



Strategic Plan 2016-2020

Map of FSM

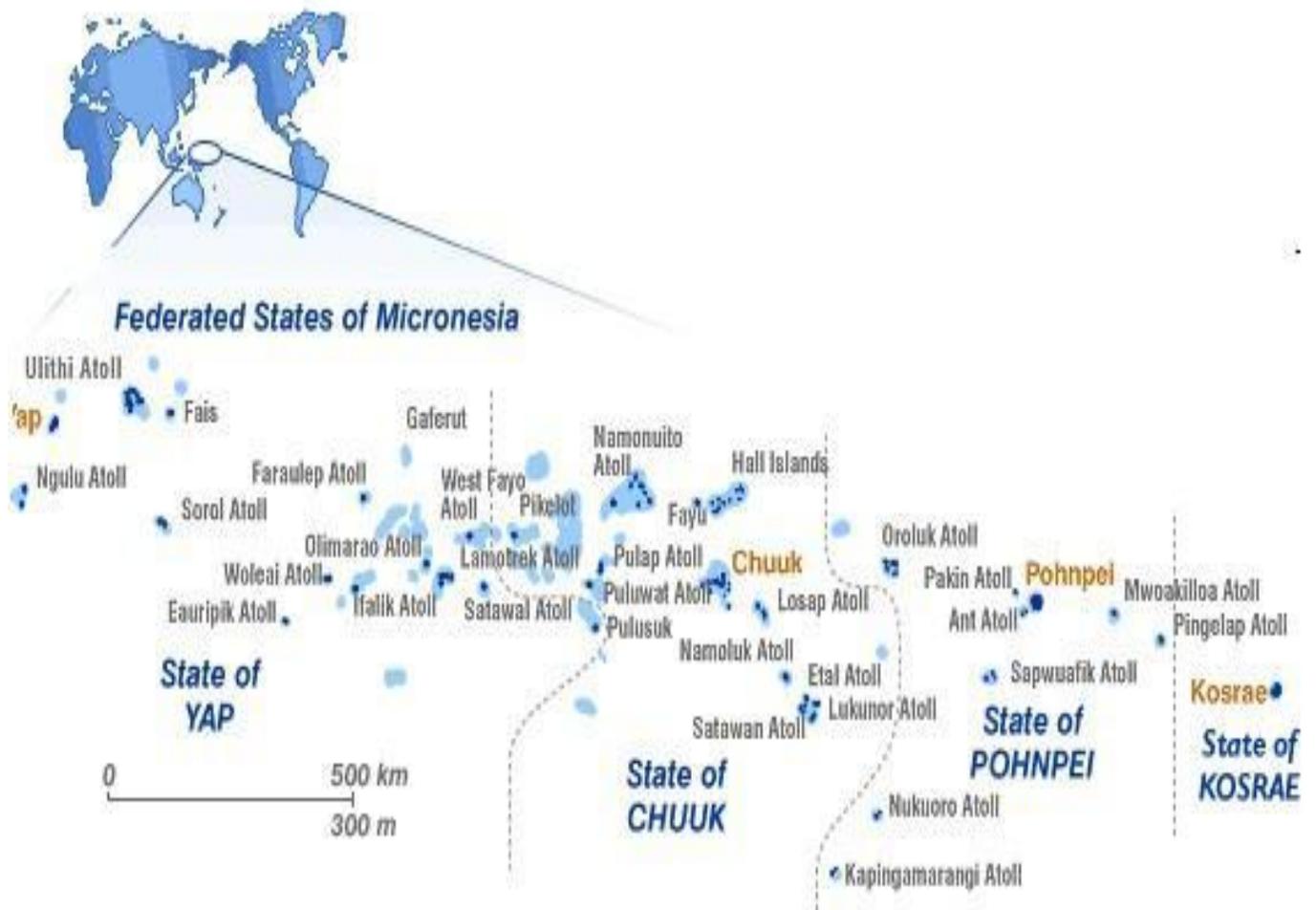


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Key Message

Lenwo, Mogethin, Ran Anim, Kaselehlie, and Hello to you!

It is my pleasure to share with you our new Strategic Plan 2016-2020 which has been developed through the work of our National Governing Board members, staff, volunteers and external stakeholders as we consider the future of MRCS.

