



Vanuatu Red Cross Society

**Strategic Plan** 2017-2020





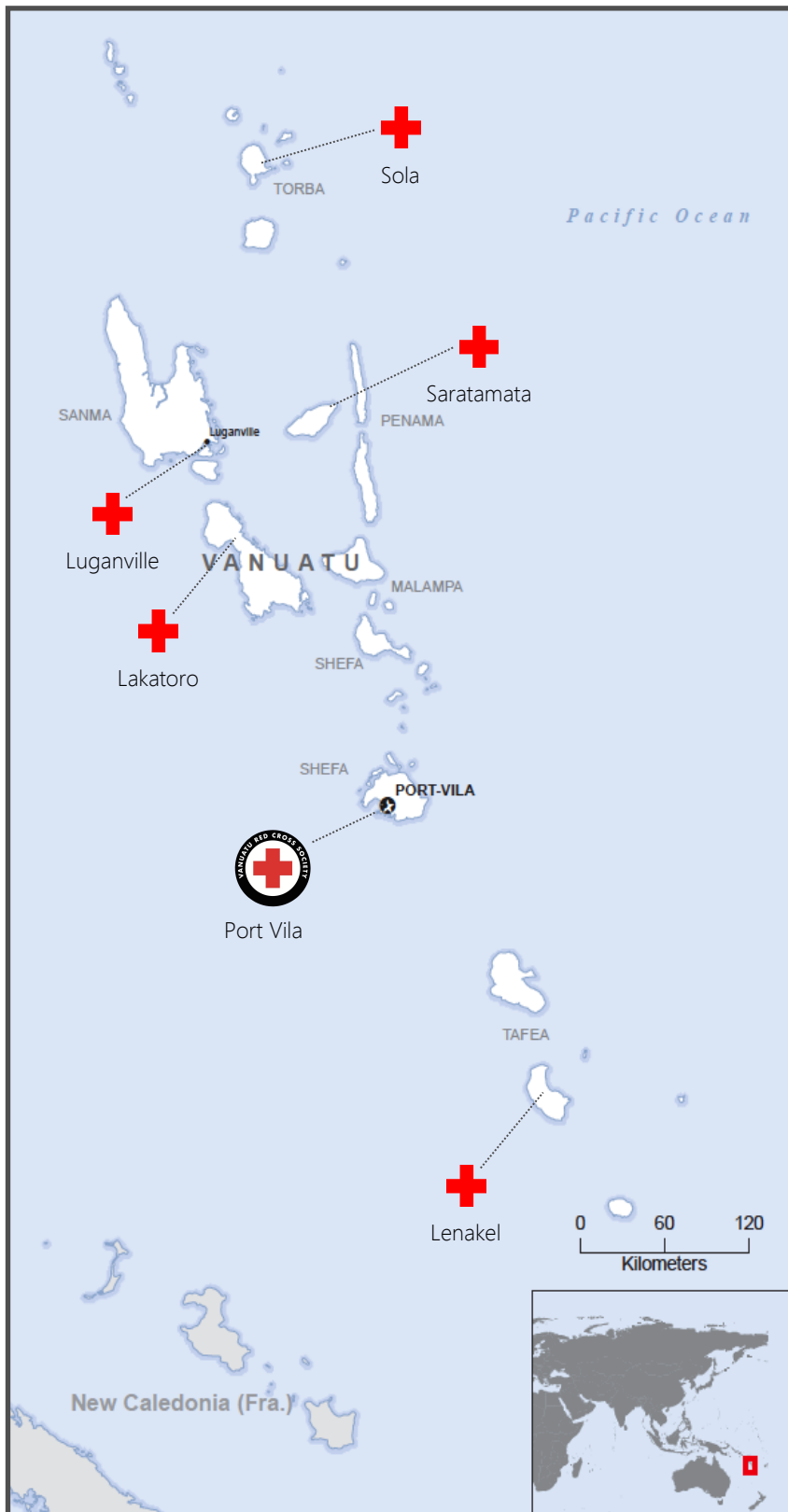


## Our Vision:

To be the leading humanitarian organization in Vanuatu, by providing professional, effective and quality services.

## Our Mission:

Our mission is to improve the lives of the most vulnerable, without discrimination, through voluntary service.



## Contact Us

Vanuatu Red Cross Society

Rue D'Auvergne, Nambatu

PO Box 618, Port Vila

(+678) 27418

[www.vanuaturedcross.org](http://www.vanuaturedcross.org)



In 2015, Cyclone Pam brought massive change to Vanuatu Red Cross, our level of programming, along with technical support to implement those programs, increased dramatically. As we reach the end of the recovery period, and programming starts to return to normal levels, we have had the chance to consider our future and where we want to go from here.

