



Samoa Red Cross Society

Strategic Plan 2021-2025



Act Today, Shape Tomorrow



Foreword

The SRCS is amongst the leading agencies in DM in Samoa and is foremost in responding to the impacts of disasters and climate change by providing community health and care, through first aid, VNRBD recruitment and promoting WASH and ASRH services in order to make a difference in our peoples' lives and to ensure, *“no one is left behind”*. With every possibility of COVID-19 pandemic affecting Samoa, community based emergency preparedness is engaging SRCS like never before. Our daily work from community led health programs on hand washing to engaging with governments to facilitate humanitarian supply chains for PPE, is even more relevant in today's interconnected world than when our global organization was initially founded in the aftermath of conflicts. Our same fundamental principles guide our work over 100 years later. ***Humanity. Impartiality. Neutrality. Independence. Voluntary Service. Unity. Universality.*** With the Covid-19's impacts, we believe that **“no one is safe until we are all safe”**.

Our mission is to recognise our capacity to enable humanitarian support for the most vulnerable people in the community and help them *prevent, prepare for* and *respond* more effectively to the impacts of disasters and climate change, through services that are in accordance with the Fundamental Principles of the International RCRC Movement.

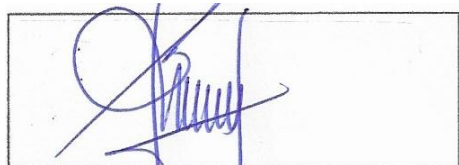
This is the fourth five year strategic plan of the SRCS. The time frame for this new Strategic plan is 2021-2025. The plan was developed out of lessons following the third strategic plan (2015-2020) and the most recent extensive planning and consultation process. It provides a framework for the SRCS as it continues to strengthen its work on **three strategic goals: (i) People anticipate, respond to and quickly recover from crises; (ii) People lead safe, healthy and dignified lives, and have the opportunities to strive; (iii) people mobilise for inclusive and peaceful communities;** and organizational development.

SRCS is confident it will remain a leading humanitarian organization in Samoa NAP for DRM (2017-2021) and a valuable contributor to the successful implementation of the SDS, the Health and the WASH Sectors' Plan, the National COVID-19 Emergency Response Plan and the 2030 Agenda for the SDGs.

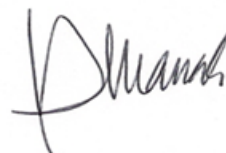
With a strong commitment from the leadership and staff of the SRCS at all levels, together with enthusiasm and support of the Movement partners, the GoS institutions and private sectors, the UN agencies and several other organizations, SRCS strongly believes that it will achieve its strategic goals, objectives and expected results by 2025. The full implementation of the strategy will, however, depend on strong commitment and ownership of the SRCS leadership, staff, and volunteers at all level by integrating resources mobilizing within the National Society to ensure sustainable development and continued sufficient support and resources, a strong commitment from donors, a culture of resource sharing among partners and public support.

We would like to acknowledge and thank focal persons from our Movement secretariat offices in the region and abroad who provided constructive advice, members of our stakeholders and the Samoa community at large, whom we have engaged in the process for their contribution to the planning and development of this strategic plan. We look forward to continuing to work with all our past, present and future colleagues to support the implementation of this strategy, to share its opportunities and challenges and to contribute towards results of the highest standard.

Fa'afetai



Leiatualesa Taii Jerry Brunt
President



Namulauulu Tautala Mauala
Secretary General

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Introduction

This is the 4th Strategic Plan of the SRCS and the time frame for it, is 2021-2025. The Strategy 2025 builds on the experiences, progress and successes of the Strategic Plan 2015-2020, and provides strategic directions to respond to vulnerability and challenges in the next five years. It was developed through a thorough and extensive consultation with various stakeholders and members of our wider Samoan community whom we have worked continuously with through our CBHFA and CDCRM activities.

This Strategy was designed to ensure that, the SRCS activities are in line with our national SDS, NAP for DRM (2017-2021), Health, WASH, Environment and the Community Sectors' Plans, the COVID-19 Emergency Response Plan, including our Pacific and global obligations to identifying and addressing gaps, strengthening linkages, tracking and reporting against the SAMOA Pathway, the Framework for Pacific Regionalism, the Paris Agreement on Climate Change, the SFDRR the WHS and the Grand Bargain, the SDGs and the Pacific Resilience Partnership, supporting the implementation of the FRDP.

In this respect, this SRCS Strategy Plan 2025, aims to be consistent with the IFRC Strategy 2030 overall vision and strategic goals. To do this, SRCS has decided to develop its Strategy in two phases. The first strategy, ***“Act Today, Shape Tomorrow”***, is for 2021-2025, and the second, ***“Local Action, Global Reach”***, will be for 2026-2030. The Strategic Plan 2021-2025, presents synthesized results and reflection of consultations with key stakeholders and communities. It is divided into the three chapters as follow:

- ❖ **Chapter One:** The SRCS describes it as a leading humanitarian organization and explains its mandates and the trends for the future.
- ❖ **Chapter Two:** The SRCS of the future describes the challenges of the National Society and the review of their vision and mission for the next five years.
- ❖ **Chapter Three:** The Strategic Directions set out what the SRCS will do, with focus on the following strategic areas:
 1. Disaster management
 2. Health and care in the community
 3. Promoting human dignity and humanitarian values
 4. Organizational development and strengthening the NS.