Last year as part of our strategic planning process, our Chapter offices in Chuuk, Kosrae and Yap were joined by the President of the National Governing Board, a MRCS staff member and the IFRC Representative in the North Pacific for a series of discussions. In each Chapter, workshops were held with staff, Chapter Board members, volunteers and external stakeholders to discuss future directions and plans for MRCS and assess the capacities and needs of the Chapters. These workshops also played an important role in capturing the experience and knowledge held in the Chapters and throughout the States of FSM.

As a second stage, the National Governing Board formed a Strategic Planning Committee, with valued assistance from Government and others, to consider the results of the workshops and use them to develop a Strategic Plan for MRCS which sets the direction and captures the ambition of our National Society for the next five years.

This Committee was made up of the following people:

Mr. Diaz Joseph, Chairman of Governing Board, MRCS
Mr. Carl Apis, Governing Board Member, MRCS
Mr. James Lukan, Assistant Director, Office of Environment and Emergency Management (OEEM), Government of FSM
Mr. Churchill Edward, Former Pohnpei Lt. Governor and business entrepreneur
Ms. Suzie Yoma, former Executive Director, MRCS
Mr. Morgan David, Health Program Officer, MRCS and Committee note-taker

We would like to sincerely thank all MRCS staff, members and volunteers who were involved and the Strategic Planning Committee, for graciously volunteering their time for this important process and to congratulate them on an informative and insightful Strategic Plan 2016 – 2020 for MRCS.

We would like to briefly draw your attention to a few key features of the Strategic Plan:

- It reflects community needs across the four States of FSM, as identified through our people and networks and which have guided our plans for MRCS programs and services;

- It focuses our work on improving the quality of our programs and services and on building our organizational capacity to support them throughout our nation;
- It ensures that the Red Cross and Red Cross fundamental principles are applied in all that we do;
- As we work to raise the profile of MRCS across FSM, it ensures that we recognize and value the work of our volunteers who are the heart of our National Society.

We remain sincerely grateful for public funding that we receive from the Government of FSM. We will continue to rely on funding and support for our work from our sister National Societies and others with whom we will actively seek new partnerships over the coming months, in order to move towards a more sustainable future. We continue to value the generosity and efforts of our Board members, volunteers and friends who support the work that we do and we wish to take this opportunity to say thank you. We are in your debt.

We feel positive looking forward to the next five years and are confident that our National Society will have both the capacity and the will to respond effectively in times of natural and other disasters and crises and to empower communities to improve the quality of their lives. In this way and with your help, we will continue to grow and strengthen our National Society to meet the needs of our most vulnerable people and expand our humanitarian work here in Micronesia.

Respectfully

Diaz Joseph
Chairman, National Governing Board

Isao Frank, Jr.
Executive Director

Country Context

Federated States of Micronesia (hereafter referred to as FSM) is situated between latitude 3 and 10 degrees North and longitude 138 and 162 East. FSM is an island nation comprised of 607 islands making up four (4) states (Yap, Chuuk, Pohnpei, and Kosrae) located in the western Pacific Ocean. While the FSM's total land area is quite small (702 km² or 271 square miles), it is spread over a million square miles of ocean.

According to the 2010 population census, FSM has a total population of 102,843. The median age is estimated at 21 years; 35% of the population is under 15 years and 6% is people 60 years and over. The life expectancy for both gender groups is estimated at 70 years. Growth is relatively stable although compared state by state, Pohnpei and Kosrae recorded small population growth whilst Chuuk and Yap lost population to other states or overseas. Behind the stable population numbers, contributions of births (and deaths) are fully offset by the large number of people migrating out of FSM.

The *2014 Human Development Report (HDR)* uses the Human Development Index (HDI) for assessing long-term progress in three basic dimensions of human development: a long and healthy life, access to knowledge and a decent standard of living. FSM's HDI value for 2013 is 0.63 which is in the medium human development category, positioning the country 124th out of 187 countries and territories. This represents a small increase from the 2010 value but FSM remains below the average for East Asia and Pacific countries.