This Strategic Plan is the result of an extensive consultation process. Ensuring that we captured the input of all stakeholders, from board members to government ministries to volunteers, allows us to be sure that this plan is the best representation of what is required of Vanuatu Red Cross Society at this time.

We will continue to focus on our core activities of disaster preparedness and response and health but we will also

be aiming to grow our social development and inclusion programming in response to an identified need. We will also be looking for innovative ideas on how to tackle the problems our communities face and will seek new funding opportunities that will allow us to diversify our approach.

Cyclone Pam showed us that we have great capacity to operate at a much higher level but it also highlighted some areas in need of improvement. For example, our branches are one of our greatest assets, making us a truly nationwide organization, however we also need to work to strengthen their capacity to operate autonomously and respond to the needs of their local communities.

Governance is another area that we want to focus on over the next few years. To ensure that we are best representing the people we aim to serve, we need to make a concerted push to increase membership of the Society. The larger and more diverse our membership, the more in touch we will be with the needs of communities and the greater our ability to respond to those needs.

To improve the ability of the Society to function into the future, we will be placing a strong focus on developing new fundraising activities and

strengthening the ones we already have. Decreasing our dependency on project funding would allow us a greater capacity to respond to small-scale disasters and emergencies as they occur.

Achieving the targets we have set will require hard work and determination but I am confident that we can do it by working with communities and our partners towards a shared vision of a stronger and more effective National Society.

**Ati George Sokomanu**

**Board President**

# Our Strategic Plan for 2017-2020



Welcome to the Vanuatu Red Cross Society 2017-2021 Strategic Plan. This plan is the result of a consultative process with our stakeholders, and it builds on Vanuatu Red Cross Society's (VRCS) 2013-2017 Strategic plan. This strategy is also aligned with Strategy 2020 (endorsed by VRCS in 2009 during the IFRC General Assembly) and the VRCS-endorsed recommendations from the Organizational Capacity Assessment Certification (OCAC) processes conducted in 2014. In addition, this strategy is aligned with the 2016 Pacific Commitments adopted by 14 Red Cross Societies in the Pacific in October 2016.

Since 2014, VRCS leadership has embarked on a long journey to consolidate various internal assessments and reflective processes into this revised strategy. In October and November 2016, the VRCS Governance and Senior Management

team (SMT) members spent a critical period of time conducting an internal analysis to understand the current state of VRCS, including a review of its current operations, its governance, and the current state of its branches and staff capacities. These reflective processes have also helped identify external trends, opportunities and risks that could influence the future of VRCS in the next five years.

The Strategic plan is comprised of four strategic aims. Our plan is focused on the needs and expectations of our stakeholders. In addition, the implications of our changing strategic environment helped shape our strategy.

Key trends identified include:

- The impact of climate change in Vanuatu and how the lack of access to safe water has affected public health and food security across the country
- How the disaster-prone nature of the country requires urban and rural community preparedness
- Increasing expectations that humanitarian organizations are transparent about the use of funds and their impact on the communities they serve

With these trends come opportunities

and challenges for VRCS to leverage including:

- The need for VRCS to become a more diverse, representative and accountable organization, by developing its branches, broadening its membership base and improving its management systems
- A revision of VRCS auxiliary role with the Government of Vanuatu
- Partnering with others to co-design and mobilize resources to support communities in need
- Investing in youth and volunteerism to deliver an even greater humanitarian action

In this context, VRCS has formulated its strategic objectives and outcomes to position VRCS to make a tangible difference to communities in Vanuatu.

A handwritten signature in black ink, appearing to read 'Jacqueline de Gaillande'. The signature is stylized and includes a long horizontal flourish.

Jacqueline de Gaillande  
Chief Executive Officer

# Strategic Framework 2017-2020

## Our Targets

---

### Strategic Aim One

Save lives and strengthen resilience to disasters and crises

---



200 men and women trained for Emergency Response Teams



Pre-positioned disaster relief stock for 1500 households



30,000 people reached with disaster risk reduction and climate change adaptation activities



