

Strategic Plan 2022 – 2026

Vanuatu Red Cross Society





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Vanuatu Red Cross Society

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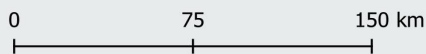
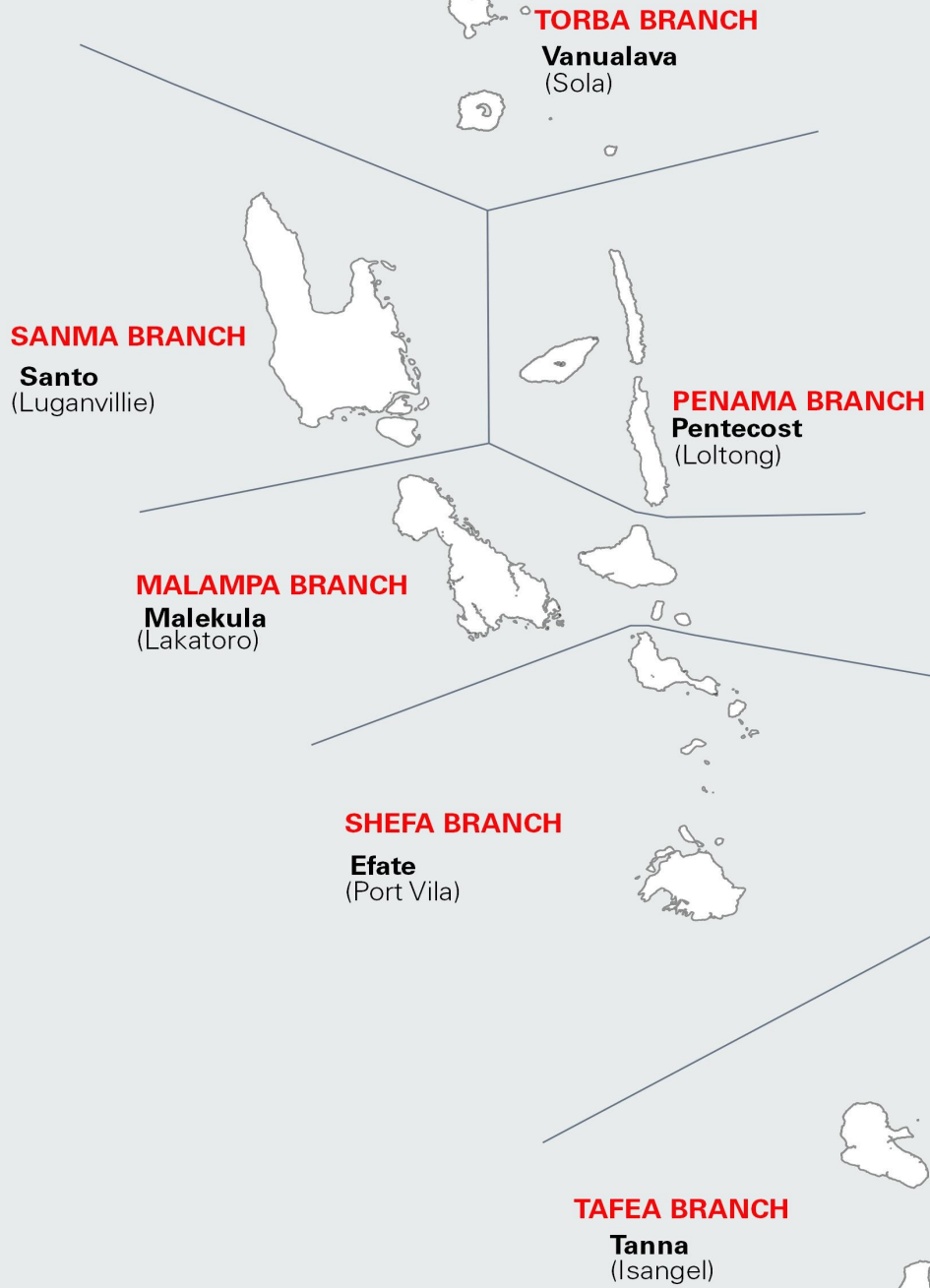
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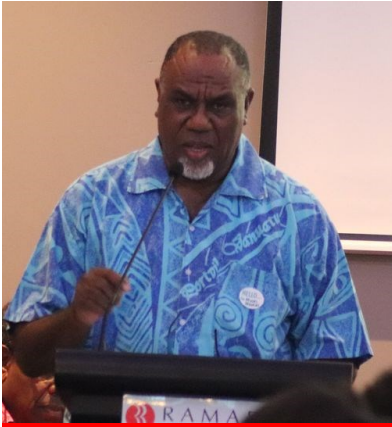
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VANUATU MAP