FSM is on the edge of the north Pacific typhoon belt and is at risk of destructive typhoons. It experiences considerable variation due to the El Nino-Southern Oscillation (ENSO) effect. This creates El Nino events which bring drier conditions and occasional droughts and periods of La Nina with above average numbers of tropical storms and more rainfall. It experiences regular landslides, tidal surges, flooding from rain, drought and fire and is susceptible to impacts of climate change such as sea-level rise. It has very high incidence of non-communicable diseases (NCDs) - diabetes, cancer, stroke, high blood pressure etc., as well as water and sanitation issues and social problems including violence against women.

Major Vulnerability and Hazards Analysis

As part of the strategic planning process, MRCS Chapter workshops considered the main physical hazards facing people in Micronesia with a particular focus on their state, current and emerging health and social issues and identified those people likely to be most affected.

Vulnerability to natural hazards – all states confirmed their exposure to the most frequently-occurring natural hazards which include typhoon, landslide and mudslide, inundation from tidal and storm surge, flood, drought, fire and earthquake. Three typhoons were recorded in 2015, including Typhoon Maysak which killed 4 people and affected 30,000 in Chuuk and Yap.

The level of exposure of communities to natural hazards varies, with the more westerly states of Yap and Chuuk being more exposed to storms, typhoons and also earthquakes. Islands and atolls of Yap and Chuuk are highly susceptible to prolonged periods of drought as they have limited water storage capacity. Communities living on these largely low-lying islands and atolls, are also more at risk from flooding and inundation during high tides, storm surge and during typhoons. States with higher rainfall experience landslides and mudslides more frequently, with populations living on or close to steep slopes being most susceptible. In addition it was noted that poor land management practices, waste management and water resource management all exacerbated disaster risk.

Communities, particularly in outer islands and atolls were identified as having limited access to health facilities which increased their vulnerability to naturally-occurring diseases and accidents. The incidence of mosquito-borne diseases in some areas is also a problem. Lack of access to improved sanitation was noted as a development issue together with associated health concerns. All states noted the high and rising incidence of non-communicable diseases (NCDs), particularly in older people - diabetes, cancer, stroke, high blood pressure etc. Social problems were of increasing concern including violence against women and growing drug use amongst young people. Lack of services for older people and people with disabilities further limits opportunities for these people. Also noted were other disadvantaged groups such as asylum seekers, socially-isolated or marginalised people, people suffering from diseases, mental health problems or alcohol abuse who are particularly vulnerable and as such are of concern to Red Cross.

History of Micronesia Red Cross Society (MRCS)

Introduction

Shortly after the Federated States of Micronesia became a member of the United Nations in 1991, there was interest in establishing a Red Cross Society in the country. An International Federation of Red Cross and Red Crescent Societies (IFRC) delegation made up of representatives from Geneva and Suva met with the FSM Government for initial discussions and President Bailey Olter delegated the then Department of Health, Education and Social Affairs (HESA) and Departments of Foreign Affairs and Justice to identify potential members for a Task Force for the purpose.

Brief history of establishment of the Micronesia Red Cross Society

1. CFSM Resolution No. 8-70 (1994) – ratifying and acceding to the Geneva Conventions of 1949 and their additional protocols of 1977
2. Articles of Incorporation (FSM R & D) – March 23, 1998
3. 1998 – Election and installation of the first MRCS Board Members
4. CFSM Resolution No. 11-76 (June 15, 2000) – recognizing the Micronesia Red Cross Society as the only Red Cross in the country and the only one authorized to use the Red Cross emblem
5. 1998 to 2003 – Five years in which the MRCS works to meet the 10 Conditions for Red Cross Red Crescent Movement recognition.
6. November 28, 2003 – MRCS is assessed to comply with the 10 Conditions for Movement recognition, is officially recognized by the International Committee of the Red Cross (ICRC) and admitted to the International Federation of Red Cross and Red Crescent Societies as its 181st member

The Society has a membership from throughout the four States of the FSM. Its headquarters are located in Pohnpei and there is a Chapter office in each of the three States of Chuuk, Kosrae, and Yap.



