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INTRODUCTION

MRC initiates the S2030 strategic plan in line with the global direction that has been set by IFRC for all national societies. This document intends to cover the span from 2023 to 2030, where it is important to acknowledge that the Covid19 pandemic disrupted the strategic planning process, hence the staggered start from 2023 instead of 2021. A review was done on the progress and achievements of the previous Strategy 2020. MRC was identified as very relevant in supporting the authorities in mitigating health risks within the community. The ambulance services and blood donation remain one of the more well-known and established activities of MRC and this was acknowledged as a strength. Some of the findings for areas of improvement are as follows:

- The mandate of MRC needs to be reviewed and updated, as the current needs of the most vulnerable communities have changed.
- The scope of health activities needs to be expanded beyond the “traditional” MRC activities, particularly in view of increased capacity developed after the pandemic.
- Building capacity and motivating volunteers to be more engaged with MRC needs to be improved to strengthen the involvement with government agencies and communities.
- As part of MRC’s auxiliary role, engagement with governments and humanitarian diplomacy activities need to be improved and carried out with more depth to ensure quality and continuity of programs in the long term.
- Enablers need to be improved in terms of equipment and logistics, governance issues, increasing youth involvement, and improving staff and volunteer management.
- MRC progress and challenges needs to be monitored and evaluated regularly so that everyone is on track and continues to be guided by the strategic plan.
- The strategic plan needs to be communicated widely to all board members, staff, volunteers, and stakeholders so that MRC direction is understood well regardless of change of people within or outside of MRC.

COUNTRY CONTEXT

Despite being geographically located outside the Pacific Ring of Fire, Malaysia is vulnerable to several natural hazards. It has warm weather all year round and is susceptible to natural disasters and disease outbreaks. These include floods, forest fires, haze, landslides, seismic activity, and epidemics. Floods are the primary hazard affecting the country, with earthquake risk mainly in Sabah, East Malaysia. Landslides and droughts are also significant though their effects are limited to much smaller eastern regions. Many migrants and refugees travel to Malaysia both as a transit and host country.

Climate change issues have become particularly important for the urban and suburban communities in recent years, as its impact is no longer merely affecting the coastal community. Increasing severity of future floods is expected to affect water and coastal resources, food security and agriculture, various infrastructure and transportation hubs, energy and utilities, as well as public health services. The frequency and intensity of heat waves experienced in Malaysia is projected to increase significantly due to a warming climate. This, coupled with a rapid urbanisation process, is forecasted to produce extreme changes in temperature and weather, which consequently impact community livelihoods.

The COVID-19 pandemic has had a major economic impact on Malaysia, particularly in vulnerable households. Having revised its national poverty line in July 2020, 5.6 per cent of Malaysian households are currently living in absolute poverty. The Government is focused on addressing the well-being of the poorest 40 per cent of the population. This low-income group remains particularly vulnerable to economic shocks, as well as increases in the cost of living and mounting financial obligations. Income inequality in Malaysia remains high in relation to other Southeast Asian countries, but it is gradually reducing. While income growth for the bottom 40 per cent has outpaced the top 60 per cent over much of the last decade, the absolute gap across income groups has increased. The Government has moved towards more targeted measures to support the poor and vulnerable, mainly in the form of cash transfers to low-income households.

Based on the Sustainable Development Report published in 2022, Malaysia ranks 72 out of 163 countries in development, with an SDG index of 70.4 per cent. Malaysia is on track to achieve two of its goals: zero poverty (SDG 1) and decent work and economic growth (SDG 8). While it achieved a moderate score in eight of its goals, the scores in six other goals are stagnating: zero hunger (SDG 2), clean water and sanitation (SDG 6), climate action (SDG 13), life below water (SDG 14), life on land (SDG 15), and partnerships for the goals (SDG 17). There is no data available for the last goal of reduced inequalities (SDG 10).

There is a conducive policy environment which serve as a solid foundation and opportunity for operationalisation of this plan for each of the thematic areas outlined in this Strategic Plan.

ORGANISATIONAL SETTING

- **Auxiliary Role and National Importance**

The role of the MRC in carrying out its emergency and development programmes is anchored in two separate legislations: the Malaysian Red Cross Society (Incorporation) Act,

1965 (previously known as Act 47/65 and revised in 1995 as Act 540) and the Malaysian Red Cross Society (Change of Name) Act, 1975 (Act 162) Both stipulate MRC's mandates and entitlements and further describes the circumstances under which those mandates and entitlements apply.

This auxiliary role means that MRC must always act and be seen to act within its mandate as an effective national responder, supplementing or substituting the services of government authorities in responding to disasters, emergencies, and situations of humanitarian need. The National Society is required to be sound, well-governed, and have systems and procedures in place to ensure integrity and accountability in all its operations.