Foreword



I am delighted to present to you the VRCS *Strategic Plan 2022–2026*, which outlines the strategic visions and goals we have identified to help Vanuatu Red Cross Society realize its full potential and better fulfil its mission to serve humanity in Vanuatu

The process of formulating a new *Strategic Plan* at VRCS has given us the opportunities to take stock on past successes and failures, to determine our visions and future goals in the light of challenges ahead, and to put forward strategies for our developments not only in response to changing needs but also as Vanuatu's leading humanitarian organisation to address the needs of the most vulnerable.

The strategic themes attest to our commitment to achieve excellence through our core functions of:

- a). furnishing volunteer aid to the sick and wounded in time of war and to non-belligerents and to prisoners of war and civilian sufferers from the effects of war;
- b). in the case of catastrophes or public disasters, to provide the victims thereof with relief;
- c). in time of peace or war to carry on and assist in work for the improvement of health, the prevention of diseases and the mitigation of suffering in the Republic of Vanuatu and throughout the world;

- d). In order to implement these strategic aims, we need to develop an enabling environment in which our human, financial and physical resources are appropriately allocated and deployed to help us attain sustainable excellence in our humanitarian services.

VRCS *Strategic Plan* represents the concerted efforts of our stakeholders, partners, National Board Members, Staff and volunteers whose valuable input has been incorporated in this document. Let me take this opportunity to thank all of them for giving us so much food for thought during the process of consultation. I would like to thank, in particular, the National Board for approving the *Strategic Plan* and taking up the responsibility for

I am sure that, with the collaboration of our talented staff, volunteers, and supporters, the goals we aspire to accomplish will in time translate into milestones of which we can be proud. May I thank you heartily for taking an interest in the future of VRCS and the communities we serve.

Moses Stevens Jenery
President
Vanuatu Red Cross Society

Our Strategic Plan for 2022-2026



The next 5 years for Vanuatu Red Cross Society will be exciting as the society plans to expand its reach into the community through its new decentralisation structure. The new structure is formulated in its new Constitution launched in 2019 to fit Vanuatu Governments' decentralisation structure. The decentralisation structure is the platform on which our strategic plan for 2022 -2026 is based.

In the past Strategic Plans were designed to launch services to the most vulnerable from the Headquarter in Vila. The Community see Red Cross come and go, providing essential services and responding to disaster. The next five years will be different. Vanuatu Red Cross will still provide the humanitarian services needed but will at the same time progressively establish its sub-branches following its service delivery. This is to ensure Red Cross maintains a presence on the ground so that future interventions will be more timely and rapid in times of emergency.

Currently Vanuatu Red Cross has a good strategic position in that it has a functioning branch system with NFI inventories in each of the

Our main areas for intervention in the next five years remain as follow:

- Climate Change Adaptation & Disaster Risk Reduction Programs
- Disaster Management
- Health and WASH programs
- International Humanitarian Law
- Child Protection and Gender and Inclusion programs

This Strategic Plan is the result of extensive collaboration with our many partners. I am immensely grateful to them, and to all our Red Cross teams, whose contributions have helped produce a Strategic Plan that truly reflects the diversity of our country, communities and people whom Red Cross serves.

Dickinson Tevi
Secretary General
Vanuatu Red Cross Society

Who we are?

Vanuatu Red Cross Society (VRCS) is a humanitarian organization, which was founded in 1982 by the Vanuatu Red Cross Society Act No: 23 of 1982. Its constitution is based on the Geneva Conventions and the Additional Protocols of 1977, to which Vanuatu is a party, and the fundamental Principles of the International Red Cross and Red Crescent Movement. As auxiliary to the government, the VRCS is at the forefront in supporting the government to address humanitarian needs in the country. VRCS's headquarter is in Port Vila and have branches on other islands which are run by volunteers, led by executive committees. Membership of the VRCS is open to everyone. VRCS mobilize its resources mainly from its local stakeholders and provide humanitarian services through its volunteers' network.

What we do?