Chapter One

The Samoa Red Cross Society

The SRCS is a humanitarian organization, established and recognized by the Government of Samoa (GoS) through Act of Parliament. In its 68 years of existence in Samoa, firstly as the branch of the NZRC in 1952 and currently as an Independent National Society since 1984, SRCS has developed itself into a leading humanitarian organization in Samoa. It has gained credibility and respect nationwide, regionally and globally through its humanitarian work and services over the years.

Leading in humanitarian work

Red Cross work continued in Samoa after the NZ administration left Samoa, and had gradually weakened for several years. Hence, its revival in the early 1980s and further developed with the GoS ratifying the 1949 Geneva Conventions in 1983 and the SRCS was admitted by the ICRC as a recognized member of the IFRC (the Federation), in 1984. SRCS is an Independent National Society, auxiliary to the public authorities (GoS) in the humanitarian field.

SRCS remains very close to the government as their ‘auxiliary partner in the humanitarian field’. The GoS continues to support its obligations to the SRCS through enactment of more laws pertaining to the work of the SRCS and provision of land resources and space to build their national headquarters at Tuanaimato in Faleata and branch office in Tuasivi, Savaii. Further government support provided the National Society with annual funding through FK directives, to help them achieve their mandates in disaster management and community health services, in response to the need of the most vulnerable groups, through the National Society’s core programs and projects’ activities.

With their growing role as an auxiliary to the public authorities in humanitarian affairs, there is an urgent need for better collaboration with development partners through effective and efficient means of working to address local vulnerabilities by building strong partnerships, mobilizing sufficient resources, and scaling up activities that work in line with the Federation Strategy, 2030.

Trends for the future

The demand for natural resources to meet the demand of economic development that are characterized by globalization is higher than ever before, which could have potential implications on climate change and global warming. Climate change together with world economic crisis have affected the economic growth at home significantly; with the increasing price of food and oil. The economic and climate crises often come along with emerging issues. Climate change, in particular, not only endangers lives and undermines livelihoods, but also threatens to exacerbate the gaps between strong and vulnerable, and amplifies the inequities between women and men. In the region, emerging and epidemic-prone diseases pose serious public health and economic threats to Samoa.

The global financial crisis, on the other hand, affecting many countries, including governments, makes it harder for Red Cross to obtain foreign and local assistance. In this regard, SRCS will become more affected by climate change, which will bring huge impact of its own such as natural disasters and epidemic diseases. In implementing the SDS Plan (2020-2021), the GoS will also face challenges that could also affect the humanitarian field operation of the SRCS.

Chapter Two

The **SRCS** of the Future

The SRCS continues to be a strong leading humanitarian organization in Samoa. Understanding the global, regional and national trends, the SRCS is constrained by several challenges with this end in view. SRCS needs to work in full preparedness, partnership and cooperation with government agencies and sector partners, NGOs, our Movement partners, the UN agencies, private sector and the communities, to address these challenges. It also requires redefining of what SRCS wants to be in the future.

Challenges for the future

The following identifies the challenges that the SRCS faces and needs to address in the coming years.

1. New legal status and restructuring.

A new revision of legal status ‘decree’ will be a challenge when it comes into enforcement. SRCS needs to restructure its operations at all levels. Governing board of SRCS needs to be established to ensure the National Society is well functioning. Capacity development and resource support are necessary. Sound policies, procedures and systems need to be in place capable of facing challenges in the coming years.

2. Human resources development and strengthening.

Human resources are critical issue within the SRCS. Number of skilled and experienced staff, correct deployment and retention are of concern and crucial to delivering quality, effective services. Thus, sound human resource policies for volunteers, youths and staff and capacity development are required to be reviewed and further strengthened.

3. Ensuring adequate and sustainable funds and resources.

It has been a potential challenge in mobilizing financial resources and fundraising for rescue equipment and other supports to respond effectively to the urgent needs of vulnerable people and the day-to-day operations of the SRCS. Securing and developing resources to enable the National Society to become less dependent on its PNSs for financial and technical support is of critical importance. Resource Mobilisation Strategy, income generation and fundraising are needed. This will include capacity on funding proposal development and access to external funding sources. Moreover, sound financial management and reporting systems are also needed.

4. Taking humanitarian principles and values into practice.

The limited public understanding of humanitarian values and SRCS work has made the latter less visible in the perception of the people, due to insufficient dissemination activities. A strong culture of sharing and encouragement of influential people to participate and support Red Cross activities remain a potential challenge. SRCS needs to mobilize the general public to support their work.

5. Branch development and support.

Strengthening the leadership and management of the Savaii branch needs to be consistent with the RCRC Movement agenda. Time and resources need to be available for the development and support of the only branch of the SRCS in Tuasivi, Savaii. Capacity development and strengthening are essential, so that leadership, staff, volunteers and youth networks have the capacity to do more, do better, and reach further.