300 people reached with livelihood activities

### Strategic Aim Two

Enable healthy and safe living

---



5,000 people with improved water, sanitation and hygiene



40 new communities reached with CBHFA activities



A volunteer health emergency response team established and trained



2,500 people in urban areas with improved knowledge of how to combat NCDs

### Strategic Aim Three

Promote social inclusion and a culture of non-violence and peace

---



100% staff and active volunteers trained in gender, protection and inclusion



50 communities reached with message of non-violence



250 young women trained in basic life skills



Gender & diversity policy produced and adopted

### Strategic Aim Four

Build a stronger, self-sustainable, accountable and diverse National Society

---



2 major fundraising events conducted by each branch every year



500 financial members



Funding arrangement established with Vanuatu government



2000 commercial first aid customers



500 active volunteers



# Strategic Aim One

## Save lives and strengthen resilience to disasters and crises

---

Responding to disasters and building community resilience is an essential element of VRCS strategy and is one of the areas where the National Society has the most experience. VRCS seeks to build on this experience and to continue strengthening its service delivery in this sector.

The National Society seeks to ensure that its branches and HQ maintain a high level of readiness in the face of future emergencies through relevant

training, simulations, participation in relevant networks and establishing effective and reliable modes of communication with its branches.

VRCS will ensure its disaster preparedness is maintained through successful pre-positioning of NFIs in key geographical areas and regular training of Emergency Response Teams. Disaster risk reduction (DRR) programs and the participation of new and existing community disaster and climate change committees (CDCCCs) will play a large role in improving preparedness at the community level.

It is widely acknowledged that climate change, coupled with urban migration and prevalent poverty have had a deep effect on the livelihoods and preparedness of the urban population. VRCS hopes to launch an urban resiliency program that focuses on creating income generating opportunities for vulnerable households, specifically within informal settlements.

### 1.1 Ensure effective and coordinated disaster response

- Improve readiness of branches to respond to disasters
- Strengthen logistics capacity
- Strengthen partnerships with NDMO and other humanitarian actors

### 1.2 Assist communities in high risk areas to prepare for and respond to disasters

- Work with CDCCCs to prepare communities for disasters
- Establish resilient livelihoods for communities
- Focus on climate change adaptation as a high priority

# Strategic Aim Two

## Enable healthy and safe living

---

**Improving the health of communities, in particular through increased access to water, better sanitation and good hygiene, is another strength on which Vanuatu Red Cross will continue to build.**

Water, sanitation and hygiene programs (WASH) have been a main activity of Vanuatu Red Cross for the last five years. The team also gained considerable experience implementing and managing WASH programs linked to the TC Pam response operation. Coupled with continual threat of both sudden and slow onset disasters such as Cyclone Donna and the drought like conditions caused by El Nino which affect the populations access to water

and ability to practice good hygiene, the National Society has identified WASH as a key area in which to focus activities. The core programs that VRCS would like to expand on include hygiene promotion through the Participatory Hygiene and Sanitation Transformation methodology, and increasing the access to safe water through the installation and/or rehabilitation of water sources and facilitation of the Drinking Water Safety & Security Plan (DWSSP) program in communities. Expansion of the WASH in schools program is also a key aim following the success of the pilot implementation of this program in 2016.

Non-communicable diseases (NCDs) have been identified as a key public health issue in the Pacific and Vanuatu

is no exception. Lifestyle factors contributing to the rise of NCDs are particularly prevalent in urban areas. In addition, vector-borne diseases are a continuing issue. Vanuatu Red Cross has identified Community-based health and first aid (CBHFA) methodology as a potential conduit through which the public health needs of vulnerable communities can be addressed and aims to expand the program to new areas in need.

The Dengue Fever emergency response in early 2017 has highlighted the opportunity for VRCS to work in partnership with the Ministry of Health on public health emergencies. The National Society aims to improve its preparedness to respond to these situations as requested by the Vanuatu government.

### **2.1 Improve the health of vulnerable people through increased access to safe water, sanitation and hygiene services**

- Improve community WASH knowledge, behavior and practice
- Establish new WASH projects in areas experiencing high levels of water stress
- Expand WASH in schools program

### **2.2 Increase access to health information and improve public health response**

- Work with the government to improve public health in emergencies
- Establish programs targeting non-communicable diseases in urban areas
- Expand CBHFA program to new areas

# Strategic Aim Three

## Promote social inclusion and a culture of non-violence and peace

---

As a cross-cutting issue, VRCS seeks to ensure that its programs integrate gender balance and are inclusive of the most vulnerable groups including elderly, the disabled, women and children. VRCS programs seek to improve equitable access to basic services, considering different needs based on gender and other diversity factors.

It is acknowledged that gender inequality is a significant barrier to the participation and representation of women in the community. Targeted programming can assist in meeting the needs of vulnerable groups as well as

working towards greater equality. VRCS aims to promote the empowerment of young women in their communities through the provision of life skills training.