In past and currently, VRCS focuses on mainly in the areas of Climate Change Adaptation & Disaster Risk Reduction Programs, Disaster Management, Health & WASH programs, International Humanitarian Law, Child Protection and Gender and Inclusion programs. These areas were focused on

◆ Climate Change Adaptation & Disaster Risk Reduction Programs



- Training of CCA and DRR
- Community awareness of CCA and DRR
- Development of community and school Disaster Management plan
- Promotion of disaster risk reduction approach

◆ Disaster Management



- Advocating and disseminating drought warnings and responding to cyclones,
- Training for emergency response team
- Development of standard operating procedures for emergency response
- Preposition of disaster relief items

◆ Health and WASH program



- Awareness about Covid-19 and promotion of vaccination against Covid-19
- Training in First Aid,
- Health and WASH training
- Respond to health emergency
- Support community to access to water availability
- Dissemination of Health IEC resources

◆ International Humanitarian Law,



- Promoting the understanding of IHL and addressing related issues

◆ Child Protection and Gender and Inclusion program



- Advocate the Protection, Gender and Inclusion policy
- Training on PGI
- Dissemination of PGI IEC resources

◆ Recruiting and mobilization and volunteers



VRCS sets following vision and strategic directions for the year 2022-2026. Our future priorities and work will be guided by our strategic goals and objectives de-

A photograph of a paved road winding through a tropical landscape. The road is flanked by lush green grass and numerous tall palm trees. In the distance, a light blue car is driving away from the viewer. The background shows a dense forest of palm trees under a clear sky.

Our Vision

A trusted leading humanitarian organization providing effective and inclusive quality service to mitigate human suffering

Our Mission

Improve life of the most vulnerable without discrimination through voluntary services and working inclusively with the government and other stakeholders

OUR VALUES

Teamwork and Friendliness

We believe teamwork improves productivity and brings better results. If everyone is friendly towards each other then there will be a sense of cohesiveness and trust, which increases team spirit and morale resulting positive and enjoyable working environment.

Professionalism

We are sincere in doing our work with professionalism and integrity which underpins the conduct, behavior, and attitude of all our staff, volunteers and members in our work environment. Being professional requires ethical behavior, according to our Fundamental Principles, that drives interactions with staff, communities, leaders and communities we serve.

Accountability

We are sincere in willingness to take responsibility for one's own actions. Obligation or willingness to accept responsibility.

Transparency

We are committed being forthright and open in one's dealings and in communicating matters of importance.

Dignity and Respect for all

We believe that all people are equally entitled to respect, and to fair and just consideration at all times. We also respect cultural values of the communities we work in.

Gender Equality

We adopt and strengthen sound policies and enforceable guidelines for the promotion of gender equality. We also promote diversity and inclusion at all levels.

Safety and Child Protection

We are committed to take a preventative, proactive and participatory approach to child safety and foster a culture of openness that supports all persons to safely disclose risks of harm to children.



OUR STRATEGIC GOALS 2022 –2030

Strategic Goal 1

People are resilient, anticipate, respond to, and quickly recover from Crisis

Strategic Goal 2

People lead safe, healthy and dignified lives and have opportunities for all to thrive

Strategic Goal 3

People are empowered to mobilize for inclusive and peaceful communities

OBJECTIVES

Following are the strategic objectives defined to achieve the strategic goals and at the end of the section, the indicators are identified to track, measure and report success for the objectives.

Strategic Goal 1: People are resilient, anticipate, respond to, and quickly recover from Crisis.

We aim to address the challenges due to the risks of climate change and other crises, including natural disasters in Vanuatu. It is important for us to understand the vulnerabilities due to these and enhance our response and preparedness capacities to reduce their impact and contribute to increase community resilience so that they cope with the crises or emerging risks in Vanuatu. This includes increase in our reach to all Islands of Vanuatu so that we can respond effectively to any emergency. The VRCS aim for the leading emergency response organization in country, fulfilling its auxiliary role.

Objective

Indicators

1.1: VRCS skills and resources are enhanced to be better prepared for effective response.