6. Documentation and report systems.

Developing and strengthening a better monitoring, evaluation and reporting system within the SRCS is one thing, but putting it into action and practice is another challenge that needs further capacity building and financial support to ensure that tools and systems are well functioned and leadership is committed to make it happen.

7. Strengthening relations, cooperation, coordination and partnership.

Coordinating diverse partnerships and collaboration with the GoS, the components of the RCRC Movement, the UN agencies, stakeholders and the wider Samoan community, in working together to address issues related to disaster, health and humanitarian values is a challenge. The level of relations, coordination and networking established between SRCS and external agencies are still weak. This is often amplified by poor resources and limited knowledge and commitment, and this needs to be strengthened and improved.

8. Better internal communications and coordination.

Limited communications and coordination between headquarters and the Savaii branch and vice versa. Given interlinkages between core areas of the SRCS, will lead the way towards its overarching mission and strategic goals, that underpin essential requirements for a better communication and coordination mechanism within the National Society.

9. Ownership and sustainability.

It is often challenging for all partners to consider ownership and sustainability of projects and programs. SRCS and partners need to discuss and agree together at the beginning of projects and programs' design on the expectation and level of ownership and sustainability, and to ensure that exit strategies are integrated into each activity.

The complexity of all these interconnected challenges requires the SRCS to transform mind-sets and attitudes towards better work performance. In strengthening the **'power of humanity' to do more, do better, and reach further** for the most vulnerable groups, SRCS must adapt to the challenges and opportunities by renewing the vision and its mission and key core areas of interventions in years to come.



Vision, Mission, Values

our vision

Through humanitarian actions, we strive to empower communities, recognize and address human suffering, respect human dignity and promote peace amongst all people, by:

- ❖ having strong, effective and visionary governance, effective management and will reach all communities of Samoa;
- ❖ deliverance of quality programs which will increase the capacity of households and communities to deal with adversity and disasters;
- ❖ providing appropriate support to the vulnerable communities to be able to respond more effectively in disasters.

our mission

SRCS recognises developing its capacity, to provide *humanitarian support* to the *most vulnerable people* in the community and helps them *prevent, prepare for* and *respond* more effectively to the impacts of disasters and climate change, through services that are in accordance with the Fundamental Principles of the International Red Cross and Red Crescent Movement.

our values

- ❖ **People, are our most valuable resource:** Our work is to build capacity of our communities to work in solidarity and to find sustainable solutions for their most pressing needs and vulnerabilities.
- ❖ **Integrity, is our moral principle:** Our work, is provided in an open, transparent and accountable manner.
- ❖ **Partnership, is our ability to work with others:** Our co-operation with government as our national auxiliary and organizations that share our Fundamental Principles without compromising our Red Cross *emblem*, which represents, **Independence, Impartiality** and **Neutrality**.
- ❖ **Respect, is our ability to recognise others:** We acknowledge, respect, and support the rights and diversity of the communities we work with, and of our volunteers, members and staff, based on non-discrimination and our principle of **Universality**.
- ❖ **Leadership, is our ability to make a difference:** Showing leadership and striving for excellence in our work and drawing attention to the needs and vulnerabilities of and factors that underlie them.
- ❖ **Innovation, is our ability to do new things** Being flexible and willing to adapt services to meet the needs of our people, through supporting new concepts and new ways of doing things, challenging the status quo and initiatives to overcome obstacles in order to maintain competencies and the awareness.

Chapter Three

Strategic Directions: What **SRCS** will do

SRCS work is guided by humanitarian ideals. The SRCS views it as necessary to dedicate itself towards becoming a leading humanitarian organization that is truly effective, efficient, and available at any time to respond to the needs of the most vulnerable groups anywhere in Samoa and abroad. In view of its existing strengths of organizational capacity and the needs of the National Society, particularly the most vulnerable, SRCS has consolidated the progresses made from implementing its Strategic Plan 2015-2020 and to incorporate the learning into the Strategic Plan 2021-2025 by continuing to focus on **four core priority areas as the strategic directions**, towards achieving the IFRC 2030 Strategic Goals.

These priority strategic directions will provide long-term structural support needed to make SRCS a leading humanitarian organization that is capable of an auxiliary role to the public authorities to deliver critical services and provide humanitarian assistance in Samoa and abroad.

Core Area 1: Disaster Management

Core Area 2: Health and Care in the Community

Core Area 3: Humanitarian Principles and Values

Core Area 4: Organizational Development and Strengthening the National Society

The four strategic priorities focus on addressing the daily needs of our people and gearing towards a stronger humanitarian organization in Samoa, in contributing to accelerate the achievements of the SDS and Sectors' Plans and the UN 2030 Agenda for the SDGs that link to the core day to day work of the SRCS that are of equivalent importance and priority. These priorities will be achieved by extending the current core areas and programs of the past five years on a nationwide basis. Cross-Cutting issues are the driving force of the SRCS members, volunteers, youth, gender, advocacy and capacity building.

