, working closely with line ministries. SARC is a member of the National IHL Committee chaired by the Ministry of Foreign Affairs of Syria. This recognition underscores the unique role of SARC as it demonstrates credibility and trust in the National Society.

Geographic Reach

SARC, headquartered in Damascus, has a network of 14 branches across all the governorates of Syria and 95 sub-branches, of which 74 are active, operated by 18,057 staff and 12,239 active volunteers at all levels. As the National Society is well-presented at the grassroots level, SARC is enabled to be first on-site and last

out when emergencies and disasters strike, while also being present on the ground to facilitate the implementation of community-based programmes and services.

Since 2011, SARC responded to unprecedented demand for its human and technical resources facing one of the worst humanitarian crises of recent decades worldwide. Through its network of staff, volunteers, and the presence of local branches across the country, SARC remains the leading humanitarian actor, providing services and relief to more than five million affected people, internally displaced persons, affected host communities, refugees, and returnees (2.3 M) annually. Over 18,000 staff and volunteers are embedded in and working with communities across Syria. In 2021, around 80% of the Syrian population benefitted from WASH activities with safe water through the treatment and maintenance of damaged water infrastructure. It also provided food assistance to 5.5 million people and essential household items to 1.4 million people. The SARC network of 143 health facilities and 42 First Aid centers has become a lifeline for about 2 million people and will increase the reach per emerging needs. SARC serves a diverse range of communities with a greater focus on addressing the needs of those hardest to reach and most affected groups, especially in remote rural areas, informal urban settlements, and geographically marginalized areas.

Currently, SARC is in the transition process, therefore, it seeks to strengthen localization and sustainability through reinforcement of branch foundations with a focus on shifting from response to recovery and resilience where community engagement and accountability approach is critical so that communities can be better informed, and programmes and services can be guided and managed by them.

Complementarity to National and Global Strategies and Legal Frameworks

SARC Strategy 2023-2027 aligns with the Health Strategy of Syria, the Humanitarian Response Plan (HRP) framework for Syria, the International Red Cross and Red Crescent Movement Fundamental Principles, the Principles and Rules for Red Cross and Red Crescent Humanitarian Assistance, the Seville Agreement 2.0, and the Council of Delegates Resolution on Strengthening Movement Cooperation and Coordination – SMCC 2.0, the IFRC Strategy 2030, the Agenda for Renewal, and the Country Plan for Syria 2023-2025, and the United Nations priorities for the Sustainable Development Goals. SARC contributes to the Government’s efforts towards the attainment of the SDGs, specifically, SDG 1 – No Poverty, SDG 2 – Zero Hunger, SDG 3 – Good health and Well-being, SDG 5 – Gender Equality, SDG – 6 Clean Water and Sanitation SDG – 11 Sustainable Cities and Communities, SDG – 13 Climate Action, SDG 16 – Peace and Justice, and SDG 17 – Partnership for the Goals.

In addition, the SARC Strategy 2023-2027 aligns with the Sendai Framework for Disaster Risk Reduction, SPHERE and Humanitarian Accountability Partnership (HAP), and Inter-Agency Standing Committee (IASC) standards, various Memorandums of Understanding and agreements between the IFRC, ICRC, UN agencies, and other international partners.

WHAT WE DO – STRATEGY FOUNDATIONS

Vision

The Syrian Arab Red Crescent is the leading humanitarian actor in Syria, sustainably responding to the needs of the most affected people in times of crises and emergencies and boosting recovery and resilience in the changing environment of Syria.

Mission Statement

The mission of the Syrian Arab Red Crescent is to respond timely and effectively to save the lives of affected people across the country, protect human dignity, and build resilience to cope with the effects of the protracted crisis and emergencies through a strong network of qualified staff and volunteers, leveraging the auxiliary role and effective partnerships within and outside the Movement.

Core Values

SARC leadership, staff, volunteers, and members collectively commit to fully complying with the Fundamental Principles of the International Red Cross and Red Crescent Movement, which are at the core of our approach to humanity to protect life and health and to show empathy and respect to the people we serve with shared values and responsibilities.

PRESERVING HUMAN DIGNITY

- We strive to strengthen working relations and liability among staff, volunteers, members, communities, and partners by recognizing their efforts and contribution to the common cause.
- We work hard to hold leadership, staff, and volunteers (at all levels) accountable so that communities share equal rights and opportunities, and their voices are heard.