The incidence of physical and sexual violence in Vanuatu is extremely high, with over 60 per cent of women and girls experiencing some form of violence in their lives. UN Women has identified a serious lack of coordination in response to cases of physical sexual and emotional abuse from formal justice agencies and medical and counselling services. It has also identified a lack of clear and consistent information on the fundamental rights of women and children, the laws that protect them and how they can access the formal justice system. VRCS long-

term programs seek to encourage communities to prevent and respond to inter-personal violence towards vulnerable groups.

Gender, Protection and Inclusion (GPI) will continue to be an important cross-cutting theme in the work of VRCS in the next five years. Work will focus on mainstreaming GPI across all VRCS projects. Strengthening of VRCS staff and volunteer capacity and knowledge in this area will be undertaken through regular training and monitoring.

To continue its work in this area beyond 2017, VRCS will require further support. The National Society is also hoping to develop a new Gender and Diversity policy, to guide the Society in its incorporation and implementation of GPI elements.

### 3.1 Assist communities to address the needs of the most vulnerable, including disadvantaged and marginalised groups

- Provide training on protection and inclusion to CDCCCs and other community groups
- Improve awareness of gender and diversity principles amongst VRCS volunteers
- Establish programs targeting vulnerable groups

### 3.2 Ensure principles of gender, protection and inclusion are mainstreamed in all VRCS activities

- Aim for diverse representation in all VRCS activities
- Actively monitor our success at implementing inclusive activities
- Practice inclusion and promote diversity in our human resources

### 3.3 Support communities to promote a culture of non-violence and peace

- Encourage community action to eliminate violence
- Strengthen partnerships with local organisations working in violence prevention and response

# Strategic Aim Four

## Build a stronger, self-sustainable, accountable and diverse National Society

---

Enabling action 1 of IFRC Strategy 2020 seeks *“To build strong National Red Cross and Red Crescent Societies”*. It is the foundation stone on which the success of the VRCS strategy will be built. This strategic aim looks to improve structures, systems and services of the National Society.

The Organizational Capacity Assessment and Certification process (OCAC) and Branch Organizational Capacity Assessment (BOCA) are key tools developed by the IFRC Secretariat to support Strategy 2020, in building stronger national societies. It is important to highlight that VRCS has welcomed and endorsed the recommendations from these two processes. To best inform the formulation of Strategic Aim 4, the recommendations from both the OCAC and BOCA process have been integrated.

The Vanuatu Red Cross Society's constitution clearly determines that the General Assembly is the highest authority within the Society and is responsible for the election of the National Board by the members. At the moment it is acknowledged that VRCS holds a very small membership base, which weakens its legitimacy.

One key recommendation is that the legitimacy of VRCS is strengthened by increasing the number and diversity of its members. It is expected that an added benefit will be increased local resource mobilisation.

Another equally important element in the strengthening of VRCS is the empowerment and strengthening of its branches. This will involve fostering a sense of ownership to improve the outcome of their service delivery, encouraging branches to mobilise local resources and increasing financial autonomy.

While the VRCS has quite a number of unrestricted income streams, they are largely insufficient to cover the National Society's needs. The restricted income streams are very much linked to the donor funded projects. It is critical that VRCS implement significant and regular resource domestic mobilization and fundraising strategies that will increase the National Society's domestic income.

Another key area for improvement is the need for increased engagement and recognition of youth volunteers. VRCS is hoping to commence a program designed to remedy this situation by increasing youth engagement and strengthening the volunteer base.

Central to the achievement of this

strategic aim will be improving VRCS' communications and dissemination to the public and key stakeholders on VRCS role and work. Effective communications will improve VRCS' ability to mobilise resources, to recruit volunteers and members and, importantly, to cement the relationship with the Vanuatu government as an auxiliary organization.

#### 4.1 Strengthen governance

- Establish systems to ensure a strong and accountable board
- Recruit a more representative and diverse membership
- Increase awareness of Red Cross and its auxiliary role to the Government
- Clarify roles, relationship and authority of the board and management

#### 4.2 Strengthen branches

- Establish systems to ensure strong and accountable branch committees
- Recruit a membership base in each branch
- Assist branches to engage in local fundraising activities

#### 4.3 Strengthen fundraising and finance systems

- Establish new methods of fundraising
- Strengthen commercial first aid program as a main source of funding
- Invest in finance development
- Improve visibility of the Society and our work

#### 4.4 Strengthen volunteer program

- Recruit more skilled volunteers
- Establish a more effective volunteer data management system
- Train more volunteers in emergency response