Our Vision

A world of empowered communities, better prepared and able to address human suffering and improve quality of life, respect for dignity and a concern for equity

Our Mission:

To develop and promote Humanitarian activities and services through voluntary actions and collaborations, with a view to preventing and alleviating human suffering, and improving the quality of life in our islands

Strategic Aims 2016-2020

Strategic Aim 1: Save lives in times of disasters and crises (aligned to S2020 Strategic Aim 1)

- ✓ Disaster Preparedness and Response
- ✓ Voluntary Non-Remunerated Blood Donation
- ✓ First Aid

Strategic Aim 2: Enable healthy and safe living (aligned to S2020 Strategic Aim 2)

- ✓ Community Resilience

Strategic Aim 3: Promote the prevention and reduction of vulnerability, social inclusion and a culture of non-violence and peace (aligned to S2020 Strategic Aim 3)

- ✓ Community Outreach
- ✓ Promotion of international humanitarian law and the fundamental principles and values of the International Red Cross and Red Crescent Movement

Strategic Aim 4: Build a stronger National Society and contribute to the wider Red Cross and Red Crescent Movement (aligned to S2020 Enabling Actions 1- 3)

- ✓ Governance
- ✓ Management
- ✓ Chapter Development
- ✓ Member and Volunteer Management including Youth
- ✓ Resource Mobilization
- ✓ Contributing towards the work of the Movement

Strategic Aim 1: Save lives in times of disasters and crises (aligned to S2020 Strategic Aim 1)

Strategic Area 1.1	Disaster Preparedness and Response
Target	To respond quickly and effectively to disasters and crises by improving our preparedness at National and Chapter levels
Outcome	Our disaster response teams act immediately and appropriately following natural and other disasters and crises
Actions	<ul style="list-style-type: none"> • Assessments are carried out according to disaster response plans • MRCS actions are coordinated with Government and other stakeholders • Distribution of relief items targets most vulnerable
Outcome	Our disaster response plans are up to date and tested
Actions	<ul style="list-style-type: none"> • Disaster response plans at National and Chapter level are reviewed and updated every 6 months • Disaster response plans are aligned with the relevant plans of government and other stakeholders and we regularly coordinate and exchange information with our partners on preparedness issues • National and Chapter level simulations are conducted on an annual basis • Minimum number of staff and volunteers available for emergency deployment in each Chapter/community and from National Office as required by our disaster response plans
Outcome	Our staff and volunteers are well-trained and equipped to respond immediately to any disaster
Actions	<ul style="list-style-type: none"> • All MRCS staff and volunteers receive basic orientation and training in disaster response policies and procedures • All new staff and volunteers receive Community Disaster Response Team (CDRT) training, if appropriate • Existing staff and volunteers receive refresher CDRT training on an annual basis • Minimum level of personal protection and other equipment is available to enable our staff and volunteers to respond to disasters as required by our disaster response plans
Outcome	Our relief supplies and logistics plans enable us to meet the immediate needs of communities in small to medium scale disasters and crises
Actions	<ul style="list-style-type: none"> • Disaster Preparedness containers are stocked to the minimum levels required by our National and Chapter disaster response plans • Disaster Preparedness containers are maintained in accordance with our stock holding plan • Logistics plans are regularly updated and tested to ensure we can reach communities in times of disasters and crises • In the event of a disaster beyond our capacities, we are familiar with the procedures to request support from our partners, as described in our disaster response plans

Outcome	Our Services to Armed Forces program helps unite families of affected US military personnel quickly and in a way that minimises additional stress
Actions	<ul style="list-style-type: none"> • All relevant staff receive orientation on program and implement according to procedures • Services are provided in a professional and timely manner

Strategic Area 1.2	Voluntary non-remunerated blood donation
Target	To ensure hospitals have immediate availability of sufficient donors to supply life-saving blood products through our Voluntary Non-Remunerated Blood Donation (VNRBD) program in all States
Outcome	Promotion of our blood donation program increases the number of individuals who donate blood.
Actions	<ul style="list-style-type: none"> • Promote MRCS' blood donation program through production of information brochure and media (radio, newspaper, social media) • Undertake annual blood donor recruitment drive eg. on World Blood Donor Day, especially targeting people with rare blood groups • All staff and volunteers are trained and tasked to disseminate information on blood donation and on our blood donation program to the wider public
Outcome	MRCS blood donation program is managed efficiently and well
Actions	<ul style="list-style-type: none"> • Update blood donor list regularly, at least annually • Keep blood donor records up to date to ensure that donors donate safely, i.e. not more frequently than once every three months • Establish process that recognizes and rewards loyal donors
Outcome	Stronger coordination with hospital staff is able to meet the demand of those in need of blood transfusion.
Actions	<ul style="list-style-type: none"> • Strengthen collaboration with hospitals and laboratories • Establish a standardized process with the hospital to manage and receive blood donors • Participate in the Transfusion Committee and support continual improvement of coordination, forms, laboratory services and procedures