- At least 80 ERT members are trained annually at various levels and in various specialties including RFL
- 75% of space in all VRCS warehouse is allocated for NFIs all the times by 2022
- All emergencies' communications means are in good condition by 2022
- At least 75% of staff are aware and trained on SOPs all the times by 2022
- Headquarter and 50% of the branches have conducted a SIMEX every year
- At least 30% of affected population reached by VRCS in a disaster response operation
- At least 30% population reached by VRCS in a disaster response are provided with safe shelter approach.
- At least 30% of PER recommendations implemented approach each year



Objective

Indicators

1.2: VRCS can effectively facilitate risk reduction activities using a community-led approach in supporting communities enhance their resilience to crisis and disasters. (Capacity to deliver community resilience)

- 300 staff and volunteers at Branch and Headquarters are skill and knowledgeable in the application of methods and tools such as PAS-SA and emergency shelter approach in the communities by 2024.
- A field manual is developed in consultation with branches and local communities to guide the implementation of a community-led resilience roadmap which is appropriate for Vanuatu by 2023.
- Resilience funding grants are awarded to VRCS to support 100% of institutional and community resilience budget every year.

1.3: To strengthen partnership with relevant government authorities and stakeholders on disaster risk reduction, climate change adaption and emergency response agendas.

- At least 3 active MOUs and agreements with relevant government authorities and stakeholders on disaster risk reduction, climate change adaption and emergency response agendas, each year
- VRCS is able to facilitate partnerships between support communities and government units, external agencies and civil society organizations to sustain ongoing resilience initiatives

Objective

Indicators

1.4: Vulnerable communities develop and implement community resilience plans based on a participatory process of identifying and understanding hazards, vulnerabilities, and capacities in addressing crisis and disaster risks, and impacts of climate change.

- At least 5 community resilient action plans developed and implemented in each province by 2026.
- At least 5 communities in each province have marked an increase in their level of resilience by 2026
- At least 5 schools in each province have integrated disaster risk management practices by 2026
- Decrease in the number of injuries and mortality from hazard events annually
- Community-level early warning systems are in place in at least 5 communities in each province supported by VRCS programs by 2026
- Feedback mechanisms between community and VRCS are established by 2022

1.5: Increased efficacy and efficiency in the appropriate delivery of VRCS life-saving, emergency relief items and services to communities affected by hazard events

- Cash-based intervention is used in at least 50% of disaster response operations by 2026
- At least 100 family kits are safely and securely pre-positioned and maintained in all logistics hubs, all the time
- Emergency assessments, post distribution monitoring templates, and SOPs are integrated across sectors by 2022
- Supplies and materials adhere to green responses practices by 2026

Strategic Goal 2: People lead safe, healthy and dignified lives and have opportunities for all to thrive

We aim to contribute our support in safe and healthy life for the people of Vanuatu, who are vulnerable to the health issues, epidemic outbreak and non-communicable diseases. We will improve our capacities and resources in order to not only create awareness but also have good quality of health care in these areas. By doing this we will facilitate opportunities for social inclusion to enhance people's resilience. We will use our expertise to encourage well-being at all levels, including positive social and mental health.

Objective

Indicators

2.1: Enhanced VRCS health & WASH capacity to provide effective response in times of disaster and crisis

- At least 20 multi-skilled staff and volunteers trained in the areas of health and WASH annually.
- At least 20 staffs and 300 volunteers trained on PHiE by 2026
- At least 6 staffs and 300 volunteers are trained on eWASH at all branches by 2026
- VRCS Health & WASH working group established in all branch, with a focal point to support coordination and related programming by 2023
- Health and WASH Policy/ SOP strengthened and integrated with disaster preparedness and response, and PHiE by 2023

2.1: Enhanced VRCS health & WASH capacity to provide effective response in times of disaster and crisis

- At least 30% of affected population received support from VRCS on PHiE and eWASH during crises/disasters
 - At least 30% of affected population supported with Mental Health / PSS services during disas-
-

Objective

Indicators

2.3 To improve access to adequate sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.

- At least 5 communities in each province reached through Menstrual Hygiene Management (MHM) promotion and product distribution by 2026.
- At least 30 communities had awareness on good sanitation practices and have access to improved WASH facilities by 2026.
- At least 16 schools have access to improved WASH facilities (water, sanitation & hygiene) by 2026.

2.4: To strengthen partnerships with relevant government authorities and stakeholders to improve the health of all people of Vanuatu

- At least 3 MOUs are active with relevant government authorities and stakeholders to determine VRCS role in emergencies/disasters and health emergencies (such as epidemics). Actively engaged in all 4 clusters meeting/workshops regularly, all the time.