VALUE FOR PEOPLE

- We adopt an approach that is centred and prioritized on communities and the affected people we serve, as they are the primary agents to drive change for their aspirations.
- We believe in our volunteers and staff, and their professionalism, and appreciate their sustainable and devoted work to save lives, alleviate suffering, and protect human dignity.
- We build trust and partnerships to collectively contribute to fulfilling our mission and vision.

INTEGRITY

- We operate ethically, do what is right for the communities we serve, and take responsibility for our actions.
- We follow through on our commitments to execute our decision and pledges.
- We communicate professionally and authentically and respect confidentiality.

ACCOUNTABILITY

- We are accountable to our work, the people we serve through our programmes and services, and those from whom we receive resources.
- We are responsible for ensuring quality and excellence in achieving results by continuously improving the ways of work, and methods.

INNOVATION

- We adopt new approaches and digital solutions to boost the change toward meeting the needs and aspirations of the affected people as well as key stakeholders and partners.

Value Proposition – *“Manifest the Change for The Better Future”*

SARC, to effectively realize its unique role through informed decisions in the changing environment of Syria, has initiated an intense process of organizational change that has prompted it to look at the organization as

a whole and address issues to support the transition. Therefore, SARC has embarked on a new strategy to move into the recovery phase and build resilience in communities and across the organization to achieve transformative impact and become the partner of choice with enhanced organizational capacity and greater sustainability.

SARC STRATEGIC GOALS

The Strategic Goals outlined in the current Strategy are at the core of SARC's mission as they inform the objectives and set priorities to focus and align the commitment and collective efforts of National Society leadership, staff, volunteers, and members for the next five years. All through greater accountability to affected people, the ability to adapt to changing circumstances, and adequate resources mobilized with the support of the Movement partners and other key stakeholders. With a track record of delivering impactful results, the organization remains steadfast in its commitment to supporting the most affected individuals and communities.

Strategic Goal 1: Build community resilience for rapid response and recovery to lessen the impacts of all types of disasters and crises.

Growing challenges aggravated by economic hardship, ongoing hostilities, climate-related hazards, and health threats pose a severe and cumulative impact on communities. Prioritizing collective action to enhance local preparedness and response capacity is critical to SARC and partners to save lives, accelerate recovery, and ensure cost-effectiveness. All this by providing communities with the necessary knowledge and skills and developing coping strategies that are key to recovering from such disasters and crises. At the same time, continue to deliver life-saving assistance to those affected (people on the move, refugees, and returnees among them) when and where needed, in the context of the protracted crisis and potential emergencies, aiming to progressively reduce reliance on aid and strengthen long-term coping capacity through active community engagement, decision-making power, and influence on changes.

SARC will strengthen multisectoral integrated programming, drawing on its expertise in community services, livelihoods, and CVA to meet the multi-dimensional needs of affected people, achieve more significant and long-lasting results, and reduce duplication. SARC will embark on community-based risk reduction at scale through a holistic risk-informed approach, encouraging meaningful participation of the most vulnerable groups, children among them, focusing on disaster risk reduction, incorporating climate change adaptation and mitigation into DRR and disaster management policies and plans. All aimed to prevent and reduce the impacts of all types of disasters and crises, including climate change, and build community resilience.

In addition to all the above, investments in localization, branch and sub-branch networks, operational and support structures, and human capital of SARC will continue to support local preparedness and response. This will also include creating a pool of specialists who can be deployed as a standby force within the country and abroad as well as adequate logistics and financial resources. Moreover, SARC will strengthen social cohesion within and between communities to identify needs and opportunities and prioritize participatory actions to build ownership and resilience among communities. CEA and PGI commitments will be embedded across all programmes and responses.

Specific Objective 1:

Communities are able to prevent and respond to the immediate impacts of local threats by building their capacity to prepare for and mitigate risks.

Priority areas:

- Institutionalizing disaster risk reduction and resilience building, including climate change adaptation, in policies, plans, programmes, and budgets to fully understand and apply critical interlinkages.
- Building local capacity to assess vulnerability in emergency settings, identifying risks, collecting data to inform early action plans, and creating community-based early warning systems to improve forecast-based action and financing.
- Expanding livelihood and early recovery initiatives (including CVA) based on market assessments and ensuring these initiatives, including logistics operations, adapt to greener solutions.