Strategic Area 1.3	First Aid
Target	To enable every village in the Federated States of Micronesia to have at least one person trained in First Aid through the expansion of the MRCS First Aid Program
Outcome	Our First Aid program is expanded to provide more people with training in First Aid
Actions	<ul style="list-style-type: none"> • Identify agencies and groups that require First Aid training for their personnel and provide the necessary training (eg. sports groups, women's groups, youth groups) • Develop an MoU with the Government of FSM to establish MRCS as

	<p>the preferred provider of First Aid training</p> <ul style="list-style-type: none"> • Increase the number of MRCS First Aid instructors including at least two from each Chapter • Expand the First Aid curriculum to provide experienced First Aid Instructors with additional training e.g. in water safety and rescue • Integrate First Aid components into our other programs (eg. CDRT training) and outreach • Advocate to Government and other agencies to support First Aid training for their personnel
Outcome	Our First Aid training program is managed efficiently and well
Actions	<ul style="list-style-type: none"> • Review our First Aid program and develop detailed plan to expand First Aid training • Ensure all our First Aid instructors are re-accredited as required • Ensure we have sufficient supply of First Aid training materials, such as manikins and faceshields, at all times
Outcome	MRCS commercial First Aid training is expanded and contributes effectively to MRCS income
Actions	<ul style="list-style-type: none"> • Review and improve our commercial First Aid training program • Develop a business plan which includes Government personnel and new clients • Enable Chapters to conduct commercial First Aid training that contributes to MRCS income

Strategic Aim 2: Enable healthy and safe living (aligned to S2020 Strategic Aim 2)

Strategic Area 2.1	Community Resilience
Target	To improve the resilience of communities to the impact of disaster, climate change, health and other risks
Outcome	Target communities understand their risks and have taken action to mitigate their impact
Actions	<ul style="list-style-type: none"> • <i>Implement Community Resilience and Capacity-Building pilot project in Chuuk (disaster risk reduction & community preparedness)</i> • <i>Implement Community Health and Resilience pilot project in Kosrae (priority health issues & community preparedness)</i> • Expand our work with vulnerable communities on disaster risk reduction, health, water and sanitation and climate change • Chapter staff and volunteers receive training on climate change and risk reduction • Support communities to develop and test appropriate disaster management plans and early warning systems
Outcome	The prevalence of communicable diseases such as HIV/AIDS and STIs and non-communicable diseases e.g. diabetes is reduced in vulnerable communities and populations
Actions	<ul style="list-style-type: none"> • Strengthen existing partnerships with agencies and groups to

	<p>advocate on priority health issues</p> <ul style="list-style-type: none"> • Chapter staff and volunteers build knowledge and capacity in emerging health issues • Target youth volunteers for training in priority health issues • Distribute condoms and information, education and communication (IEC) materials to increase awareness on priority health issues • Provide information on HIV/AIDS to vulnerable people and referral to relevant testing and support services
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Strategic Aim 3: Promote the prevention and reduction of vulnerability, social inclusion and a culture of non-violence and peace (aligned to S2020 Strategic Aim 3)

