



Strategic Plan 2015-2019

Fiji Red Cross Society
always there

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 capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality

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

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

Contents

Our Vision	2
Our Mission	2
Letter from President and the Director General	3

FIJI AND ITS PEOPLE 4

Land and Sea	4
Fiji's Development Challenges	4

WHO WE ARE 7

International Red Cross and Red Crescent Movement	7
The International Committee of the Red Cross	7
The International Federation of Red Cross and Red Crescent Societies	7
National Red Cross and Red Crescent Societies	7
Fiji Red Cross Society	8
Our Values	9
Our Commitment	9

WHAT WE DO 10

Introducing Fiji Red Cross Strategic Plan 2015-2019	10
Our Strategy House	11
Fiji Red Cross Society Strategic Plan 2015-2019 Summary	13
Strategic Goal 1- Resilient Communities	14
Strengthen the resilience of communities and respond to the needs of the vulnerable during times of disaster and emergency.	14
Strategic Goal 2 - Strong Fiji Red Cross Society	19
Build a well-structured, learning and sustainable organisation with strong branches that support our people and our programmes.	19
Strategic Goal 3 - Humanitarian Influence	22
Strengthen Red Cross and Red Crescent influence and support for our work.	22

Our Vision

A resilient Fiji, free from vulnerabilities,
where people are ready to offer impartial
and voluntary assistance to those in need.

.....

Our Mission

To build safe, healthy and resilient
communities by working with our partners
and empowering volunteers in
humanitarian service and advocacy.

.....

Our Plan for a Resilient Fiji

Always there

We live in an increasingly complex and fast paced world. The growing intensity and extent of natural disasters is increasing and the level of response required, in most cases, is beyond the capacities of local organisations and governments. The growing influence of climate change will only exacerbate these pressures.

It is clear that our traditional methods of dealing with disasters are inadequate and we cannot work alone if we want to meet the needs of those made vulnerable during disasters.

We must find innovative solutions to these challenges and work together constructively to implement them. We must work in closer collaboration and coordination with our partners, donors and government.

We must strengthen our branches so they can better support communities to prepare and respond to disasters. And we must, to truly build resilient communities, focus our efforts on improving the health, nutrition, education, sanitation and livelihoods of the communities we serve.

In short, we must work towards building resilient communities today so they can better combat the disasters of tomorrow.

The Fiji Red Cross Strategic Plan 2015-2019 (the Plan) represents our commitment to achieving this.

In the Plan we outline 3 strategic goals that together set a powerful path forward to achieving a resilient Fiji. We detail who we are as an organisation, what we need to do and how we intend to do it. It sets a clear course for increasing our reach by doing more and doing it better.

The Plan is the result of a 10 month extensive consultation process involving workshops, surveys and forums. Throughout this period, we sought the opinions and suggestions of volunteers, staff, members, our Board and our stakeholders. We asked them what we should be doing and how we should be doing it. This Plan is a result of that process.


In developing the Plan we sought to align our work with that of International Federation of Red Cross and Red Crescent Societies (IFRC) Strategy 2020 Saving Lives and Changing Minds. We also took many lessons and advice from the Organisational Capacity Assessment and Certification (OCAC) process facilitated by the IFRC in 2012.

Our Vision is clear and our Mission statement sets a clear path forward. Our seven Fundamental Principles, Our Values and Our Commitment together guide us in achieving our goals. Our new motto "Always there" highlights our commitment to Fiji's communities is for all time. That once we enter a community, we will never leave, that we will always be there.

We believe that we have an exciting and challenging 5 years ahead of us. At the end of it we will see a more resilient and thus healthier Fiji, with less vulnerability and being well-served by Red Cross volunteers and staff who are valued for their contribution.

We would like to thank all who participated and contributed to the preparation of this Plan. In particular we would like to thank Kate Davey for her work in coordinating, preparing and writing up the Plan. This Plan would not have been possible without her contribution.

A big "vinaka vaka levu" to you all.



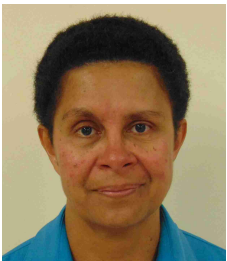
Cathy Wong
PRESIDENT



Filipe Nainoca
DIRECTOR GENERAL



FILIBE NAINOCA



CATHY WONG

“

We must work towards building resilient communities today so they can better combat the disasters of tomorrow.

”

FIJI AND ITS PEOPLE

Fiji is an island nation located in the South Pacific Ocean. One third of the 330 island archipelago is inhabited. The two largest islands, Viti Levu and Vanua Levu, account for three quarters of the total land area of the country and 90% of the country's population.

In the 2007 Fiji Census, the population of Fiji was 837,271, comprising 57% Indigenous Fijians or iTaukei, 38% Indo-Fijians and 5 percent 'other' including other Pacific Islanders, Rotuman, Chinese and those of European descent. Religion plays an important role in Fijian culture, with the predominantly Christian population comprising 64% of the total. Hindus represent 28%, Muslims 6% and other religions account for 2%¹.