Specific Objective 2:

Affected people receive essential humanitarian assistance through coordinated response, livelihood opportunities, and cash programming.

Priority areas:

- Provision of life-saving assistance to affected people by delivery of food and non-food items to respond timely and effectively through in-kind or CVA.
- Supporting people on the move (IDPs, refugees, and returnees) with appropriate initiatives to help strengthen their coping mechanisms and provision of essential aid and services, including legal support.
- Implementation of CEA and PGI commitments to enhance accountability and inclusion.
- Provision of RFL services to those in need, according to SARC RFL guidelines and data protection regulations.

Specific Objective 3:

Communities are supported through sustained and long-term interventions for their empowerment, promotion of social cohesion, and building long-term resilience.

Priority areas:

- Facilitation of employability in labour markets, improving life and technical skills and supporting the rehabilitation of community infrastructure
- Supporting community-led disaster risk reduction initiatives in disaster-prone areas, including long-term measures to reduce vulnerability, promote social cohesion, and increase long-term resilience.
- Invest in income-generating activities through micro-economic initiatives, as well as in the provision of sustainable livelihood options tailored to climate-smart approaches.
- Promotion of social inclusion approaches such as gender and disability

Strategic Goal 2: Enable communities to lead healthy and safe lives for physical and mental well-being.

The protracted crisis in Syria continues to deepen the poverty of millions of people and increase their vulnerability to health threats as they face a complex mix of interrelated risks to their health and well-being. The greatest vulnerabilities and risks are associated with the multiplier effects of ongoing hostilities, population displacement, epidemics, non-communicable diseases, natural disasters, and climate-related hazards. The health system in Syria is straining from a decade of deterioration that has created a patchwork of health services leading to deep disparities in access to care, effectively denying people’s right to health. Only 57% of primary healthcare facilities remain fully functional¹¹, leading to a rapid increase in communicable and non-communicable diseases. In addition, the country is struggling to cope with rapidly rising healthcare costs, and a significant shortage of qualified health workers affects the delivery of health services.

The conflict has increased the need for special medical care, such as physical rehabilitation services. Exposure to violence, extreme stress, and displacement have led to poor mental health, such as depression and anxiety, and the psychosocial well-being of the population. Access to quality health care, including MHPSS, remains a critical challenge as IDPs, people with disabilities, returnees, and refugees have limited access to the national mental health system due to a lack of professionals and community-based approaches complicated by physical and social barriers. Protection issues such as aid dependency, sexual exploitation, early marriage, and child labour have become increasingly interlinked and need to be addressed in an integrated manner to ensure impact.

Moreover, about 363,556 children aged below five years suffer from acute malnutrition, of which about 287,830 suffer from moderate acute malnutrition – an increase of 55 % compared to 185,371, recorded in 2021¹². Addressing emerging needs with long-term implications is critical to SARC. In the absence of a well-functioning nationwide health care system and damaged WASH systems, SARC will step up action to ensure safe and equitable access to essential, inclusive, life-saving, and life-sustaining health services as well as to water, and sanitation as a major provider of WASH services, especially in urban areas.

Specific Objective 1:

People have equal access to quality, affordable, and sustainable health services to improve their physical and mental well-being.

Priority areas:

- Rehabilitation of SARC health centres with operational and equipment costs for facilities, such as mobile health units, primary health clinics, specialized treatment units, and SARC hospitals.
- Expanding nutrition, maternal and child health services in targeted regions, and the reproductive and child health programme in Aleppo.
- Provision of physiotherapy and rehabilitation services to assist people living with disabilities and mine injuries.
- Running specialized mental health MHPSS services, focusing on improved referral for advanced treatment and care.

¹¹ Humanitarian Needs Overview: Syrian Arab Republic for 2023 (December 2022) UN OCHA

¹² Humanitarian Needs Overview for 2023: Syrian Arab Republic (December 2022) UN OCHA

Specific Objective 2:

Communities are able to address growing health threats through result-based health promotion in primary and community care, leading to healthy lifestyles and psychosocial well-being.