The IFRC 2030 Strategic Goals

Our strategic goals are rooted in our Fundamental Principles and are aligned to all members of the International RCRC Movement including SRCS. They contribute to major global, regional and local humanitarian and development frameworks of the UN 2030 Agenda for the SDGs, the SFDRR, the International Health Regulations, the Paris Agreement for Climate Change, the FRDP, the Samoa SDS and Sectors' Plans alongside other major compacts and alliances we are committed to, by making clear and direct contributions towards:

Goal 1: People anticipate, respond to and quickly recover from crises;

Goal 2: People lead safe, healthy and dignified lives, and have opportunities to thrive;

Goal 3: People mobilise for inclusive and peaceful communities

The SRCS is committed to be with the community people, and providing timely and effective assistance to the most vulnerable people where needed. Its strategy is presented diagrammatically in Annex A.



Strategic Goal 1:

People anticipate, respond to and quickly recover from crises

Core Area 1:

Disaster Management

Overall, Samoa has shown resilience to multiple and frequent natural hazards and disasters and external shocks from the Global Economic Crisis, the 2009 Tsunami, 2012 Cyclone Evan and 2018 Cyclone Gita. Despite steady economic growth with peak growth of 7.1% in 2015-2016 following the recovery from these disasters and external shocks; there was the increase of the basic needs poverty from 18.8% in 2013 to 22.7% in 2018 and declining economic growth mainly due to industry slowdown with the Yazaki Samoa manufacturing plant closure in August 2017. There was also a rise in unemployment rates from 8.7% in 2012 to 14.5% in 2017.

Whilst resilience in terms of governance, coordinated response and recovery has strengthened, the recent tragic results of the Measles Epidemic in 2019 highlighted significant gaps in our health system; albeit the lessons learned have placed Samoa in a better state of preparedness towards national response to the COVID19 pandemic. Samoa as of December 1st 2020, remains COVID19 free. Steps taken to prevent the spread of measles and now COVID19 are impacting the economy with a decline in GDP per capita and expanding budget deficits due to decreasing visitor numbers and earnings from tourism for the first time since June 2018 quarter.

Investing in human capital has always been at the top of the national agenda. So far, there are mixed results on the global maternal and child health targets but improved primary health care service access. High morbidity and mortality rates are reported from NCDs. Despite this, there is good progress in addressing the risk factors of NCDs with alcohol and tobacco use declining and levels of physical exercise and healthy eating increasing over the past 10 years. The recent Measles outbreak revealed gaps that are being addressed with a thorough review of the vaccinations and health information management systems. Gender equality and empowerment is key in Samoa's national development approach. While there is overall positive progress in the participation of women in decision making at all levels, there is high prevalence of gender-based violence and domestic violence.

There is near universal access of the population to essential services such as safe drinking water, sanitation and electricity services. Efforts for digital transformation are resulting in increased access to mobile technology and internet and enabling such services as financial inclusion. The challenge is to maintain and improve the quality of water and sanitation, ensure affordable ICT and more clean energy consumption. Samoa continues to invest in climate resilient infrastructure and ensures the integration of climate change across all sectors.

Challenges highlighted are the limited capacity including for implementation, data analysis and management at all levels; uncoordinated partner SDG support efforts; increased vulnerability to external shocks, disasters and emerging threats including health crises. There is still much to be done in disaster preparedness and response by the SRCS, despite its recognition as a leading humanitarian organization, yet, the National Society requires a stronger organization to meet new challenges in the coming years, like climate change adaptation, an increasing number of road accidents in country, and new pandemics. There is a critical need to have trained and well-equipped emergency response teams throughout the country, and to strengthen partnerships at all levels to make communities stronger and more resilient in disaster preparedness and risk reduction.

Under Strategic Goal 1 and Core Area 1, SRCS has set these specific objectives:

- 1. To reduce the risks of disasters and mitigate the impacts by improving the National Society's preparedness and response capacity and mechanisms.*
- 2. To cope with disasters by improving the awareness and capacity of communities in disaster preparedness and response to disasters.*

By the year 2025, SRCS institutional and technical capacity on preparedness, prevention and mitigation for response and risk reduction to successfully deliver relevant services to community in need, will be strengthened. Moreover, preparedness, prevention and mitigation of the community to cope with disasters and emergencies will be improved. Together, this will result in improved knowledge and skills of the vulnerable communities and local authorities in disaster preparedness, response and risk reduction interventions using community empowerment through CDCRM approach.

The SRCS is committed to saving lives, contribute to alleviating human suffering, damages and losses, and to protect, comfort and assist people affected by disasters. It is the basic obligation of the National Society to have well prepared and effective means to help and meet different needs of the most vulnerable people – wherever and whenever possible.

SRCS work is driven by the key guiding principles of the RCRC Movement that focuses on an effective and responsible disaster management work along with the global warming issues. In the next five years, SRCS will continue to focus and work through the CDCRM program and innovate other activities relating to preparedness, risk reduction, response, and recovery from disasters. Restoring family links and management of human remains will be included as part of the SRCS Disaster Preparedness Plan.

Strategic Goal 2:

People lead safe, healthy and dignified lives and opportunities to thrive.