Fiji achieved its independence from Great Britain in 1970 and became a republic in 1987. In the recent past, the political situation in Fiji has been challenging, however after 8 years under a military government, a democratic election was held in mid-2014.

Despite being considered one of the more developed of the Pacific island nations, and classified by the World Bank as an upper-middle income country², Fiji remains a developing country with a large subsistence agricultural sector. Tourism represents the largest foreign exchange earner, followed by personal remittances and sugar³. Fiji's main exports are sugar, gold, timber, fish and bottled water⁴.

Land and Sea

The islands of Fiji are volcanic and mountainous with peaks rising to 1300m abruptly from the shore. An estimated 50% of Fiji is covered by forests⁵. Fiji's total land is approximately 18,000 square kilometres with Viti Levu and Vanua Levu comprising 87% of the total land mass. Fiji's Exclusive Economic Zone (EEZ) spans 1.285 million square kilometres. This relative small land size and large ocean estate is not unusual in the Pacific and the ocean and its resources govern daily life, livelihood, food security, the economy and the climate.

Fiji's Development Challenges

The people of Fiji face a number of challenges including geographical isolation, poverty, health, unemployment, aid dependence as well as vulnerability to natural disasters and the growing impacts of climate change.

The predicted impacts of climate change are a significant development challenge for Fiji. Over the coming years Fiji will be confronted with both sea level rise and an increase in the frequency and intensity of natural disasters including flooding, cyclones and droughts. These changes are likely to have growing impacts on health, food security, supply of fresh water, shelter and ecosystem services⁶. Vulnerable and low income families are likely to be the hardest hit by these impacts as they are more likely to live in low-lying areas close to the sea or near major rivers. They are also generally more dependent on local natural resources for food and shelter.

Public health is a considerable challenge for Fiji. The rise of non-communicable diseases (NCDs) in particular, has a significant impact on individual and community well-being and places considerable economic burden on the health system.

Access to improved health facilities, employment opportunities and education draws people off the land and into urban and peri-urban settlements. These settlements are often located on environmentally unstable sites making the communities particularly vulnerable to natural disasters. Urban migration also places increasing pressure on infrastructure such as roads, sewerage systems, water and electricity supplies.

The Fiji Red Cross Society (FRCS) is committed to building the resilience of individuals, households and communities across Fiji to overcome these challenges. Our core focus areas, 'disaster and climate change', 'health and care', 'first aid and safety' and 'youth' guide the Fiji Red Cross's work to where it is most needed.



The predicted impacts of climate change are a significant development challenge for Fiji





Photo credit: Rob Few, IFRC

The people of Fiji face a number of challenges including geographical isolation, poverty, health, unemployment, aid dependence as well as vulnerability to natural disasters and the growing impacts of climate change.



The Fiji Red Cross Society (FRCSS) is committed to building the resilience of individuals, households and communities...

¹ Fiji Bureau of Statistics, 2012
² <http://go.worldbank.org/47F97HK2P0>
³ <http://www.adb.org/sites/default/files/linked-documents/cps-fij-2014-2018-ea.pdf>
⁴ <http://www.adb.org/sites/default/files/linked-documents/cps-fij-2014-2018-ea.pdf>
⁵ Fiji Forest Policy Statement, Ministry of Fisheries & Forests for the Republic of the Fiji Islands, 2007
⁶ Ministry of Strategic Planning, National Development and Statistics A Green Growth Framework for Fiji, August 2014.

WHO WE ARE

International Red Cross and Red Crescent Movement

The Fiji Red Cross Society is part of the International Red Cross and Red Crescent Movement. Recognised as the world's largest humanitarian network, the Movement endeavours to prevent and alleviate human suffering particularly during times of disasters and conflicts.

The Red Cross and Red Crescent Movement is made up of three parts:

- International Committee of the Red Cross (ICRC)
- International Federation of Red Cross and Red Crescent Societies
- National Red Cross and Red Crescent Societies. There are 189 around the world, including the Fiji Red Cross Society

The International Committee of the Red Cross

The International Committee of the Red Cross (ICRC) is an impartial, neutral and independent organisation whose exclusively humanitarian mission is to protect the lives and dignity of victims of war and internal violence and to provide them with assistance. It directs and coordinates the international relief activities conducted by the Movement in situations of conflict.

The ICRC also endeavours to prevent suffering by promoting and strengthening humanitarian law and universal humanitarian principles. Established in 1863, the ICRC is at the origin of the International Red Cross and Red Crescent Movement.

The International Federation of Red Cross and Red Crescent Societies

The International Federation of Red Cross and Red Crescent Societies (IFRC) is a global humanitarian organisation, which coordinates and directs international assistance following natural and man-made disasters in non-conflict situations. Its mission is to improve the lives of vulnerable people by mobilising the power of humanity.

The IFRC works with National Societies in responding to catastrophes around the world. Its relief operations are combined with development work, including disaster preparedness programmes, health and care activities, and the promotion of humanitarian values.

The IFRC also promotes cooperation between National Societies and works to strengthen their capacity to carry out effective disaster preparedness, health and social programmes.