Priority areas:

- Improving community health and WASH awareness, PSS, PFA, and first aid knowledge and skills through CBHFA.
- Strengthening capacities of community and volunteer groups on community pandemic preparedness and response - needs assessment and EVCA, CBS, RCCE and CEA, PGI, GBV, PFA, FA, PSS, WASH, etc.
- Strengthening and expanding case management mechanisms and referrals to specialized services.
- Enhancing youth engagement in healthy lifestyles and health risk awareness raising for their peers and families through various activities.

Specific Objective 3:

Communities understand the risks and take local-led actions to mitigate health-related threats caused by disasters, climate change, public health, and other emergencies.

Priority areas:

- Improving pre-hospital ambulance care, including automatic external defibrillators, and providing training to first aid and PFA staff and volunteers in their use and maintenance.
- Safeguarding health workers through the Health Care in Danger initiative and ensuring that healthcare workers and patients are applying infection prevention control measures.
- Provision of psychosocial support services through community centres and mobile teams
- Carrying out risk communication and community engagement activities, including epidemic preparedness and control training.
- Expanding the reach of health services and geographic coverage of primary health clinics, emergency health posts, and first aid and ambulance services.
- Developing health information systems and rolling them out at health facilities.

Strategic Goal 3: Contribute to reducing vulnerability, social inclusion, and building a safer society to promote positive change for humanity.

Despite the efforts of the Government, due to the country's context, including the economic sanctions, it is challenging to distribute the socio-economic progress benefits equally throughout the country, especially in remote and affected regions, which could leave the country less inclusive and agile to the emerging needs of affected people across Syria. Therefore, to respond to the challenges and opportunities presented in the country, SARC will ensure that all programmes consider respecting dignity and safety, so services will be expanded through integrated programming: access to information, knowledge, and support initiatives that will enable SARC to reach more affected people in need. SARC will continue to work on protection, gender, and inclusion to focus on the people most affected by disasters, including climate change, and crises.

SARC will invest in understanding and addressing risks and vulnerabilities along with gender dynamics, age, and disability and will continue to advocate for the integration of ethical approaches, obtaining evidence-based cases, and learning to support the implementation of policies, advocacy, and capacity strengthening to improve standards and performance. All this through staff training on SARC policies, establishing a

community-based complaint and feedback mechanism, including focus group discussions, community call centers, community meetings, and campaigns to increase risk awareness, safer behaviour, staff safety, and business continuity.

To overcome disability-related stigma, which creates barriers to social cohesion and participation, the principles of sustainability and equity will be at the centre of SARC activities. Moreover, special attention will be given to promoting diversity, inclusiveness, and community participation in decision-making through community engagement, raising awareness, and training. It will give young women and men greater resilience to become effective agents of positive change. Besides, SARC will strengthen risk education on mines and explosive remnants of war to increase civilians' resilience to weapon contamination in conflict-affected areas by promoting risk awareness and safer behaviour and building capacity to manage, implement, and coordinate complex humanitarian mine action activities across Syria with the support of the ICRC. SARC staff and volunteers will ensure people living with disabilities and injuries have access to physical rehabilitation and prosthetic centres.

SARC will capitalize positive image and increase awareness about the Movement by disseminating the basics of International Humanitarian Law, the Fundamental Principles and Values of the Movement to SARC staff, volunteers, members, communities, key stakeholders, and the public, guided by the Statutes of the Movement, which in turn, will greatly contribute to leveraging the strength of the distributed network.

During this Strategy period, SARC will institutionalize and integrate protection, gender, and diversity into its programmes and emergency response operations to meet the protection needs and risks of the most affected women and men of all ages and backgrounds.

Specific Objective 1:

Community outreach – communities are supported to understand and address emerging risks related to gender inequality, disability inclusion, child safeguarding, humanitarian mine action, and poverty.