The auxiliary role also means that the Government must be continuously sensitized of the capacities and capabilities of the National Society and be encouraged to collaborate with it on mutual humanitarian and development initiatives of national importance. The Government also need to be encouraged to support its neutral, impartial, and independent national and international humanitarian work and to support the obligations of the National Society with resources and funds, and to view the MRC as a humanitarian and development partner.

The Core Principles

MRC, being part of the Red Cross and Red Crescent (RCRC) global Movement, builds on the seven Fundamental Principles to guide its emergency and development programmes. The principles that guide our code of conduct and humanitarian action are:

1. **Humanity:** MRC seeks to promote respect for human beings, to protect life and health, and to prevent and alleviate human suffering.
2. **Impartiality:** MRC provides assistance without discrimination as to nationality, race, religious beliefs, class, or political opinions.
3. **Neutrality:** MRC does not take sides in hostilities or engage in controversies of a political, racial, religious, or ideological nature.
4. **Independence:** MRC is independent. While it works closely with governmental and other authorities, it maintains its autonomy so as to be able to act in accordance with its principles.
5. **Voluntary Service:** MRC is a voluntary relief organization not prompted in any manner by desire for gain.
6. **Unity:** MRC must be open to all. It must carry on its humanitarian work throughout its territory.
7. **Universality:** MRC is a worldwide humanitarian organization and the national society in Malaysia has a role to play in the worldwide humanitarian movement.

Guiding Values

The guiding Values of MRC are as follows:

Integrity - We are committed to preventing and addressing breaches of integrity and unethical behaviour by our leadership, employees, and volunteers.

Respect - We respect local culture, preferences and diversity and promote people's right to be informed about, participate in and share their input on the decisions that affect them.

Dynamic – We look at new challenges as opportunities to further develop our skills, and to support efforts in adapting to innovative approaches to improve service quality.

Vision and Mission

Vision

MRC aims to be a leading humanitarian organisation in Malaysia, trusted by communities, partners and the government in its delivery of programs and services to all.

Mission

MRC will actively build resilient and empowered communities to be prepared and to mitigate for health crisis and other disasters. MRC delivers its services through equitable collaboration with partners, improving quality through digital transformation at all levels, and investing in future development of volunteers, youth, and staff for a sustainable humanitarian response.

MRC Vision
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MRC Mission
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Goal 1
People anticipate, respond to, and quickly recover from crisis

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

Goal 3
People mobilise for inclusive and peaceful communities



Strategic Priority 1
Climate and environmental crises
Strategic Priority 2
Evolving crises and disasters

Strategic Priority 3
Growing gaps in health and well-being

Strategic Priority 4
Migration and identity
Strategic Priority 5
Values, Power, and Inclusion

GOALS. STRATEGIC PRIORITIES, AND OBJECTIVES

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

Strategic Priority 1 (SP 1) - Climate and environmental crises

Objective 1.1: Communities and MRC staff and volunteers undertake urgent action to adapt to the rising and evolving risks from the climate and environmental crises, targeting especially the most vulnerable and marginalised communities.

- MRC staff and volunteers have the knowledge and capacity to serve as agents of change and mobilise positive and large-scale action to address the climate and environmental crises.
- MRC to ensure the most vulnerable communities have increased capacity to address the evolving impacts of climate change through enhanced ownership over programmes addressing climate risks that optimally accounts for their insights, knowledge, and ideas.
- MRC emerges as a partner of choice to carry out efforts to support communities and governments in scaling up climate action and working with the most at-risk communities.

Objective 1.2: MRC adopts environmentally sustainable practices and contributes to climate change mitigation and adaptation.

- MRC promotes and encourages a concept of Green Response in their day-to-day operations through all staff and volunteers
- MRC reduces its carbon footprint, promotes environmentally sustainable practices, and to develop and implement its environmental policies.

Strategic Priority 2 (SP 2) - Evolving crises and disasters

Objective 2.1: Communities take action to increase their resilience to evolving and multiple shocks and hazards.

- The most vulnerable at-risk communities receive actionable risk information and are supported to take active steps to reduce their vulnerability and exposure to hazards.
- The most vulnerable communities prepare for timely and effective mitigation, response and recovery to crises and disasters, including early anticipatory action.

Objective 2.2: People affected by crises and disasters have their needs met through access to assistance and support that is timely, adequate, flexible and strengthens their agency, targeting especially the most vulnerable and marginalised communities.

- The most vulnerable people affected by crises and disasters receive timely and appropriate cash and voucher assistance, or in-kind assistance where appropriate.
- Where markets and services are disrupted, the most vulnerable people affected by crises and disasters receive timely and appropriate in-kind assistance.
- People affected by crises and disasters receive support and services and develop their skills to address their needs.

Objective 2.3: MRC responds effectively to the wide spectrum of evolving crises and disasters, and its auxiliary role in disaster risk management is well defined and recognised.