Strategic Area 3.1	Community Outreach
Target	To support communities to address priority social issues such as violence, child protection, alcohol and substance abuse, isolation and poverty
Outcome	Our staff and volunteers have a better understanding of priority social issues in communities
Actions	<ul style="list-style-type: none"> • Work with partner agencies and groups to understand and determine social needs and priorities in communities • Advocate on priority social issues identified in our existing programs in collaboration with partner agencies • Ensure our approaches across all program areas consider gender and diversity, including people with disabilities and different age groups
Outcome	Our staff and volunteers utilise low-tech low-cost approaches to contribute to wider efforts to improve the health and well-being of communities
Actions	<ul style="list-style-type: none"> • Use scheduled events and days, e.g. Red Cross Days, to carry out activities with volunteers and communities • Promote healthy lifestyles and physical activity through events • Target activities that involve and engage with youth
Outcome	Those made vulnerable by their disadvantage are assisted to ensure their basic needs are met and to improve their well-being
	<ul style="list-style-type: none"> • Identify disadvantaged people in communities, including migrants regardless of their legal status, and provide practical help with basic humanitarian needs, as appropriate
	<ul style="list-style-type: none"> • Advocate for provision of services that address the needs of vulnerable people and respect for their fundamental rights

Strategic Area 3.2	Promotion of international humanitarian law (IHL) and the fundamental principles and values of the International Red Cross and Red Crescent Movement
Target	To ensure that international humanitarian law and the fundamental principles of the Red Cross and Red Crescent Movement are well understood by our people and partners
Outcome	All MRCS staff, members and volunteers have a good understanding of IHL, as it applies to our work, and the fundamental principles and values of the Red Cross and Red Crescent Movement
Actions	<ul style="list-style-type: none"> • All our staff, members and volunteers receive basic training on the International Red Cross and Red Crescent Movement, international humanitarian law and our fundamental principles and values • Red Cross and Red Crescent emblems and the emblem of the MRCS are used correctly
Outcome	MRCS has a stronger partnership with public authorities that demonstrates good understanding of our independent, auxiliary role, respect for IHL and protection of the emblem of MRCS
Actions	<ul style="list-style-type: none"> • We systematically and regularly strengthen our relationship with the public authorities at all levels. • We regularly discuss with public authorities our role as independent, auxiliaries to them on humanitarian issues • MRCS' role and the importance of the MRCS emblem are well understood and respected • Presentations are made to elected officials, police and the general population on IHL and the fundamental principles and values of the International Red Cross and Red Crescent Movement
Outcome	Our staff, members and volunteers have raised awareness of the fundamental principles and values of the International Red Cross and Red Crescent Movement and advocate on behalf of the most vulnerable people
Actions	<ul style="list-style-type: none"> • Information on the work of MRCS is distributed at MRCS and other public events • Our staff and volunteers are trained in advocacy and its uses • Our staff and members advocate on behalf of the most vulnerable people, locally and across the country, for government and other agencies to recognize and respond to their needs

Strategic Aim 4: Build a stronger National Society and contribute to the wider Red Cross Red Crescent Movement (aligned to S2020 Enabling Action1 - 3)

Strategic Area 4.1	Governance
Target	To maintain strong governance structures and processes that provide direction, ensure compliance and accountability and support MRCS' work
Outcome	MRCS has an effective governance structure that promotes the strategic

	aims and sets policy direction
Actions	<ul style="list-style-type: none"> • The MRCS National Governing Board is refreshed and conducts its affairs in line with the Constitution and Rules of Procedures • The MRCS Chapter Boards are well-functioning and support the Chapters in their work • MRCS seeks counsel and advice from the IFRC and ICRC as needed • Orientation and training is provided for all new and continuing Board members as required

Strategic Area 4.2	Management
Target	To strengthen leadership and management structures in MRCS that support good decision-making, quality programs and accountability
Outcome	National Society management systems and structures are strengthened and more sustainable
Actions	<ul style="list-style-type: none"> • Review and/or develop and implement policies and procedures that support good management practice, e.g. financial, human resource and volunteer management • Increase and strengthen our partnership base to provide more diverse and sustainable funding streams
Outcome	MRCS programs are appropriate, well implemented and of a high standard
	<ul style="list-style-type: none"> • MRCS staff prepare annual plans and budgets that are realistic and in line with our Strategic Plan • Ensure Red Cross staff and volunteers are trained and well motivated to improve the quality and reach of MRCS work with communities • Strengthen MRCS' accountability to beneficiaries, partners and stakeholders at all levels through participatory planning and accurate and timely reporting
Outcome	<i>MRCS staff and volunteers are trained, equipped and motivated to carry out their work</i>
	<ul style="list-style-type: none"> • <i>Board members, staff and volunteers receive the training and skills development opportunities they need to do their jobs well</i> • <i>Develop strong, well-informed leadership to guide and direct the organization</i> • <i>Opportunities are sought and used to share learning with and from other National Societies and relevant organizations.</i>