Priority areas:

- Working closely with community groups to identify emerging risks in communities related to protection, gender, and inclusion.
- Institutionalizing and integrating protection, gender inequality and GBV, and disability inclusion into all programmes and operations with a focus on people with special needs and different ages.
- Expanding child safeguarding and psychosocial support services by risk awareness and strengthening capacities of service providers to ensure quality and reach/coverage.
- Organizing national and international events, e. g. World Red Cross and Red Crescent Day, International Volunteer Day, etc., reflecting common values and principles and conducting joint activities with youth, volunteers, and communities.
- Identifying disadvantaged people in communities, including IDPs, refugees, and returnees, regardless of their legal status, and providing humanitarian aid and services to address their needs and respect their fundamental rights.
- Raising awareness and supporting national mine action efforts based on operational continuity and safety by integrating Mine Action activities, RASB and NTS in all phases of assistance projects.
- Building and maintaining SARC's capacity in managing Mine Action data and information and ensuring that RASB and NTS outputs drive the current and future national Mine Action.

Specific Objective 2:

SARC staff, volunteers, communities, and key stakeholders have a good understanding of the International Humanitarian Law, Fundamental Principles and values of the International Red Cross and Red Crescent Movement

Priority areas:

- Raising awareness among staff, volunteers, and members about the Movement components and SARC through the “Welcome to SARC” induction course, basics on IHL, and disseminating policies across the National Society.
- Ensuring Red Cross, Red Crescent, and Red Crystal emblems and the SARC logo are used correctly and respected in line with international and relevant national laws.
- Strengthening partnerships with the public authorities at all levels to ensure a good understanding of the SARC auxiliary role, respect for IHL, and protection of the emblem.
- Ensuring the dissemination and respect for IHL, the Movement’s Fundamental Principles and values among public authorities and the general population through regular communication and round tables in cooperation with the Movement partners on the above, as relevant.

HOW WE WORK – ORGANIZATIONAL GOAL AND ENABLING FRAMEWORK TO DELIVER STRATEGIC GOALS

Goal: Operate effectively as the leading humanitarian actor with enhanced organizational capacity and be future-ready.

During this Strategy period, SARC will focus on positioning its work across the country and further growth to accelerate the transformation in enhancing the efficiency and sustainability of the organization, with a focus on institutional strengthening, branch development, financial development, including local resource mobilization, volunteer management and development, youth engagement, and continuous innovation and digital transformation. These areas are critical for SARC to realize its vision and approach to National Society development linked to the unique and complex context of Syria in which the organization operates and to the strategic choices that SARC must make during the current transition.

Besides, the relevance and strength of SARC to achieve organizational success depend on the local presence of branches and their capabilities, proactive decision-making, and committed leadership, staff, and volunteers. Having an effective and responsive network of branches, embodied in community volunteers, will enable SARC to link immediate response to long-term resilience building, preparedness, and recovery with a focus on relevance, accountability, and sustainability. To enhance community participation and nurture volunteerism, SARC will focus on providing more flexible and diverse opportunities for community volunteers to participate in local activities, moving from implementing specific project-related activities to supporting local-led solutions and developing needs-based activities beyond the projects. This approach will allow SARC branches to reduce their reliance on having paid volunteers and instead engage them in various forms of volunteering.

SARC, above all, will step up efforts to move from a supply-driven to a demand-driven and developmental approach. It is vital to strengthen branches to address not only the immediate needs of those affected by disasters and crises but also the long-term needs of communities, seeking to find a good balance between providing emergency relief and empowering communities to help themselves.

To deliver the SARC mission and vision, the National Society developed enabling actions that help the organization achieve its strategic goals. As a trusted local humanitarian actor with a strong network of highly-skilled and dedicated staff and volunteers, supported by strategic partnerships within and outside the Movement, SARC is committed to making a lasting impact on the lives of those affected by natural disasters and crises and the organization itself.

ENABLING FRAMEWORK - SARC IS ENGAGED, ACCOUNTABLE, AND TRUSTED¹³

Enabling Action 1: ENGAGED - with effective organizational foundations, systems, and functions that fit for purpose.

SARC is committed to strengthening its structures, systems, and functions at all levels, which will enable the organization to achieve quality management and operational performance.