National Red Cross and Red Crescent Societies

Most countries around the world have a National Red Cross or Red Crescent Society. Each Society is made up of individuals from their local community. National Societies have a responsibility to help vulnerable people within their own borders, particularly in times of disaster and to strengthen international humanitarian law and principles.

Fiji Red Cross Society

The staff and volunteers of the Red Cross have been helping people in Fiji for over 70 years. First established as a branch of the British Red Cross in 1952, the Fiji Red Cross was registered as a National Society in 1971 following Fiji's independence from Great Britain in 1970.

At its heart, we are a community-based organisation. We draw our strength from the volunteers we empower and the people we serve. Our volunteers and branches are based in the communities with which we work. This means we are always there 'on site', available to help every day, all year round.

We understand the community's priorities because we are part of that community. We use our local knowledge and our international experience to assist where we can make the greatest difference. We are local in focus and international in reach. This is what makes the Red Cross unique.

The Fiji Red Cross is auxiliary to the Government of Fiji, delivering emergency and other care to the people of Fiji. Our programs are delivered through a network of 15 branches and 2 Divisional Centres covering 80% of Fiji's territory. We are dedicated to building a safe, healthy and resilient society in partnership with local communities and our partners. We are powered by the spirit of humanity and the strength of our volunteers.

“ We are local in focus and international in reach. This is what makes the Red Cross unique. ”



Our Values

The Fiji Red Cross is committed to the following values:

- The seven Fundamental Principles of the Red Cross and Red Crescent Movement
- Professionalism, transparency and accountability
- Teamwork and collaboration
- Innovation, learning, continuous improvement and growth
- Integrity, honesty and commitment
- Diversity and unity in our workforce and programmes
- Dignity and respect for all, including the elderly and those with disabilities
- Gender equality in our workforce and our programmes
- Safety, well-being and the rights of children protected at all times
- Taking time to celebrate the contribution of the Red Cross and Red Crescent Movement, its staff, volunteers and supporters

Our Commitment

The Fiji Red Cross makes the following commitment to the people of Fiji. We will:

- Promise a lifelong commitment to the people of Fiji
- Provide immediate assistance to those most in need
- Build the resilience and well-being of Fiji’s vulnerable communities
- Value and work with local volunteers to respond to the needs of communities
- Involve local people by using community-centred and participatory approaches to our work
- Work in partnership with community, government and other civil society organisations
- Use humanitarian diplomacy and advocacy to achieve change at a policy and program level

WHAT WE DO

Introducing Fiji Red Cross Strategic Plan 2015-2019

The Fiji Red Cross Strategic Plan 2015-2019 (the Plan) summarises our commitment to building a resilient Fiji.

The Plan builds on our strengths as a volunteer-based community organisation, and uses our international experience to deliver real and lasting change in the Fijian community.

The Plan has 3 strategic goals. These goals commit us to actions which build the resilience of vulnerable people to more effectively meet the physical, economic, mental and environmental challenges they face in life.

Strategic Goal 1, Build Resilient Communities, is our mission and the core work of the Fiji Red Cross. It encompasses our programme work in the fields of disasters and climate change, health and care, first aid and safety and youth.

Strategic Goal 2, Build a Strong Fiji Red Cross, frames how we plan to strengthen our internal governance and management systems including effective planning, monitoring and evaluation, securing and retaining top quality staff and volunteers, building a strong branch structure, and enhancing our financial sustainability.

Strategic Goal 3, Humanitarian Influence, is aimed at promoting and strengthening our humanitarian influence locally, regionally and internationally to benefit vulnerable people.

Our Strategy House

The Strategy House schematic serves to express the Plan's main elements and their connectivity.

The roof of the house represents our Vision and Mission for the future and also illustrates the relationship between the International Red Cross and Red Crescent Movement and the Fiji Red Cross.

The pillars that support the house represent the three Strategic Goals we will pursue over the next five years.

Each Strategic Goal shall be attained through achieving five key Outcomes. These 15 Outcomes in total frame the operational priorities of the Fiji Red Cross over the next 5 years.

The foundations of the house embody our values, our commitment and the seven Fundamental Principles of the Red Cross and Red Crescent Movement on which all our work is built.

Strategy House

International Red Cross
and Red Crescent Movement

One Central Purpose: To help those who suffer without discrimination
and thus contribute to peace in the world.

International Federation of Red Cross and Red Crescent Societies

Mission: To improve the lives of vulnerable people by mobilising the power of humanity.

Fiji Red Cross Society

Vision: A resilient Fiji, free from vulnerabilities, where people are ready
to offer impartial and voluntary assistance to those in need.

Mission: To build safe, healthy and resilient communities by working with our partners
and empowering volunteers in humanitarian service and advocacy.

Strategic Goal 1

.....

Resilient
Communities

Strengthen the
resilience of
communities and
respond to the needs
of the vulnerable
during times of
disaster and
emergency.

Strategic Goal 2

.....

Strong Fiji Red
Cross Society

Build a well-
structured, learning
and sustainable
organisation with
strong branches that
support our people
and our programmes.

Strategic Goal 3

.....

Humanitarian
Influence

Strengthen
Red Cross and
Red Crescent
influence and support
for our work.