2.5: To prevent mortality and morbidity associated with outbreaks of communicable diseases through preparedness for epidemics and early actions

- At least 20 community-based volunteers trained on Epidemic Control, every year.
- At least 4 communities reached with awareness on communicable diseases and outbreaks by each of the six branches, per year.
- At least 50% of communities supported with Community-Based Surveillance (CBS) for COVID-19 and other outbreak in potential hot spots

2.6: Enhance capacity of vulnerable communities to identify, understand and address community-based health and first aid needs.

- At least 3 awareness sessions on NCD conducted at community or school levels by each branch per year
- 40 staff and volunteers completed CBHFA ToT by 2026

Objective

Indicators

- Headquarter and each branch retains at least two FA trained instructors all the time
 - At least 5 communities in each province reached with CBHFA programme by 2026
 - At least 50 people supported with Mental Health / PSS services, every year from 2023 onwards
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Strategic Goal 3: People are empowered to mobilize for inclusive and peaceful communities

We aim to promote inclusiveness within our work and our humanitarian services and address the social issues and violence concerning the people of Vanuatu. Our services and programmes will promote mainstreaming of protection, gender and inclusion as well as in engaging human resources in our work. We do this by promoting positive humanitarian values through our youth network and in all that we do for peace at community level. We will increase public awareness and understanding of our Fundamental Principles and the International Humanitarian Law (IHL). We will work with partners and people of all ages, aligning our humanitarian approaches to address the problems that concern us all, and supporting transformative action

Objective

3.1: Enhanced VRCS capacities to promote positive behaviors and peace

Indicators

- VRCS has the required policies (including PGI & PSEAH) and procedures in place to ensure dignity, access, participation and safety of all people by 2023
- NS have internal systems and procedure in place at headquarter and all branches to safeguard their staff and volunteers by 2023
- All VRCS personnel trained in the application of the Fundamental Principles, PGI, CP and PSEAH by 2023
- At least 20 youth/volunteers trained in Agents of Behavioural Change (ABC), every year
- VRCS collects sex, age and disability disaggregated data throughout its operations all the time
- NS have a dedicated focal point for PGI, CP & PSEAH issues by 2022
- Mainstreaming diversity, gender and inclusion, and child protection across all programs by 2022
- At least 5 communities in each province reached in awareness on Red Cross and its fundamental principles by 2026

Objective

Indicators

3.2: Strengthened partnerships with relevant government authorities and stakeholders to promote DAPS approach, operation and programs

At least 3 MoU/Agreement active with relevant authorities and stakeholders in the PGI, PSEAH & CP sector

At least one case study is produced per year

At least 3 national protection cluster meetings attend by VRCS with relevant PGI, PSEAH and CP stakeholder during emergency and non-emergency per year

3.3: Enhancing positive behavior change and social cohesion in the community

- At least 5 communities in each province reached with PGI, PSEAH and CP awareness by 2026
- 6 schools per year reached with PGI, PSEAH and CP awareness
- At least one innovative awareness campaigns per year to reduce gender-based and other forms of violence and abuse
- 5 communities structure strengthened in each province to promote PGI and CP and address PSEAH issues by 2026

3.4 VRCS will confidently influence their authorities on relevant IHL issues and provide a national resource base

- At least 20 VRCS staff/volunteers increase their awareness, knowledge and understanding of IHL and related dissemination activities, including specific topics of interest for Vanuatu and the Pacific, per year
- At least 2 high-level meetings by VRCS leadership on IHL areas with the relevant authorities every year
- At least 4 IHL dissemination and advocacy activities conducted per year
- VRCS promotes the establishment or reinvigoration of its National IHL Committee;



TRANSFORMATIONS

We define following necessary seven Organisational improvements that are essential for us to be prepared to respond to the challenges in Vanuatu and achieve our defined strategic goals. These transformations will be captured and further outlined in a separate VRCS Development Plan

1. Inspiring and mobilizing volunteerism
2. Expanding network of strong branches
3. Functioning effectively as an organization
4. Ensuring Financial Sustainability and Partnership
5. Improving accountability and transparency
6. Undergoing a digital transformation
7. Influencing humanitarian action

Our aim is to improve strategic engagement and management of members, volunteers, and beneficiaries in the organization by strengthening relevant policies and mechanisms. Greater focus will be on developing skillful volunteers and fostering innovative ways of volunteering. The National Society requires a strong, transparent, and accountable management and leadership in all levels including Branches and Volunteers to be able to provide excellence services to the communities.