Strengthening the branch foundations is at the centre of SARC to ensure that the branch network can adapt to community initiatives based on their needs and drive innovation at all levels. Therefore, investing in a strong and sustainable branch system, comprised of the branch infrastructure, processes, policies, procedures, and human resources – staff and volunteers is critical as branches are the basic functional structures of the organization and play a pivotal role in ensuring the local presence and accessibility of humanitarian assistance to the affected communities. Therefore, there is a continuous need to enhance and secure branch capacity which requires collective efforts from the headquarters and branches to sustain programmes and services based on effective partnerships and secured resources. To timely adapt and respond to the demands of the humanitarian context and the changing environment in Syria, which leads to a reduction in external funding, SARC will improve existing and create new systems, such as core cost recovery, Enterprise Resource Planning (ERP), and unified reporting systems, and strengthen core functions, including Finance, HR, ICT, IM, and MEAL, to ensure that accurate data and information is generated and used for effective decision making throughout the organization. We will seek to build the capacity of staff and volunteers through professional growth opportunities and talent management, so SARC staff at headquarters and branches, and volunteers will be constantly engaged in sustainable motivation approaches.

Key initiatives:

- Strengthening structures, systems, and functions required for good governance and management in core functions: HR, financial management (including costing policy), procurement, fleet, logistics, ICT, IM and MEAL, volunteer management, and resource mobilization.
- Supporting branches in their development processes based on assessments using the PER approach and by implementing branch plans with continued support from headquarters and peer branches.
- Investing in SARC human capital and adopting appropriate approaches to implement effective talent management and professional development solutions, as well as individual development of volunteers and various forms of volunteering.
- Supporting branches to build a pool of trained staff and volunteers, as well as reserves for logistics and financial resources to provide safe and suitable workplaces, including rehabilitation of branch premises, to function effectively as local actors.

¹³ Enclosed Annex 2 - ENABLING FRAMEWORK - Key Impacts and Outcomes

- Ensuring effective security management and applying the duty of care and protection mechanisms for SARC personnel and volunteers.
- Continuous innovation and digital transformation by integrating digital culture, business intelligence, digital risk awareness, and information security.

Enabling Action 2: ACCOUNTABLE - with agile and effective governance and management to ensure quality performance and financial stability.

SARC prioritizes collective accountability of leadership and management to ensure the effective execution of decisions throughout the organization at the national and international levels as a member of the Red Cross and Red Crescent global humanitarian network. SARC will further contextualize the work in line with core humanitarian standards of quality and accountability. It will focus on gender equality and diversity, zero tolerance for fraud and corruption, sexual harassment, exploitation, or abuse, and ensuring the application of a safeguarding approach, including PSEA and Child safeguarding procedures, and building the internal capacity for investigations.

Accountability mechanisms will ensure that SARC leadership, staff, and volunteers at all levels are continually responsive to the needs and expectations of communities and partners. Fulfilling these commitments will allow SARC to improve the relevance and quality of services and emergency response operations by engaging communities in all phases of the programme management cycle and thus promoting ownership. Institutionalizing the CEA approach and PGI principles and integrating them into strategies, policies, and programme plans is critical for SARC.

SARC leadership, staff, and volunteers recognize accountability as an integral part of the National Society's humanitarian mandate, which, in turn, enables the organization to comply with the Code of Conduct and the Fundamental Principles of the International Red Cross and Red Crescent Movement. SARC will focus on ensuring sufficient quality control and increased management accountability to ensure the highest level of reliability. Financial stability is one of the core factors in meeting commitments and effectively achieving strategic goals. SARC will build resource mobilization and revenue generation capacity to increase opportunities for unearmarked funding, guided by the SARC Resource Mobilization Strategy (2024-2026) and supported by partners.

Key initiatives:

- Ensuring regular and meaningful engagement with communities, partners, and donors to increase accountability and adherence to quality standards and learning guided by enhanced communication and coordination.
- Reinforcing the integrity, quality, accountability, inclusiveness, and transparency of SARC through a holistic approach to addressing and managing organizational and reputational risks considering the country's changing dynamics
- Ensuring solid and reliable internal protection mechanisms for institutional safety, integrity, and accountability by disseminating policies that prevent, mitigate, and respond to sexual exploitation and abuse (PSEA), Child Safeguarding violations, and sexual harassment, and ensure whistle-blowers' protection.
- Integrating a survivor-centered approach into all reporting mechanisms for staff and volunteers and investigation protocols

- Developing and launching resource mobilization to support branches in mapping, designing, and implementing sustainable income-generating activities with appropriate resources and knowledge.
- Adopting diverse fundraising mechanisms for resource mobilization development, including digital fundraising, and participating in global fundraising campaigns

Enabling Action 3: TRUSTED - by communities, recognized and valued by partners.