Our Values

Our Commitment

Fundamental Principles

Humanity: Impartiality: Neutrality: Independence: Voluntary Service: Unity: Universality

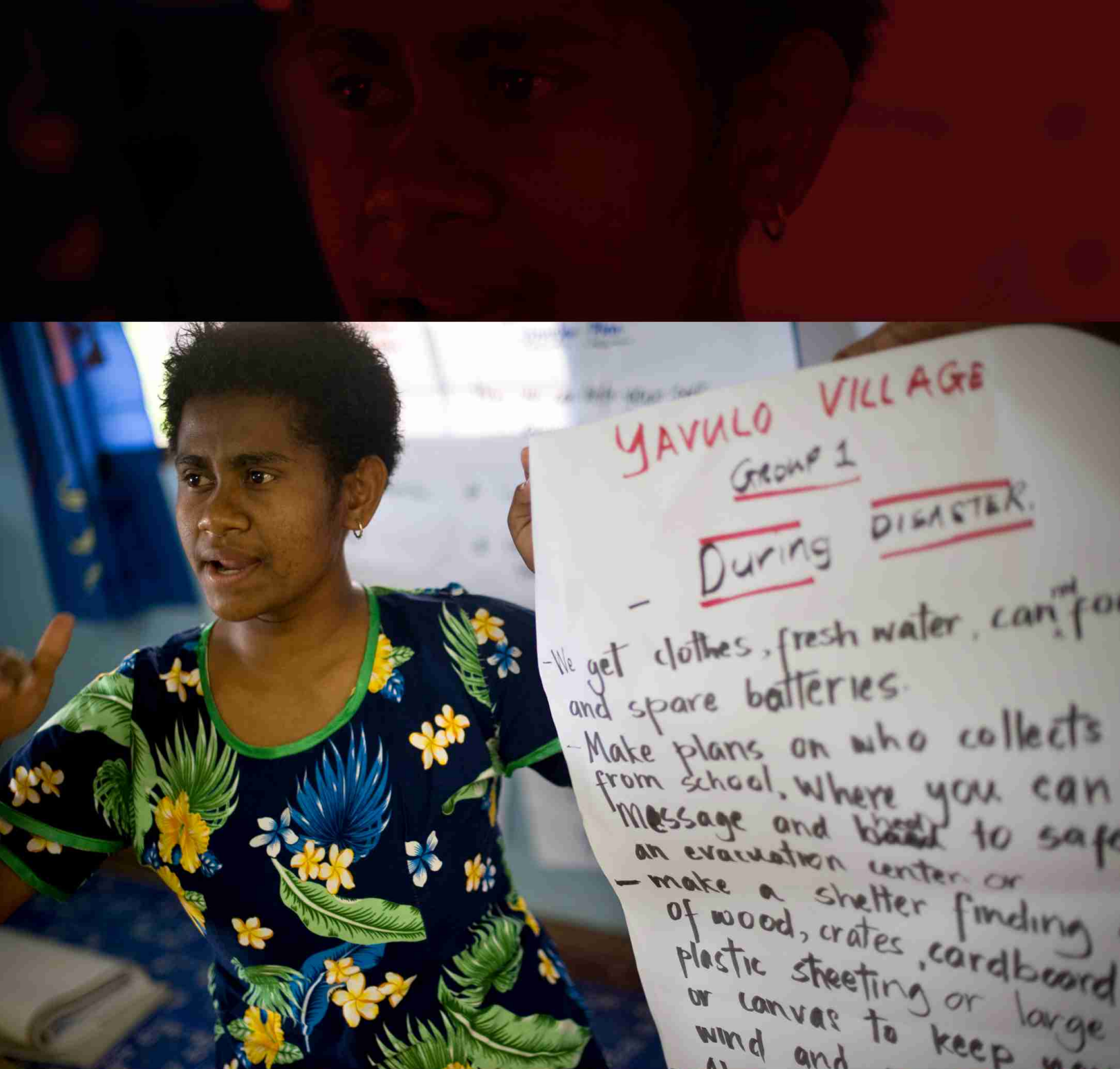


Photo credit: Rob Few, IFRC

Community and participatory based solutions

The Fiji Red Cross is committed to using community-led and participatory approaches to identify and address the needs of local communities. To achieve this, our teams use internationally recognised tools and adapt them to meet the needs of local communities.

Our Disaster Management and Climate Change team, for example, use the Vulnerability Capacity Assessment (VCA) tool, to work jointly with the community to develop shared Action Plans. These Action Plans help communities prepare and respond to natural disasters.

Our Health and Care team uses community health needs assessment tools to help communities identify their health needs and action plans that are locally relevant. Sensitive issues, such as gender-based violence, are addressed using well-known participatory tools that help communities identify root causes and solutions.

Fiji Red Cross Society Strategic Plan 2015-2019 Summary



Strategic Goal 1

.....

Resilient Communities

Strengthen the resilience of communities and respond to the needs of the vulnerable during times of disaster and emergency.

- Outcomes**
-
- 1.1 Disaster Management and Climate Change Programme
 - 1.2 Health and Care Programme
 - 1.3 Youth Programme
 - 1.4 First Aid Safety Programme
 - 1.5 Integrated Programme Delivery

Strategic Goal 1- Resilient Communities

Disaster Management and Climate Change Programme

Outcome 1.1: Increase the resilience of targeted communities to mitigate against and adapt to the impacts of disaster and climate change.

Why disaster and climate change?

The islands of Fiji have a tropical maritime climate and are regularly impacted by natural disasters and extreme weather events including droughts, floods and cyclones. Since their inception, Red Cross National Societies have, as auxiliary to national governments, provided first-line disaster response services including field assessments, first aid, evacuations, emergency shelters, non-food items and clean water. The Government of Fiji relies on the Red Cross in this role, both in our capacity to provide rapid response as well as our international expertise.

Climate change will increase both the frequency and intensity of natural disasters including cyclones, floods and droughts. More extreme weather events combined with the projected loss of natural ecosystems and biodiversity will impact community access to food, water, shelter and health services.

Our Mission is to build community resilience. This means helping communities be better prepared, more adaptable, more responsive, more empowered and secure. In short, we must work towards building resilient communities today so they can better combat the disasters of tomorrow.

To achieve this outcome our priorities are:

- Support disaster prone communities to prepare for and respond to disasters through Disaster Risk Reduction activities including community hazard mapping, Vulnerability Capacity Assessments (VCA) and early warning systems (traditional and contemporary).
- Provide immediate assistance of non-food items after disasters including cooking sets, clean water, tarpaulin, blankets, towels, clothes, personal hygiene kits and shelter.
- Ensure well-stocked and well-placed supply containers throughout Fiji including remote areas and islands.
- Ensure staff and volunteers are well-trained and ready to respond to emergencies and disasters when needed.
- Expand branch networks to areas not currently covered, including the maritime zone.
- Assist communities to prepare for and respond to emergencies and times of conflict.
- Train volunteer climate change champions to raise awareness.
- Assist in restoring family links after emergencies.

Strategic Goal 1

Resilient Communities
Strengthen the resilience of communities and respond to the needs of the vulnerable during times of disaster and emergency.

Outcomes

- 1.1 Disaster Management and Climate Change Programme
- 1.2 Health and Care Programme
- 1.3 Youth Programme
- 1.4 First Aid Safety Programme
- 1.5 Integrated Programme Delivery

Strategic Goal 1- Resilient Communities

Health and Care Programme

Outcome 1.2: Improve the health and well-being of vulnerable people in targeted communities.

Why health and care?

Communities in Fiji are confronted with a range of health issues including infectious diseases such as dengue, leptospirosis, typhoid, diarrheal diseases, sexually transmitted infections (STIs) and tuberculosis (TB). Fiji also has one of the highest rates of non-communicable diseases (NCDs) in the world.

Thousands of people slip through gaps in service delivery every year. Access to services, such as basic health care and support for people with disabilities, people with mental and terminal illnesses and the elderly is insufficient to meet community needs. These gaps are magnified in remote areas.

The Fiji Red Cross works to fill these gaps, by providing and connecting people to existing services and care and working alongside vulnerable communities to identify, prevent and address their priority health issues.

To achieve this outcome our priorities are:

- Support local communities to implement needs-responsive Community Health Action Plans that identify and address their priority health issues.
- Conduct hygiene campaigns to prevent the spread of infectious diseases, both during and outside of disasters and emergencies, through early identification and treatment.
- Reduce the impact of non-communicable diseases (NCDs) through interventions such as vegetable gardens, no salt days and exercise.
- Conduct recruitment drives to increase the number of blood donors.
- Provide advocacy and support in disability and post hospital care.
- Provide basic first aid training for community members to reduce the effects of injury from disasters and emergencies.
- Train volunteer gender champions to support communities to identify causes and solutions to gender based violence.

Strategic Goal 1

Resilient Communities
Strengthen the resilience of communities and respond to the needs of the vulnerable during times of disaster and emergency.

Outcomes

- 1.1 Disaster Management and Climate Change Programme
- 1.2 Health and Care Programme
- 1.3 Youth Programme
- 1.4 First Aid Safety Programme
- 1.5 Integrated Programme Delivery

Strategic Goal 1- Resilient Communities

Youth Programme

Outcome 1.3: Increase the capacity of young people to live healthy, safe, value rich and engaged lives.

Why young people?

Young people make up 70% of the Fiji Red Cross’s volunteer base. Youth participation is critical to the delivery of our community services, particularly during times of disaster.

Sixty percent of Fiji’s population is made up of 15 – 35 year olds (Census, 2007). Yet, poverty, low education, unemployment, rural/urban inequalities and political volatility all impact on the health and well-being of Fiji’s youth. The Fiji Red Cross recognises that an investment in the health and well-being of Fiji’s youth is an investment in the future of Fiji. If our youth are provided with the right opportunities they will build a stronger, safer and healthier nation for us all.

When young people join the Fiji Red Cross Youth Programme, we hope to instill the values of honesty, integrity, commitment and resourcefulness. We hope that through training and support those who are employed develop the skills that make them promotable and those who are unemployed develop the knowledge and skills to become employable.

To achieve this outcome our priorities are:

- Build the capacity of young people, both inside and outside the school system, to prepare and respond to disasters, adapt and mitigate to climate change, live healthy lives and be trained first aid responders.
- Contribute to school safety by supporting students, teachers and the education system to be more resilient to the impacts of disasters and climate change.
- Establish Red Cross Club and Club 25 in schools for students from primary through to tertiary.
- Support young people to be active participants in humanitarian issues.
- Build the capacity of youth volunteers through training, mentoring, recognition and exchange programmes.
- Work with partners to provide life skills training to youth in areas such as leadership, ethics, financial literacy and communication.
- Act as a referral point for youth to access employment opportunities, livelihood projects and education and training services.
- Train and empower youth champions to act as leaders, trainers and educators in their local community.

Strategic Goal 1

Resilient Communities
Strengthen the resilience of communities and respond to the needs of the vulnerable during times of disaster and emergency.

Outcomes

- 1.1 Disaster Management and Climate Change Programme
- 1.2 Health and Care Programme
- 1.3 Youth Programme
- 1.4 First Aid Safety Programme
- 1.5 Integrated Programme Delivery

Strategic Goal 1- Resilient Communities

First Aid and Safety Programme

Outcome 1.4: Reduce the risk and effect of accidents in Fiji and increase our commercial and safety-based activities.

Why first aid and safety?

The Fiji Red Cross recognises that accidents and injury burden Fiji's health care system and severely impact those in society with limited or no access to medical treatment. A minor injury, such as a cut on a leg in an urban setting where adequate treatment is available may in a remote setting without adequate treatment escalate to a serious infection causing long term disability. Providing first aid training courses ensures that help is nearby when needed so that injuries do not escalate unnecessarily.

Many injuries are also preventable. Public education campaigns to prevent injuries in the home, near water and on the road are critical if we want to reduce the number of accidents occurring.

The revenue raised from our commercial first aid training courses subsidises our first aid training for vulnerable communities and our broader programme work. Our commercial first aid courses comply with international standards and are adapted to meet the needs of our clients.

To achieve this outcome our priorities are:

- Provide first aid training in targeted communities to reduce the effects of injury from disasters and emergencies.
- Provide general and tailor made courses in basic and advanced first aid.
- Implement targeted safety campaigns e.g. Water and Road Safety.
- Strengthen the Learn to Swim and Mind that Child Safety Programmes.
- Provide standby first aid services for sport and social events.
- Provide first aid training support to all other Fiji Red Cross programmes including Youth, Disaster and Climate Change and Health and Care.
- Build a strong commercial component within the First Aid Safety Programme.

Strategic Goal 1

.....

Resilient Communities

Strengthen the resilience of communities and respond to the needs of the vulnerable during times of disaster and emergency.

Outcomes

.....

- 1.1 Disaster Management and Climate Change Programme
- 1.2 Health and Care Programme
- 1.3 Youth Programme
- 1.4 First Aid Safety Programme
- 1.5 Integrated Programme Delivery

Strategic Goal 1- Resilient Communities

Integrated Programme Delivery

Outcome 1.5: Improve coordination and integration of all programmes in targeted communities.

Why integrated programme delivery?

Communities in Fiji are faced with many challenges. Identifying, prioritising and responding to these challenges can feel like an impossible task. The effects of disasters and climate change combined with limited access to health, education, employment, clean water and waste water treatment impact on the health and well-being of urban and rural communities.

The Fiji Red Cross believes it can more effectively service Fiji by providing integrated programmes that are community-led. To achieve this, over the next five years the Fiji Red Cross will use and adapt globally-recognised participatory approaches to engage and support the community in identifying and responding to their own needs.

To achieve this outcome our priorities are:

- Conduct Vulnerability Capacity Assessment (VCA) and other participatory approaches to determine the needs of selected communities.
- Adapt global tools including VCA to take account of the social, political, economic and environmental variables in Fiji (e.g. climate change).
- Provide integrated delivery of Disaster and Climate Change, Health and Care, First Aid and Safety, and Youth Programmes to address the needs identified by communities.
- Work with partners to provide additional life skill training such as financial literacy, managing small businesses, and accessing government or donor resources.

Strategic Goal 2

Strong Fiji Red Cross Society

Build a well-structured, learning and sustainable organisation with strong branches that support our people and our programmes.

Outcomes

2.1 Our Governance and Management

2.2 Our People

2.3 Our Structure

2.4 Our Infrastructure

2.5 Our Financial Sustainability

Strategic Goal 2 - Strong Fiji Red Cross Society

Our Governance and Management

Outcome 2.1: Strengthen the governance structures and management practices of the Fiji Red Cross.

Why governance and management?

The Fiji Red Cross invests in improving its internal governance and management systems to ensure it can demonstrate best practice operational standards to its donors, partners and beneficiaries.

To achieve this outcome our priorities are:

- Ensure that our national and branch executives have the skills, experience, knowledge and diversity to carry out their governance role effectively.
- Implement an effective planning, monitoring, evaluation and reporting (PMER) system that encourages learning and improvement.
- Implement standard operating procedures that support an efficient and responsive management system for logistics, communication and administration.
- Develop an effective records management system where knowledge is managed and historical records and achievements are recorded.

Our People

Outcome 2.2: Strengthen the skills, motivation and commitment of our staff and volunteers.

Why our people?

The Fiji Red Cross is only as strong as its people. Investing in our staff and volunteers builds a more effective and sustainable organisation.

To achieve this outcome our priorities are:

- Ensure opportunities for staff and volunteers to learn and improve through professional development, self-assessments, mentoring and training.
- Identify, nurture and develop existing and emerging leaders.
- Implement recruitment policies to encourage diversity in gender, age, culture, race, ethnicity, religion and ability.
- Implement effective recruitment, management, reward and retention programs for both volunteers and staff.
- Create a culture of learning and continuous improvement by supporting innovation and the sharing of ideas and experiences.

Strategic Goal 2

Strong Fiji Red Cross Society

Build a well-structured, learning and sustainable organisation with strong branches that support our people and our programmes.

Outcomes

- 2.1 Our Governance and Management
- 2.2 Our People
- 2.3 Our Structure
- 2.4 Our Infrastructure
- 2.5 Our Financial Sustainability

Strategic Goal 2 - Strong Fiji Red Cross Society

Our Structure

Outcome 2.3: Improved structure and function of divisional service centres and branches to support efficient and effective delivery of services.

Why our structure?

Fiji Red Cross maintains a complex national network of branches with a large volunteer base. Maintaining this function is essential to delivering humanitarian services, particularly during emergencies. Periodic review and reform is needed to ensure effective and efficient delivery, in terms of logistics, communication and resource allocation.

To achieve this outcome our priorities are:

- Build the capacity of national office, divisional service centres and branches to deliver national programmes and low cost activities.
- Ensure divisional service centres and branches network within communities to facilitate the delivery of programmes.
- Establish regular and effective communication between national office, divisional service centres and branches.
- Develop and sustain a well-functioning branch structure to attract high quality volunteers.
- Establish new branches to extend our services to rural and remote parts of Fiji, including the outer islands.

Strategic Goal 2

Strong Fiji Red Cross Society

Build a well-structured, learning and sustainable organisation with strong branches that support our people and our programmes.

Outcomes

- 2.1 Our Governance and Management
- 2.2 Our People
- 2.3 Our Structure
- 2.4 Our Infrastructure
- 2.5 Our Financial Sustainability

Strategic Goal 2 - Strong Fiji Red Cross Society

Our Infrastructure

Outcome 2.4: Improve infrastructure to support operational effectiveness and decentralisation.

Why our infrastructure?

Geographical isolation is a major challenge to delivering humanitarian services in Fiji. Providing and maintaining the appropriate office and operational infrastructure is essential to delivering good services.

To achieve this outcome our priorities are:

- Develop the infrastructure that will support decentralisation of services to better support branches, volunteers and communities.
- Upgrade information, communications and technology (ICT) systems.
- Develop and implement a repairs and maintenance standard to ensure existing infrastructure adequately meets service requirements.

Our Financial Sustainability

Outcome 2.5: Build a financially strong organisation with a diverse donor base able to meet its core costs and financial obligations.

Why our financial sustainability?

Diversifying and enhancing our revenue streams and ensuring that we are accountable to our donors is essential to our reputation, independence and growth.

To achieve this outcome our priorities are:

- Implement financial policies and reporting mechanisms to ensure transparency and accountability.
- Implement a resource mobilisation strategy for national office and branches to secure a diverse and sustainable income stream.
- Expand and strengthen revenue streams to meet core costs and support our programmes and activities.
- Minimise core costs to maximise services to the community.

Strategic Goal 3

Humanitarian Influence
Strengthen Red Cross and Red Crescent influence and support for our work.

Outcomes

- 3.1 Promote the Role of Red Cross
- 3.2 Partnership and Advocacy
- 3.3 International Humanitarian Law and Humanitarian Principles
- 3.4 Auxiliary Role
- 3.5 Global Influence

Strategic Goal 3 - Humanitarian Influence

Promote the Role of Red Cross

Outcome 3.1: Promote the role of the Fiji Red Cross Society.

Why promote the role of Red Cross?

The more visible and known the Fiji Red Cross and its services are, the more opportunities we can create for vulnerable people to access these services and the better outcomes we achieve for vulnerable people in terms of policy, programs and legislation.

To achieve this outcome our priorities are:

- Ensure government, civil society organisations and the public understand the role and services of the Fiji Red Cross Society.
- Protect the reputation of the Fiji Red Cross by creating an organisational culture and brand that is respected by all.
- Implement a communication strategy to increase public support and promote Red Cross activities at branch and national office levels.

Partnerships and Advocacy

Outcome 3.2: Strengthen partnerships with government and civil society organisations to achieve strong legal frameworks and policy decisions that better support vulnerable communities.

Why partnerships and advocacy?

By partnering with government and other organisations, the Fiji Red Cross can reduce costs, reach further and do more.

To achieve this outcome our priorities are:

- Strengthen partnerships with government, civil society organisations and partner national societies to deliver improved outcomes and services in health, disaster, youth, first aid and safety.
- Partner with government and civil society organisations to improve coordination and management of national disaster planning and emergency response.
- Promote and strengthen our role under the Disaster Act.
- Partner with government and civil society organisations to ensure the rights of the vulnerable including children and people with disabilities are protected.