The availability of friendly management systems and facilities, and policies in the VRCS will provide more efficient, effective, and timely services to capture crucial data and information to fine-tuning services deliver to communities from dedicated and motivated members, staffs and volunteers.

Financial Sustainability is key in mainstreaming of core services provided by VRCS, sustainable and guaranteed fundraising activities is vital, similarly in building closer and stronger partnerships with all local and other stakeholders of VRCS. We will ensure security and safety of staffs and volunteers will be our prime priorities.

Transformations

Indicators

1. Inspiring and mobilizing volunteerism

- Youth and Volunteer policy is revised by 2023
- Volunteer data management system established and updated regularly by 2023
- VRCS context and risk assessment as well as safety and security policy and guidelines are in place and actively followed during deployment of staff & volunteers by 2023
- At least 300 volunteers are insured annually, and insurance will be must for the volunteers deployed during disasters response
- An annual event organized to recognize volunteers for their services by 2022

2. Expanding network of strong branches

- Two functioning sub-branches established per branch and are active by 2026
- 50% of the branches have reached the benchmark on all BOCA attributes by 2024
- Each branch has warehouse for NFI, minimum fully paid two staff and essential office equipment provided by 2026
- Branch governances represent at least 40% female by 2025
- Membership drive will ensure diversity in country by 2022
- All branches are taking decision and delivering need-based services for the communities and sustain it by 2025
- Branches maintain general baseline information of hazards, vulnerability and capacity of their provinces which serves as databases for assessments and operational planning by 2024
- All branches cover at least 25% of their core costs by 2025

Transformations

Indicators

3. Functioning effectively as an organization

- 70% of VRCS's OCAC attributes reached the benchmark by 2026
- VRCS make efforts to improve its leadership and management capacity every year
- Publicly available Annual Report developed outlining the impact of VRCS' work by 2022
- Procurement, logistics, warehousing and fleet management systems and guideline exist, and HQ & Branches guided by it, by 2023
- The VRCS has an approved communication policy and plan that aligns with its strategic and annual plans by 2022
- At least 5% increase in membership every year and members engagement are increased at HQ and branch levels
- HR Management Manual completed by 2022

4. Ensuring Financial Sustainability and Partnership

- At least one long-term funding agreement established each year with stakeholders and partners
- RM committee established an active, RM policy and RM plan developed and up-to-date by 2022
- VRCS has 4 or more significant sources for its unrestricted income, which is sure for the coming 5 years and covers its full core cost budget by 2026
- Procurement, logistics, warehousing and fleet management systems and guideline exist, and HQ & Branches guided by it, by 2023
- Donor and partnership management tasks assigned and managed well at headquarter and branch level by 2024

Transformations

Indicators

- VRCS commercial First Aid programme revenue increased by 10% per year
- Dashboard established to monitor financial sustainability by 2023

5. Improving accountability and transparency

- FDRS requirements are fulfilled every year
- All essential policies as required by constitutions are in place by 2024
- Integrity, Accountability and Transparency mechanisms are in place, including a Fraud and Corruption policy and followed by all governance and management levels by 2025
- Annual report and financial audit conducted by quarter two of following year
- Accurate annual financial reporting and auditing done consolidating all branch financial information by 2023

6. Undergoing a digital transformation

- Install relevant database tools and equipment to enable branch and sub-branch to conduct and analyze research information by 2024
- Video conference facilities are available at all branch offices by 2023
- VRCS has policies and guidelines for ICT (Information, Communication and Technology) for software and hardware usages, internet and backup facilities by 2023
- The skills and competency of VRCS personnel to utilise new digital technologies for programmes and assessments are improved by 2024

Transformations

Indicators

- Data protection mechanisms developed to protect confidential information collected on beneficiaries by 2023

7. Influencing humanitarian action

- Evidence that the auxiliary status of VRCS is being used to influence policy agendas that promote positive outcomes for humanity in country by 2025
- VRCS co leads in shelter cluster and active in at least 5 other cluster by 2022

The Fundamental Principles

The Red Cross and Red Crescent Movement is guided by seven Fundamental Principles.

HUMANITY

The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours – in its international and national capacities – to prevent and alleviate suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for every human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

IMPARTIALITY

The Movement makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the 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

The Movement 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 Movement, in which all National Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide