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Our Vision:
To be a leading humanitarian organisation in the Solomon Islands improving the lives of vulnerable people.

Our Mission:
To prevent and alleviate suffering by working with communities and partners providing quality humanitarian services to vulnerable people in accordance with the Fundamental Principles of the Movement.
Gud dei and a warm hello. It is my pleasure to share with you the Solomon Islands Red Cross Strategic Plan for the four-year period 2017-2020. This plan is the culmination of more than six months of consultation with our staff, members and volunteers, as well as our stakeholders and the communities we serve.

Along the way, we have realised we can support many more communities than we have so far, so we have formed an ambitious plan to reach more than 30 per cent of the population of the Solomon Islands by the end of 2020.

To achieve this significant target we will need to invest in our staff, through improving our training and retention policies, and we will also need to build a support network for our volunteers who give so much back to their communities through the Red Cross.

Our plan is not just about reaching communities with disaster relief, but also about enabling people to become more resilient through disaster risk reduction activities. We want to increase our member and volunteer base, and improve our financial systems to build a stronger Solomon Islands Red Cross. And we want to influence more people through working more closely with our partners.

It takes courage to examine one’s own strengths and weaknesses, but that is exactly what our board and management have done. We have listened to our people on the ground and identified how we can work better together and improve our support to the vulnerable in our community.

As well as looking inwards, we have also looked around us, at the direction of the Solomon Islands government, who we are mandated by law to support, and to our sister Red Cross National Societies across the Pacific. We have looked globally at the priorities of the Red Cross and Red Crescent Movement and in particular the International Federation of Red Cross and Red Crescent Societies’ Strategy 2020.

We have done all this at a time of considerable operational strain on our organisation, which was supporting the Solomon Islands government to respond to a range of health and other emergencies during the last half of 2016. While our resolve was at times tested, the process reinforced the fact that we have an extremely important role.

I have no doubt we can achieve the ambitious goals in this Strategic Plan by getting back to our grassroots and investing in our volunteers and members, who are best placed to make a real difference in the lives of the vulnerable in the Solomon Islands, because they come from the very communities they serve.

Mr. Donald Tahani
President
Here is what we have been asked to do and how we will achieve it:

- We need to be driven more by branches and members and less by projects. While there is no doubt we deliver services well, our work needs to move away from being donor or headquarters reliant and should be driven by volunteers and members in our branches.

- A strong branch network is critical for our sustainability and for our responsibilities to the Solomon Islands government. Investment is needed to strengthen and better support our local grassroots disaster network so our branches can become hubs for the Red Cross.

- We need to look after our volunteers better and this includes making sure they understand the Red Cross Red Crescent Movement and what makes us unique. We also need to ensure our stakeholders and beneficiaries have a better understanding of the Red Cross, of our role and position in Solomon Islands society and more specifically in the Solomon Islands disaster space.

- Better partnerships will enable us to reach more people. While we should continue to work with our longstanding partners, it is clear we need to engage more with the domestic humanitarian network.

- Our branches should be more engaged in supporting community resilience. They should be more systematic in how they identify the most vulnerable, how they help them prepare for disasters, and how they support them to recover in the longer term. We have a real opportunity to help communities understand their vulnerabilities and capacities and link them with services and support to be more resilient.

- We need to consider extending our engagement both before and after a disaster, in the areas of risk reduction and recovery, to complement our more traditional support in lifesaving relief operations.

- We also need to reconsider our definition of what a community is, taking into account both the traditional and the modern in a growing and developing Solomon Islands, including supporting the growing urban population. By supporting community resilience across all sectors of society we will contribute systematically to the One Billion Coalition for Resilience.

- We must support sister Red Cross National Societies and broader Pacific agendas. Initiatives such as peer exchanges are at the heart of the Red Cross Movement and we, as a leading National Society in the Pacific, can continue to support more. Such opportunities offer our staff and volunteers the chance to help and to learn at the same time.

I look forward to leading the organisation as it works towards achieving these goals, in what I know will be an exciting four years.