Strategic Area 4.3	Chapter Development
Target	To strengthen and support MRCS Chapters to develop and maintain the capacity they need to carry out their work
Outcome	Our chapters in Chuuk, Kosrae, and Yap are responding to needs of the States and communities

Actions	<ul style="list-style-type: none"> • <i>Chapters have essential infrastructure and equipment and ensure they are appropriately managed and maintained</i> • Each Chapter has secure, long-term arrangements on office space • Chapters are supported to respond to and meet the needs of local people based on prioritizing the most vulnerable • Chapter staff are given development opportunities and training relevant to their roles • Chapter Boards are supported and strengthened
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Strategic Area 4.4	Member and Volunteer Management including youth
Target	To strengthen, support and maintain a strong, grassroots network of members and volunteers who contribute actively to our National Society
Outcome	Our membership is refreshed, representative and engaged in our work
Actions	<ul style="list-style-type: none"> • Membership is refreshed across all FSM States – is diverse and representative of the population • Membership recruitment is conducted in all States and includes youth • Member management system is improved and renewals are invited annually • Members receive regular information and news on MRCS programs, achievements and events
Outcome	Our volunteer base is expanded, including youth, and contributes to the overall mission and goals of MRCS
Actions	<ul style="list-style-type: none"> • Volunteer engagement across our organization and in all our offices and Chapters is increased • Volunteer recruitment includes youth • All volunteers are given basic Red Cross training • Volunteers are trained in areas relevant to their roles • Volunteer management system is reviewed and improved

Strategic Area 4.5	Resource Mobilisation
Target	To establish long-term sustainable funding for MRCS
Outcome	MRCS has diverse and flexible funding streams that are relevant and sustainable
Actions	<ul style="list-style-type: none"> • Develop a resource mobilisation plan for MRCS which diversifies, broadens and strengthens our funding base • Actively seek long-term partnerships that support our organization and our Strategic Plan • Conduct annual membership drives • Chapters conduct at least one fund-raising activity per year • Use World Red Cross Day to combine fundraising and volunteer / membership recruitment • Review and improve our commercial First Aid training program

Strategic Area 4.6	Contributing to the work of the Movement
Target	To make regular and valued contributions to the broader work of the Movement
Outcome	Our brand and reputation is beyond reproach and much loved and respected throughout Micronesia and internationally
Actions	<ul style="list-style-type: none"> • Celebrate Red Cross Day and targeted global actions • Participate in the RCRC Statutory Meetings • Encourage Government participation in International Conferences • Participate in Pacific National Society leadership meetings • MRCS Youth participate in RCRC meetings
<i>Outcome</i>	<i>MRCS programs and services are supported by an appropriate, well-resourced communications strategy</i>
<i>Actions</i>	<ul style="list-style-type: none"> • <i>Programs and services are promoted domestically and internationally to the International Red Cross and Red Crescent Movement, partners and others</i> • <i>Stories on achievements, events and MRCS people are shared through different media channels with all stakeholders</i> • <i>Social media including websites, FaceBook etc. are used to communicate information and as tools for emergency and other messaging</i>

Cross Cutting Issues

1. Using partnerships to expand our reach

We recognise our capacity limitations and seek to build partnerships with others to expand the reach of our work. We will collaborate with local partners to enhance our ability to provide informed programs and services to communities most in need. We will seek more support and partnerships with private and public organizations locally and internationally to expand and build our programs to increase the number of people we reach.

2. Gender & Diversity

We recognise that men, women and youth have different capacities, strengths, needs and vulnerabilities and we ensure that these differences are considered in all aspects of our work, both in our community programs and in our emergency response actions following disasters and crises. We respect the differences between people, promote equality and ensure our staff and volunteers understand the importance of a gender and diversity sensitive approach. Through our Code of Conduct, we also prioritise the safety and protection of children.

Fundamental Principles of the Red Cross and Red Crescent

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