Core Area 2:

Health and Care in the Community

Samoa is suffering from alarming rates of NCDs. Samoa has an epidemiological profile showing high estimates of overweight and obesity as well as high blood pressure and blood sugar. Diabetes mellitus type II and its complications, cardiovascular disease and hypertension feature prominently in the leading causes of both morbidity and premature mortality. In addressing this epidemic, tackling health literacy was important and a qualitative study was conducted with the aim to explore health literacy in Samoa in relation to NCDs. The study revealed that health literacy in Samoa is strongly influenced by their culture. Personal responsibility is lacking. The family circle is central to health in a community where support is provided through the church and local groupings. Basic knowledge of NCDs was present in the population, but a deeper understanding of chronic disease implications was lacking. Difficulties with regards to medication adherence for chronic diseases arose as a topic, and traditional healers are still strongly embedded in the local society. The health system's performance, especially primary care services at the local level, is suffering from the high burden of NCDs and has been challenged to respond to the needs of the community it serves.

Meantime in Samoa, memory of the tragic measles outbreak in late 2019 has galvanized communities to keep themselves safe from COVID-19, using traditional resources and a holistic approach. In early 2020, health authorities in Samoa became aware that if COVID-19 arrives in country, health facilities and health workers could be overwhelmed. High rates of NCD including cancer, diabetes and heart disease means that many people would be extremely vulnerable to the virus.

The present health system was developed and strengthened as part of health reforms with the objective of improving quality of life for all Samoan people. With this strategic national goal in mind, a nationwide network was created under the leadership of the MoH consisting of primary, secondary, and tertiary health care facilities. At present, publicly funded health services dominate the Samoan health system.

Under Strategic Goal 2 and Core Area 2, SRCS has set these specific objectives:

- 1. To provide a safe and adequate blood supply for people requiring blood transfusion services through the promotion of VNRBD;*
- 2. To improve first aid skills among young people and communities by strengthening the first aid capacity of the SRCS;*
- 3. To develop SRCS capacity in psychosocial support to meet the needs of communities in emergencies.*
- 4. To provide access to health information, water and sanitation, and community based healthcare services for vulnerable people in normal times and in health emergencies.*
- 5. To support PLHIV and their families to access relevant health information and services.*
- 6. To increase access to health services for the most vulnerable people through health equity funds and access to maternal services for pregnant women in rural areas.*
- 7. To ensure food security and adequate nutritional status for the most vulnerable households in remote communities.*
- 8. To contribute to a reduction in the number of road accidents by promoting road safety and preparing to respond in emergencies.*
- 9. To provide medical support in emergencies.*

By the year 2025, SRCS is committed to re-strengthen community health and care, being one of its core services to reduce disease and morbidity among children and women. SRCS is also committed to prevent communicable disease and provide skills to meet the challenges for PHiE. Prevention and response will be effectively promoted through the involvement of youth and volunteers of the National Society. The collaboration between the core areas of disaster management and healthcare is in immediate need of strengthening. With a mandate to procure a safe and adequate blood supply through VNRBD, SRCS is an active member of the Samoa National and Technical Blood Transfusion Committees.

In the next five years, SRCS will prioritize and continue to implement the MoU with the MoH regarding the VNRBD Services, and to work on CBHFA program on communicable disease prevention, water and sanitation, PHiE, ASRH and others. Given that road accidents are increasing, SRCS is paying more attention to road safety awareness education and prevention to reduce road accidents and the impacts. SRCS will strengthen its First Aid response teams and scale up the training courses for companies and organisations and provide community health and care services to the affected populations in emergencies and disasters through its strong community based Red Cross volunteers networks. In case of emergencies, the SRCS will also provide advocacy work in support of the national response in mitigating the impacts of SGBV and HIV/STIs on the socio - economic development notably by supporting PLHIV, PwD, PCI.

Strategic Goal 3: People mobilise for Inclusive and Peaceful Communities

Core Area 3: Promotion of the Movement's Fundamental Principles and its Humanitarian Values

The disadvantaged groups include women and girls, the elderly, PLHIV, PwD, PCI and members of ethnic groups who are subject to harmful cultural and social practices. On the other hand, lack of understanding of humanitarian values and importance of Red Cross work will limit the public participation and support in the humanitarian efforts in Samoa.

SRCS is obligated by its mandate to promote the fundamental principles and humanitarian values of the Movement so that the rights of disadvantaged groups are addressed and guaranteed. To do this, the SRCS needs to do more to create space for public participation and understanding of humanitarian action, to do better in service delivery and to mobilize the power of humanity towards tackling community vulnerabilities. Participating and taking the lead actively by our Red Cross youth and volunteers, are key to doing more and better, especially in reaching out to the most vulnerable groups.

Under Strategic Goal 3 and Core area 3, SRCS has set these specific objectives:

- 1. To increase public awareness and understanding of the International RCRC Movement's Fundamental Principles and the International Humanitarian Law (IHL).*
- 2. To raise the image of the SRCS as a leading humanitarian organization.*
- 3. To gain support from and secure involvement of the general public - morally and financially - so that the SRCS can serve the most vulnerable people.*
- 4. To improve a strong youth and volunteer network and ensure their participation in the humanitarian actions of the SRCS.*

By the year 2025, a strong image of the SRCS with efficient service delivery will translate into more funds and trust and confidence from the general public. The key messages of the Movement are promoted widely; and the understanding of global challenges and issues that will get the attention and support are increased. The Fundamental Principles, International Humanitarian Law and humanitarian values are regularly promoted for staff, core groups, Red Cross youths and volunteers, law makers and other relevant people, effectively promoted. A strong and active youth and volunteer networks is strengthened and expanded in delivering timely and effective humanitarian assistance.

In the next five years, SRCS will strengthen the mechanism and/or create additional means, if necessary, for the dissemination on humanitarian principles and values, IHL and the SRCS emblem to the public and Government officials at all levels. Well planned awareness campaigns are needed, which cover the general public, including the PwD, PCI, PLHIV, the elderly as well as victim assistance. The SRCS will encourage volunteer and youth in taking leadership in action and promoting the ideals of humanity, thereby delivering timely and effective humanitarian assistance. Supporting networks of volunteers and youths and their participation in humanitarian efforts is to be further mobilized and strengthened. The SRCS is committed to strengthening and supporting existing volunteers and youth as well as recruiting more to participate in all activities of the National Society at all levels.

SRCS will ensure that all four core areas of the National Society integrate volunteer and youth and empower them to participate and take action in appropriate ways. Equally important, SRCS will ensure that all core program areas conduct their work in accordance with the basic principles and values of the International RCRC Movement.

Strategic Goal 4:

Strengthening the SRCS position as a leading humanitarian organization and well-functioning National Society.

Core Area 4:

Organizational Development and Strengthening the National Society

In realizing the four overarching core priority areas, SRCS seeks to organize itself effectively and efficiently through two key Enabling Actions.

Enabling Action 1: Building a Well-Functioning National Society

This emphasizes the primacy of a strong SRCS as the foundation for all its work. Building a strong National Society requires time, resources, strong commitment from leaders, staff and volunteers, and support for staff capacity development. Existing structures and mechanisms need to be improved with clear working systems and procedures. SRCS is committed to sustainable growth because the Red Cross wishes to do more for vulnerable people.

Under Enabling Action 1 of Core Area 4, SRCS has set these specific objectives:

- 1. To improve SRCS position by enforcing the legal status as a leading humanitarian organization in Samoa;*
- 2. To initiate the process for adoption of the Red Cross emblem and law.*
- 3. To develop the governance and management to ensure SRCS becomes a well functioning NS.*
- 4. To build capable human resources (volunteers, youths, members, staff) to carry out effective humanitarian work.*
- 5. To commit and to be proactive for income generation/fundraising and resource mobilization for the SRCS in partnership with all stakeholders both domestically and internationally to ensure sustainable development.*
- 6. To improve the overall management systems and facilities for efficient and accountable operations.*

By the year 2025, SRCS will be on the road as a well-functioning National Society. The SRCS is building a well-functioning branch/es and a strong independent leadership and management with a better and stronger infrastructure in place (from branch to community volunteers). Good governance will be strengthened to ensure that stated strategic goals, objectives and outcomes are fulfilled and achieved. The SRCS human resource will be strengthened (including youth and volunteer) through a development and management strategy. Systems and policies are developed, and volunteers, youths, members and staff are dedicated and motivated. The administrative and financial structures, systems and procedures are strengthened to build its operational management capacity. More importantly, SRCS will have effective and sustainable fundraising activities by building a credible image and efficient service delivery. Sustainable fundraising is vital for SRCS to continuously support its activities. Capacity for strategic plan development improved with Planning, Monitoring, Evaluation and Reporting systems (PMER) where responsibility within its Headquarters and branch are clearly developed and strengthened.

In the next five years, SRCS will continue to modernize its working methods and systems. This will ensure that its entire infrastructure at branch level is in place for the delivery of the day-to-day operations and management. It ensures sound management policies and systems, functioning governance, PMER systems are in place using Federation wide reporting system as one of the tools; and requires a good benefit package for staff and volunteers. The SRCS needs to develop sustainable and systematic fundraising that provides for sufficient financial resources. SRCS has prioritized the organizational development as key and foundation of a well-functioning of National Society. Priority is given to strengthening responsible governance and management of cabinet, branch/chapter development, human resource (including youth and volunteer), capacity development, financial & administrative development, a better resource mobilization strategy, and setting up the PMER unit.

Enabling Action 2: Building partnerships and strengthening cooperation

The issues and challenges facing us every day, and the pressing needs of vulnerable people in Samoa, cannot be overcome by the SRCS alone. It needs support and partnership of all stakeholders. As a member of the International RCRC Movement, SRCS is responsible for delivering the Strategy 2025 towards contributing to the Federation Strategy 2030. As a member of the Movement, SRCS will maximize access and delivery to the best results possible for those in needs and the people it wants to reach. It seeks to prevent and reduce vulnerability through appropriate applications of its auxiliary and advocacy roles and making partnership and co-operations with government agencies and non government organisations, the UN and private sectors and the wider Samoan community.

Under Enabling Action 2 of Core Area 4, SRCS has set this specific objective:

- 1. To improve relations and communications for better coordination and cooperation with partners e.g. GoS, UN agencies, RCRC Movement, and other organisations.*

By the year 2015, SRCS will undertake its auxiliary role effectively to inform the country and other actors about the humanitarian agenda in preventing and reducing vulnerabilities. Collaboration and coordination with the GoS, national and international institutions internal communications within the SRCS as well as externally with the public and beneficiaries, are of high priority and strengthened.

In the next five years, SRCS will focus on creating and strengthening relations and dialogue with public institutions and authorities at all levels on matters within its competence. This includes consultation on major humanitarian issues, participation and resourcing for domestic and international disaster relief and preparedness, and in health, social and other competent fields. SRCS with related Government institutions will review and revise, if necessary, its legal cooperation status as auxiliary role.

SRCS will persuade the decision-makers to act, at all times, in the interests of vulnerable people, and with full respect of our Fundamental Principles. It will work with relevant government institutions, to encourage them to act and make decisions that are in favor of the poor and which address the needs of vulnerable people. SRCS will ensure the development of public relations and communications strategy aimed at raising the profile and understanding of the National Society locally, nationally and regionally.

SRCS welcomes cooperation with external partners in accordance with the Movement's Fundamental Principles. Strengthening collaboration and coordination with the, ICRC, IFRC, PNSs, UN agencies and other organizations is key to effective functioning as a member of the Movement in response to the needs of the SRCS.

Conclusion

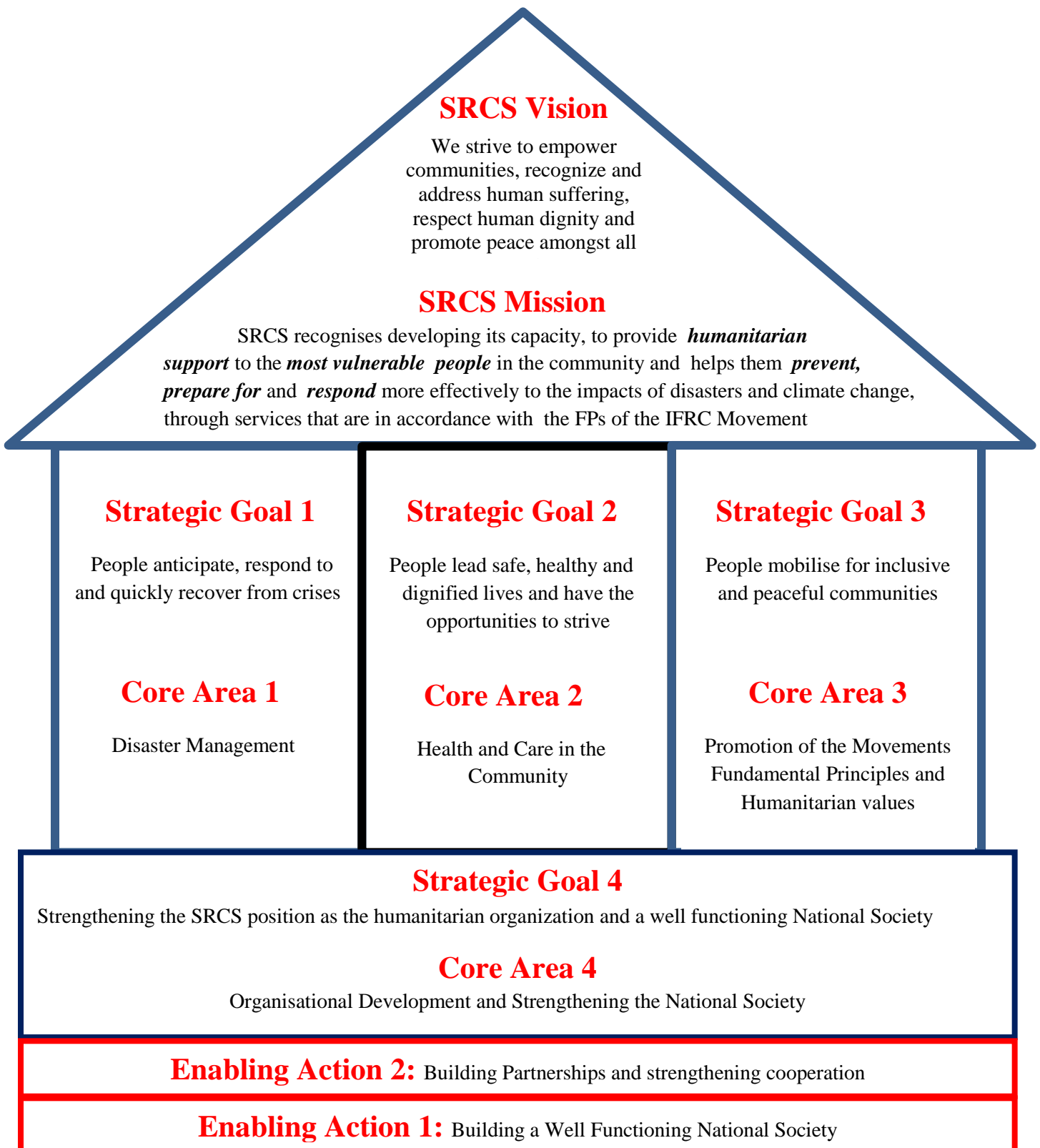
This Strategic Plan 2021-2025 is a broad and ambitious vision for where SRCS aims to be in 2025. The core priority areas and strategic aims are set and put into action recognizing the challenges that lie ahead. The overall aims, goals, objectives and expected results of the SRCS set for the next five to ten years are realistic and achievable. The achievement of these will require a high commitment of the National Society leadership and staff, volunteers, members, as well as skills, resources, teamwork, and a well-managed and clear Development Plan.