- MRC is prepared to respond to crises and disasters (sudden-onset, slow-onset, time-bound and protracted), with increased capacity to analyse and address the needs of the most vulnerable people affected by crises and disasters.
- MRC enhances its coordination and collaboration with key stakeholders including national actors (federal, state and local government agencies), civil society, civil protection mechanisms, the private sector, reference centres and research institutions.

Objective 2.4: MRC expands their leadership in the field of Disaster Law.

- MRC expands improves official recognition of their auxiliary role in disaster risk management.

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

Strategic Priority 3 (SP 3) - Growing gaps in health and well-being

Objective 3.1: MRC capitalises on its government auxiliary role to ensure its position on relevant country-level public health strategy, advocacy, and policy platforms, and mechanisms.

- MRC engages with the national and sub-national governments to influence sectoral laws and policies that defines it auxiliary role in health system strengthening, health in emergencies, health awareness raising to aid and support preventive and promotive health, including WASH strategies.

Objective 3.2: The health and wellbeing of communities are protected and improved through access to sustainable, affordable, appropriate, and quality health services across the life course, especially for the most vulnerable and marginalised communities.

- MRC to deliver evidence-based and impact-driven, effective, appropriate health services including health promotion, disease prevention and community-based health care activities, focusing on awareness, prevention, risk management, and community resilience.
- MRC to expand the modalities of its first aid activities, family planning, communicable and non-communicable diseases, health issues in children, adolescent and the elderly, including training of volunteers, community leaders, staff and the general public across all contexts.
- MRC to meet the mental health and psychosocial support needs of the most vulnerable communities, as well as volunteers, youth and staff.
- MRC to contribute, achieve and sustain national immunisation targets, and promote fair and equitable access to new vaccines.
- MRC to encourage and increase the number of voluntary non-remunerated blood (VNRB) donations.

Objective 3.3: The health and dignity of the most vulnerable communities in emergencies are maintained by providing access to appropriate health services.

- MRC to adequately prepare for and respond to the health consequences of disasters and crises.
- MRC to build and maintain community-level capacity, especially youth, in effective detection, education, prevention and response to infectious disease outbreaks.
- Communities participate in planning and programming and provide continuous feedback to adapt operations.
- MRC to respond to mental health, psychosocial needs, psychological first-aid support effectively during emergencies as well as in post-disaster situations to the most vulnerable communities.

Objective 3.4: Communities have increased access to affordable, appropriate, and environmentally sustainable water, sanitation, and hygiene services.

- MRC to assist the government to provide the most vulnerable communities with improved access to safe water and sanitation.
- MRC to provide the most vulnerable communities with knowledge and best practice to improve sustainable community-based management of water and sanitation facilities.
- MRC to promote and measure positive behavioural change in personal and community hygiene among targeted communities, including in menstrual hygiene management.

Objective 3.5: *The most vulnerable communities at risk from pandemics and epidemics have increased access to affordable, appropriate and environmentally sustainable water, sanitation and hygiene services.*

- MRC to provide the most vulnerable communities and key structures at risk from pandemics and epidemics with improved access to adequate water, sanitation, and hygiene services in emergency settings.

Goal 3: People mobilise for inclusive and peaceful communities.

Strategic Priority 4 (SP 4) - Migration and identity

Objective 4.1: *Migrants and displaced persons have access to humanitarian assistance and protection at key points along migratory routes as well access to durable solutions when appropriate.*

- MRC to undertake effective advocacy in support of migrants' and displaced persons' access to essential public services.

Objective 4.2: *MRC engages with migrants, displaced persons and host communities to more effectively assess, understand and respond to their priority needs.*

- MRC to undertake and conduct training and provide clear direction to guide staff and volunteer engagement in the field of migration and displacement, in line with the targets and commitments of the IFRC Global Migration Strategy and other Movement frameworks.
- MRC integrates and mainstreams migration approaches across its humanitarian activities, tools, and methodologies in the field of emergency preparedness, response and recovery.

Strategic Priority 5 (SP 5) - Values, Power, and Inclusion

Objective 5.1: *MRC to contribute to a positive change in communities through wider understanding, ownership, dissemination and application of Fundamental Principles and humanitarian values, focusing especially on young people's knowledge, skills, and behaviour.*

- Technical and financial support for youth-led education and action is scaled up, building on the Youth Engagement Strategy and other youth-led initiatives.

- Strategic partnerships and innovative mechanisms for collaboration on humanitarian education with key actors (including education authorities) are strengthened or established.

Objective 5.2: MRC to promote and support safe, equitable and continuous access to quality education for all, especially boys and girls affected by disaster, crisis or displacement.