Strengthening trust, ownership, and accountability are a basis for SARC's strategic decisions and goals reflected in the Strategy 2023-2027. SARC will enhance the auxiliary role and position its work to support the most affected people through life-saving assistance and life-sustaining services across the country. SARC will apply community-driven approaches and ensure the efficiency and effectiveness of its services to the affected communities. This process will require active community engagement and the application of feedback mechanisms for various programmes and services. Therefore, SARC will focus on inspiring volunteering and supporting local action with long-term, sustainable, holistic work in communities where poverty and marginalization are endemic. It will allow the National Society to explore ways to move from response programming to resilience building based on an understanding of local experience and knowledge and has more space for investments in community-led initiatives supported by all, SARC and its partners.

SARC recognizes the utmost importance of building partnerships within and outside the Movement to deliver its results and perform at the highest capacity. Partnerships with humanitarian and development partners will expand our reach to the affected communities, maximize impact, and increase the sustainability of programmes, services, and development endeavours.

SARC will step up efforts to strengthen organizational capacity, re-imagine volunteering, engage and develop leadership paths for youth, maintain effective partnerships, and secure funding, thus contributing to NSD processes in line with the IFRC NSD Compact. This will ensure that the Movement partners provide collective and complementary support to SARC priorities to NSD to address gaps and avoid duplication. Also, it will identify revenue streams to initiate local resource mobilization, thus mitigating the consequences of reducing external funding.

In terms of sustainable financing and realization of the SARC Strategy 2023-2027, adequate resources will be required while developing an investment plan, which, in turn, will be informed by SARC's revenue generation records as well as by the current and future global and national landscape.

Key initiatives:

- Enhancing an auxiliary role to the public authorities through local action and undertaking reviews of policies and strategies and developing exit strategies.
- Refocus volunteer management (including volunteering in emergencies) and invest in volunteer development and youth engagement to ensure the NS has a relevant structure and system underpinned with policies, procedures, and solidarity mechanisms integrated into core support functions to provide services tailored to local solutions beyond projects.
- Engaging and retaining volunteers and youth through capacity-building initiatives and applying motivational mechanisms as the driving force for local humanitarian action.
- Initiating resource mobilization to improve financial self-sufficiency and core cost recovery by covering overheads according to the costing policy and maintaining core structure and services with a consistent approach to diversifying revenue.

- Strengthening cooperation and coordination with Movement partners by applying the principles and approach of SMCC 2.0 and its mechanisms for all levels of SARC leadership and management and Seville Agreement 2.0 for collective impact.
- Expanding engagement in humanitarian diplomacy to forge new partnerships backed by a well-resourced communications strategy to position SARC at all levels.

IMPLEMENTING ARRANGEMENTS

COORDINATION AND PARTNERSHIPS

Recognizing the importance of strong partnerships, SARC will embrace the partnership values with its culture on strategic and practical levels. Healthy working relations are essential for effective collaboration and achieving synergies, which, in turn, will help the National Society ensure adequate resources for its programmes, core services, and institutional sustainability, especially during the transition period.

SARC will therefore raise its profile within the country and abroad through collective efforts and support of the Movement's partners based on regular exchange of information and strategic dialogues with local and international actors led by the SARC leadership and supported technically by the Performance and Partnership Support Department. Innovative approaches will be applied, such as unified planning and coordinated assistance to establish new and strengthen existing partnerships to expand the reach and presence across Syria; also build capacity for resource mobilization and revenue generation, which will be reflected in the SARC Resource Mobilization Strategy (2024-2026) and backed-up by joint support through the Federation-wide Resource Mobilization Plan with significant contribution from the Participating National Societies (PNSs) presented in the country.

Both will be underpinned by the active engagement of SARC in international dialogue and humanitarian diplomacy with the Movement partners and donor organizations (UN agencies, INGOs, Foundations, Embassies, etc.) to develop multi-year and sustainable partnerships for the benefit of the NS programming and development initiatives, including securing funding and piloting innovative and social financing partnerships. Given the decrease in funding, SARC will also explore new funding opportunities through various fundraising mechanisms: individual giving and private sector partnerships, thus initiating a dialogue with new donors regarding the diversification of income streams and improving the existing reporting system to enhance accountability to stakeholders.