Mr. Thomas Bebeu
Secretary General
## Strategic Framework 2017-2020

**OUR TARGETS:** What the Solomon Islands Red Cross Society wants to achieve by the end of 2020

### Strategic Goal 1
**Improve Community Resilience**

- 160,000 men, women and children assisted in disaster relief
- 65,000 men, women and children trained in disaster risk reduction activities
- 600 men and women trained for community Emergency Response Teams
- 200,000 men, women and children assisted with health, water, sanitation and hygiene
- 80% of blood donations are voluntary and unremunerated

### Strategic Goal 2
**Build a Strong National Society**

- 350 active volunteers, contributing 114,000 hours (SBD $450,000)
- 300 financial branch members
- 100 communities will have Red Cross members groups
- 3 new branches developed and 2 existing branches upgraded
- Annual audited accounts produced
- Annual report produced
- Annual financial statements and AGMs for all branches

### Strategic Goal 3
**Strengthen Influence and Partnerships**

- 10 long term private sector partnerships
- 500 Facebook followers on official page
- 20 joint emergency operations, supporting 20,000 men, women and children
- Reach 50,000 people, contributing to the One Billion Coalition for Resilience
- 10 formal agreements with government and other stakeholders.
Over the next four years Solomon Islands Red Cross will move to a branch-focused model of working, away from the previous headquarters-led project by project work model. Programming will be consolidated under an overarching resilience framework, leading to a more integrated and coordinated way of working, which will be easier to measure, and will lead to greater community resilience.

We will also improve our understanding of vulnerability, with branches mapping and documenting vulnerability in their own communities, which will lead to knowledge being developed and retained at the branch level.

Our traditional programme work in disaster risk reduction, disaster preparedness, health (first aid and blood), WASH and special education will continue but will be more branch-focused and led. Headquarters staff will have technical and contractual responsibilities to support branches to deliver services.

As we restructure our way of working, Solomon Islands Red Cross will continue to work in step with the aims of the broader Red Cross movement. This will include making sure the principle of social inclusion is included across the work of the whole organisation, in recognition of the high rates of gender-based violence in the Solomons. Climate change adaptation will also become a mainstreamed component of programming, not a stand-alone aspect as in the previous strategic plan.

In the area of health, one of the largest issues facing the Solomon Islands and the broader Pacific is non-communicable diseases (NCDs). Programmes to address NCDs will become part of the broader health programme. We will also boost our capacity to respond to health-related emergencies, which occur regularly in this country.

Solomon Islands Red Cross will explore opportunities for our branches to play a role in supporting communities to recover after disasters. This may require recruiting recovery expertise. Livelihoods, cash transfer programming and shelter could be opportunities from response right through to recovery.

Finally, we will tap into the valuable resource that is our youth, especially in our branches, to change behaviour and act as peace builders.

1.1 Empower communities to reduce their risk, prepare for disasters, and recover
- Identify the most vulnerable
- Integrate climate change adaptation into our work
- Ensure community preparedness for disasters
- Prioritise programmes in Honiara and other urban centres
- Strengthen logistics capacity
- Incorporate shelter and livelihoods into recovery programming
- Assist internally displaced people
- Restore Family Links after disasters

1.2 Save lives through the provision of health, hygiene, water and sanitation programmes
- Assist public health in emergencies
- Establish long term non-communicable disease programmes
- Recruit more non-remunerated voluntary blood donors
- Provide first aid and psychosocial training
- Improve community WASH knowledge, behaviour and practice.

1.3 Support the education of children with special needs
- Ensure the Red Cross school is a quality educational institution
- Establish a Red Cross education committee

1.4 Encourage more youth to become involved with Red Cross and promote social inclusion
- Build the capacity of youth as agents of behaviour change in branches
- Strengthen the Club 25 youth programme
- Mainstream gender and diversity across all community programmes

1.5 Ensure programming is coordinated
- Develop overarching resilience framework
- Ensure planning and coordination between different teams and activities
- Encourage effective monitoring and evaluation
Strategic Goal 2
Build a Strong National Society

This Strategic Goal focuses on developing a strong, accountable and well-functioning National Society that is able to support the decentralisation of its service delivery to the branch level. The focus is on ensuring those branches are supported, resourced and accountable and are able to be a strong partner of government and other humanitarian actors at the local level.

At the national level the Solomon Islands Red Cross board must continue to focus on ensuring accountability is systematic at all levels of the organisation throughout the restructure. The board should also ensure the National Society complies with all relevant laws and policies. Management will address the issues that have been identified through the strategic planning process, and through the Red Cross Movement’s assessment tool OCAC (Organisational Capacity Assessment and Certification). Management will also review the role and performance of our core programmes, and the future direction of our donor projects. We will build on recent improvements in our financial management to produce annual audited accounts, branch financial statements and identify and monitor core costs across the organisation. We will also work with our partners on a longer-term finance development support programme. Management will drive the development of a resilience framework, a more coordinated working approach and the branch development process. In line with these approaches they will initiate an organisation realignment that will take into account staff, branches, partners and donors.

Our biggest asset is our volunteers. Solomon Islands Red Cross will be more systematic in how it recruits, manages, trains and retains its volunteers. We must address a major concern raised across the organisation during the strategic planning process – the retention and engagement of our volunteers. We must ensure volunteers, communities and branches are better connected. We should not engage them solely as project volunteers, but ensure that their ethics and purpose are aligned with the Red Cross mandate, and that they can be easily differentiated from volunteers in other humanitarian organisations.