SRCS will set up a Planning Committee with the primary responsibility of formulating the Development Plan, which contains expected results, success indicators, key activities, timeframes, resources required and assigned responsibilities and monitoring tools. Strengthening close cooperation and coordination with the Movement partners and Government institutions, UN agencies, NGOs, private sectors and other stakeholders is needed.

With the help of its partners and donors, the SRCS intends to become a strong and leading provider of humanitarian work in Samoa. Where there is suffering, the Red Cross leaders and staff, members, youths and volunteers will work toward 'saving the lives' of vulnerable people and 'changing minds' of us all. The full implementation of this Strategy will depend on sufficient resources. SRCS will ensure there are adequate long-term resources available for the effective sustainable delivery of the strategy. This Strategy document will be used as a basis for discussing with the GoS, the Movement partners and other donors to seek their financial support.

In the next five years, there will be effective, objective monitoring and impact assessments to inform our development partners of our future activities, to ensure the National Society is meeting their Strategy goals, and to act as factual evidence for humanitarian action on the proposed core areas. Regular monitoring, evaluating and reporting will be developed to measure the progress of service delivery. This Strategy aims to conduct a final review in October 2025 and new Strategy formulation for the next phase, 2026-2030, starting November 2025.

Annex – A SRCS House Strategy 2021 – 2025



List of Acronyms

Acronyms	Meaning
ASRH	Adolescent, Sexual Reproductive Health
CBHFA	Community Based Health and First Aid
CDCRM	Community Disaster and Climate Risk Management
COVID-19	Coronavirus
CSO	Community Support Organisation
DRM	Disaster Risk Management
DM	Disaster Manager
FDRS	Framework for Resilient Development in the Pacific
FK	Faaiuga Kapeneta (Cabinet Approval)
GDP	Gross Domestic Product
GoS	Government of Samoa
HIV	Human Immuno-Deficiency Virus
ICRC	International Committee of Red Cross
ICT	Information Communication Technology
IFRC	International Federation of Red Cross
IHL	International Humanitarian Law
MoH	Ministry of Health
MoU	Memorandum of Understanding
NAP	National Action Plan
NCD	Non Communicable Disease
NGO	Non Government Organisation
NS	National Society
NZ	New Zealand
NZRC	New Zealand Red Cross
PCI	People with Chronic Illnesses
PHiE	Public Health in Emergency
PLHIV	People Living with Human Immunodeficiency Virus
PMER	Planning Monitoring Evaluation and Reporting
PNS	Partnering National Society
PPE	Personal Protective Equipment
PwD	People with Disability
RCRC	Red Cross and Red Crescent
SAMOA	SIDS Accelerate Modalities of Action (Pathway)
SDG	Sustainable Development Goals
SDS	Samoa Development Strategy
SFDRR	Sendai Framework for Disaster Risk Reduction
SIDS	Small Islands Development States
SRCS	Samoa Red Cross Society
STI	Sexual Transmissible Infection
UN	United Nation
VNRBD	Voluntary Non Remunerated Blood Donation
WASH	Water and Sanitation Hygiene
WHS	World Humanitarian Summit

The Fundamental Principles of the RCRC Movement

The seven "Fundamental Principles of the International RCRC Movement" are the expression of a set of humanitarian values and experiences of protecting the lives, health and dignity of people affected by conflict and disasters around the world that, when applied judiciously on the ground, they carry the power for more humanitarian effectiveness amidst the most challenging crises of our times.

The Principles are a precondition for building and maintaining Trust with public authorities, and are at the core of the SRCS approach, securing access to helping vulnerable people whose lives, health and livelihoods are affected by the negative consequences of climate change, natural disasters and epidemics.

By making the Principles and its Values come alive in our peoples' behaviour, the individual perspective also enables Red Cross staff and volunteers to inspire a change of mindset and behaviour towards a culture of non-violence and peace. It is therefore very important that, the SRCS decisions and actions through the humanitarian nature of its obligations, bring consistency to the broad range of life saving activities it undertakes locally and abroad.

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

Impartiality It makes no discrimination as to nationality, race, religious belief, class or political opinions. It endeavours to relieve suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality In order to continue to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary Service It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity There can be only one Red Cross or one Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality The International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.