IMPLEMENTATION, MONITORING, AND REVIEW

SARC will operationalize the Strategy by involving all layers of SARC management with clear roles and responsibilities of its key functions¹⁴ and establishing a strategy control system to ensure effective and collaborative action at all levels of the National Society that will measure and maintain the strategy's performance and its implementation. Strategic control will include planning, progress tracking, and control by adjusting it as needed. Performance frameworks will be developed for each department and unit according to priority areas defined in strategic goals and enabling actions that form key indicators to be tracked over four years. Strategic goals converted to operational goals with performance indicators will be monitored semi-annual to assess whether the goals are being achieved. The tracking system at the

¹⁴ Enclosed Annex 3 – SARC Key Functions and Roles

programme level with clear procedures will help SARC obtain data used as the baseline to meet and interconnect with the SARC's operational plans.

The basis for monitoring and quality control will be the Strategy roadmap developed by PPSD in close collaboration with programmes under the supervision of senior management. The Strategy roadmap will be broken down into annual plans corresponding to NS's annual operational plans. Evidence-based collaborative monitoring by all layers of SARC will ensure the monitoring of the direct measurable impact on the organization and the indirect positive effect on values, organizational culture, and practices toward the successful implementation of the Strategy.

Monitoring and review will be focused on the provision of feedback on the execution of the Strategy, identification of timelines and assessment of progress on reaching the results, foreseeing risks, and upcoming challenges, including actions for resolving them.

Monitoring will be carried out by the PPSD NSD & SP Unit with technical support from the MEAL Unit and the active involvement of programmes and services, in close cooperation with partners, as SARC will regularly update and share all the necessary data generated from the monitoring, mid-term, and final review, and reports with all key stakeholders.

MID-TERM AND FINAL REVIEW

SARC Strategic Planning Steering Committee, composed of the leadership and senior management staff, will be actively engaged in reviewing the execution of the Strategy and decision-making for any adjustments needed. SARC Governing Board will review implementation progress with updates and reports every six months.

In addition, feedback on progress, lessons learned, and results will be provided to partners and key stakeholders during the Movement's platform and coordination meetings, Steering Committee meetings, and roundtables at the branch and headquarters levels. SARC will explore traditional and innovative ways to advance learning and adaptation based on consolidated reports, experience exchanges, and publications.

The PPSD MEAL and IM units will consolidate quarterly reports from branches and semi-annual reports from programme departments.

A mid-term review of the Strategy will be held in 2025 and a final review in early 2027. Review processes will involve all key stakeholders, including local communities, ensuring accountability to all through participatory planning and accurate and timely reporting, as emphasized in the enabling actions.

Risk Analysis and Management

SARC operates in a complex and rapidly changing environment, performing high-risk operations throughout the country to help those in need, which requires effective risk management with a proactive approach to identify, analyze, and address risks through timely and appropriate action before they become major problems. Regular context and risk analysis, critical for SARC at all levels, will allow the National Society to explore opportunities and reduce exposure to potential threats, thereby adjusting the implementation of the Strategy, its priorities, and goals, not only at the strategic level but also at the operational and programme levels, to enhance the performance and achieve strategic goals.

SARC recognizes risk management as an integral part of the implementation of the Strategy, which will be integrated into SARC's planning and operational processes and communicated as necessary to achieve its vision, mission, and guiding principles while implementing the strategic, operational, and programme plans.

The risk management framework, along with risk mitigation strategies, will support SARC in its ongoing work of identifying, assessing, and making risk-based decisions to respond to threats that may impact the reputation or the complex processes that guide the planning and enforcement of policies, strategies, tools, and measures and optimize the use of resources to achieve the goals and build organizational resilience. SARC therefore will strengthen the risk management and internal audit functions to implement the risk management framework to ensure essential humanitarian assistance to communities in need while safeguarding donor investments and its reputation as a trusted partner.

When developing the SARC risk management framework, consideration will be given to identifying the internal risks associated with, for instance, staff and human resources issues, communication and resource management, regulatory obligations, ICT issues, and security, succession planning, acceptance of the organization, etc., and external risks related to natural disasters, technological and accidental hazards, and hostilities, to maximize opportunities for addressing threats based on informed decision-making, using the risk register tool and other practices of the Movement partners, to be dynamic and responsive to change and capable of continual enhancement.