Solomon Islands Red Cross will address weaknesses in supporting its staff by ensuring performance management is a regular part of management processes, that staff are trained in a systematic manner and by focusing on retaining staff who have had resources invested in them.

2.1 Build a strong governance and management team
- Establish systems to ensure a strong and accountable board
- Ensure senior management team is responsive and effective
- Ensure core services are legally compliant
- Update the Solomon Islands Red Cross Society Act

2.2 Invest in our people
- Establish an effective volunteer management system
- Ensure there is an effective membership model
- Develop staff retention and performance processes
- Invest in youth leaders

2.3 Strengthen organisational structure and operational model
- Undertake an organisation restructure
- Improve infrastructure
- Build strong decentralised branches

2.4 Improve finance and support services
- Invest in finance development
- Establish a framework to ensure the Society is financially sustainable
- Improve information communication and technology
- Support and encourage branch fundraising activities
This strategic goal is focused on increasing our reach through partnership, and on ensuring that the unique role of the Solomon Islands Red Cross is understood. We will work with others in the Solomon Islands and wider Pacific to increase our reach while maintaining and promoting our independence and identity.

Solomon Islands Red Cross has a significant strength in its geographic reach, with active volunteers in four branches and a national headquarters, across five islands. We will not only harness our volunteers for our own work, but extend our impact and reach by working with other organisations, as we contribute to the One Billion Coalition for Resilience.

During this period we will expand our domestic partnerships with the private sector which is becoming increasingly important in the humanitarian space. Local issues related to migration will be supported particularly as our partnerships expand.

We will also contribute to regional frameworks, by implementing two goals from the Framework for Resilient Development in the Pacific (FRDP).

- Goal 1: Strengthened integrated adaptation and risk reduction to enhance resilience to climate change and disasters.
- Goal 3: Strengthened disaster preparedness, response and recovery.

We will also work with other regional organisations such as the Red Cross Climate Centre.

Our global contribution will be to the United Nations’ Sustainable Development Goals (SDGs) - Goal 3: Good health and wellbeing, Goal 4: Quality education, Goal 5: Gender equality, Goal 6: Clean water and sanitation, Goal 10: Reduced inequalities, Goal 11: Sustainable cities and communities and Goal 13: Climate action.

To address gaps highlighted in the strategic planning process, Solomon Islands Red Cross will expand the understanding and use of its auxiliary role at branch level. We will disseminate information on International Humanitarian Law and the Fundamental Principles of the Red Cross and Red Crescent Movement, to really distinguish who we are in the Solomon Islands compared to other organisations.

Finally, we want to become a leading National Society in the Pacific by participating in peer learning and exchange with other Red Cross National Societies. We want to increase our leadership role as part of a broader commitment to Pacific National Societies and the Red Cross mandate. This initiative will also provide opportunities for staff and volunteer learning, promotion, reward and retention.

3.1 Increase partnerships to reach more people
- Contribute to the One Billion Coalition for Resilience
- Engage more domestic humanitarian partners
- Strengthen engagement with the private sector
- Support the national, regional and global cluster system
- Maintain relationship with relevant government ministries

3.2 Clarify who we are
- Promote understanding of the Red Cross auxiliary role
- Advocate on the seven Fundamental Principles

3.3 Promote humanitarian protection
- Increase understanding of International Humanitarian Law and the Geneva Conventions

3.4 Be a leader in the Pacific
- Participate in the Red Cross Pacific peer to peer programme
Who is the Red Cross?

The Solomon Islands Red Cross Society is part of the International Red Cross and Red Crescent Movement. Recognised as the world’s largest humanitarian network, the Movement’s mission is to prevent and alleviate human suffering wherever it may be found.

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

- **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.

- **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.

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

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**International Committee of the Red Cross (ICRC)**

The International Committee of the Red Cross (ICRC) is an impartial, neutral and independent organisation whose humanitarian mission is to protect the lives and dignity of victims of war and other situations of violence and to provide them with assistance.

**International Federation of Red Cross and Red Crescent Societies (IFRC)**

The International Federation works to inspire, facilitate, and promote all humanitarian activities carried out by member National Societies to improve the situation of the most vulnerable people.

**National Red Cross and Red Crescent Societies**

There are 190 around the world, including the Solomon Island Red Cross Society. The National Societies embody the work and principles of the Movement. They act as auxiliaries to the public authorities in their own countries in the humanitarian field and provide a range of services including disaster relief, health and social programmes.