Strategic Goal 3

Humanitarian
Influence
Strengthen Red
Cross and
Red Crescent
influence and support
for our work.

Outcomes

- 3.1 Promote the Role of Red Cross
- 3.2 Partnership and Advocacy
- 3.3 International Humanitarian Law and Humanitarian Principles
- 3.4 Auxiliary Role
- 3.5 Global Influence

Strategic Goal 3 - Humanitarian Influence

International Humanitarian Law and Humanitarian Principles

Outcome 3.3: Increase understanding and adherence to International Humanitarian Law (IHL) and humanitarian principles.

Why International Humanitarian Law (IHL) and humanitarian principles?

International Humanitarian Law (IHL), humanitarian principles and humanitarian diplomacy are the heart of the Red Cross and Red Crescent Movement. International Humanitarian Law (rules of war) aim is to limit and prevent suffering in times of armed conflict. The Red Cross and Red Crescent seven Fundamental Principles are at once operational and aspirational. They serve both as a guide for action and as the Movement's common identity and purpose.

To achieve this outcome our priorities are:

- Persuade decision makers and opinion leaders to act in the interest of vulnerable people and with full respect of humanitarian principles.
- Promote and strengthen community understanding of International Humanitarian Law (IHL) and the seven Fundamental Principles of the Red Cross and Red Crescent Movement.
- Promote and strengthen understanding of International Humanitarian Law (IHL) to enable safe access during times of conflict.
- Work with International Committee of the Red Cross (ICRC) and the Fijian uniformed forces to promote and strengthen understanding of International Humanitarian Law (IHL) and the seven Fundamental Principles.
- Promote and strengthen the correct use of the Red Cross emblems.
- Promote and strengthen community understanding of the dangers of nuclear weapons.

Strategic Goal 3

Humanitarian
Influence
Strengthen Red
Cross and
Red Crescent
influence and support
for our work.

Outcomes

- 3.1 Promote the Role of Red Cross
- 3.2 Partnership and Advocacy
- 3.3 International Humanitarian Law and Humanitarian Principles
- 3.4 Auxiliary Role
- 3.5 Global Influence

Strategic Goal 3 - Humanitarian Influence

Auxiliary Role

Outcome 3.4: Strengthen our auxiliary role with the public authorities so we can better deliver our humanitarian services.

Why auxiliary role?

Partnering with national governments to provide humanitarian services is a core function of Red Cross National Societies. Negotiating responsibilities to provide services in health, education, first aid training and in times of emergency and conflict is an essential component of our auxiliary role.

To achieve this outcome our priorities are:

- Strengthen relationship with government at all levels and across all operations.
- Strengthen the legal base of the National Society by passing of the Red Cross Law by Parliament.
- Connect with and maintain relationships with the appropriate ministry and government departments including Health, Youth, Social Services and the National Disaster Management Office.
- Secure access to government resources including financial, infrastructure and transport for delivery of humanitarian services in line with our auxiliary role.

Global Influence

Outcome 3.5: Increase the role of the Fiji Red Cross Society in the Red Cross and Red Crescent Movement.

Why global influence?

Providing support to other National Societies is essential to building the regional capacity of the Red Cross and Red Crescent Movement. As a global Movement we must all work together to respond to the needs of the vulnerable especially during emergencies.

To achieve this outcome our priorities are:

- Expand our leadership role in the Asia Pacific region in humanitarian services by providing appropriate strategic and peer support to other regional Red Cross National Societies.
- Establish the Fiji Red Cross as a centre of excellence in humanitarian services in the Asia Pacific region.
- Strengthen relationships with other National Societies and the Red Cross and Red Crescent Movement to share ideas and improve program delivery to vulnerable people.



Photo credit: Rob Few, IFRC

Red Cross Club and Club 25

The Red Cross Club provides opportunities for students to build their knowledge and skills to prepare and respond to disasters, mitigate and adapt to climate change, live healthy lives and be trained first aid responders.

Club 25 encourages young adults to give voluntary, safe blood donations. Members commit to giving blood regularly and to adopting a healthy lifestyle in order to be low-risk donors. They raise awareness about blood donation among their peers and motivate others to donate.



always there

www.redcross.com.fj

Twitter: @fjiredcross

Facebook: Fiji Red Cross Society

National Office

Red Cross House

22 Gorrie Street, Suva, Fiji

PO Box 569, Suva, Fiji

Telephone: +679 331 4133

Facsimile: +679 330 3818

Vodafone: 999 2505

Digicel: 773 4132

Email: contactus@redcross.com.fj

Divisional Service Centre (West)

1 Vomo Street, PO Box 3921, Lautoka, Fiji.

Telephone: +679 999 2462 or +679 664 0221

Email: westservicecentre@redcross.com.fj

Divisional Service Centre (North)

Siberia Road, PO Box 822, Labasa, Fiji

Telephone: +679 999 2464 or +679 881 1139

Email: dscnorthservicecentre@gmail.com