- MRC emergency operations address education-related humanitarian needs, including through assessment, programmatic integration, research, and data collection/analysis.
- Strategic partnerships and innovative mechanisms for collaboration on education in emergencies with key actors (including education authorities) are strengthened or established.
- MRC develops effective advocacy about the importance of ensuring safe, equitable and continuous access to education in humanitarian contexts.

Objective 5.3: MRC is a safe and inclusive organisation, where dignity, access, participation, and safety for people of all identities is ensured.

- MRC ensures that they have necessary institutional capacity, composition, and commitment to address violence, discrimination, and exclusion.
- MRC to adopt a comprehensive Protection, Gender, and Inclusion approach across all operations, programs, and services.

Objective 5.4: People and communities, vulnerable to and affected by crises, are empowered to influence decisions affecting them and trust MRC to serve their best interest.

- MRC to strengthen engagement with and accountability to the most vulnerable communities through integrating mechanisms for communication, participation and feedback and complaints within programs and operations.
- MRC strengthens understanding of and capacity to implement community engagement and accountability approaches, at all levels from program and operations staff to senior leadership.

Within this strategy MRC identifies four enablers that are crucial for the development of the National Society to be prepared to respond to humanitarian challenges and achieve the strategic goals.

Enabler 1: To transform MRC into a financially sustainable operation through effective and efficient resource mobilisation

Objective 1.1: MRC uses contemporary tools and evidence-based approach to remain relevant and adapt to resource mobilisation opportunities.

- Financial resources are safeguarded and managed effectively, efficiently, and transparently.
- MRC to improve its financial sustainability through investment in its three pillars (accountability and systems development; resources mobilization; auxiliary status and humanitarian mandate).

Enabler 2: Innovate and digitally transform MRC with a focus on National Society development.

Objective 2.1: MRC uses innovative and transformative approaches to better anticipate, adapt to, and change for complex challenges and opportunities.

- Community driven local innovation is better sourced and supported to develop and enhance its impact.
- Technical teams and volunteers (including youth) are incentivised and resourced to experiment with new approaches to their work.

Objective 2.2: MRC undergoes a digital transformation in order to enhance its relevance and effectiveness as a distributed network

- Data use and bridging digital divide: MRC have the foundational IT digital systems to efficiently operate and ensure accountability in their daily operations and are 'data ready' for engagement with their staff and volunteers, operational decision-making, and business intelligence. Leaders use and understand data in their work, drawing on evidence and research to guide humanitarian action.
- Common data model: A common data model is developed across the MRC that spurs inter-operability.
- Standards and tools: MRC are supported in their digital transformation by developing standards, tools and guidelines, and promote coordination of resources and capacities within the IFRC network.
- Enhance data protection: Data protection best practices and information security measures are adopted and implemented in ongoing and new operations.

- Community: MRC puts the most vulnerable communities and volunteers at the centre of all digital transformation goals and will utilise tested information technology systems for community-based initiatives.
- Volunteer engagement: Appropriate, affordable volunteer platforms are supported and adopted by NS for their volunteers to register, engage, manage their relationship with NS, identify service opportunities, record their contributions, and share learning and insights.
- Resourcing: Prioritizing resources and skills to support digital transformation within every sector and within every level to support the rapid and inclusive digital changes.
- Innovation: The ability to use data or digital technologies is encouraged and funded to test new and emerging technologies / mitigate risks

Enabler 3 : MRC to be accountable through agile and efficient management

Objective 3.1: MRC delivers what it promises to staff, volunteers and the communities they work with, as effectively and efficiently as possible.

- MRC develops and nurtures the talent and capacity of staff and volunteers at all levels.
- MRC has a strong culture on gender, diversity, and inclusion both at an institutional level, and in the way humanitarian operations are carried out, including mechanisms for monitoring and improvement.
- MRC develops an effective management framework with transparent and inclusive processes that are understood by all stakeholders.
- MRC has organizational risk management across the global network, addressing risk management culture at all levels, with a clear link to accountability and quality assurance.
- A strategy and a plan of action are developed to mitigate the risk of fraud and corruption, sexual harassment, exploitation and abuse, within MRC.

Enabler 4: MRC to be trusted by communities, owned, and valued by its members.

Objective 4.1: MRC to become the trusted partner of choice for humanitarian action with the capabilities to act in the global and national networks and local communities.

- MRC to assess their development needs, revise their legal base and design strategic and development plans to better address services and resources sustainability, making their local branches robust and diversifying their volunteer base.
- MRC to align all external support in NSD to their priorities and development plans in line with the principles of the NSD Compact to achieve and maintain a sustainable

organization able to deliver relevant, quality, and accessible services in full respect of the fundamental principles.

- MRC to develop risk assessment systems, guidelines, tools, and mechanisms to prevent, and respond to, among others, wastage, fraud and corruption, PSEA, discrimination, harassment, abuses and child protection to address integrity and reputational risks of the NS.

Objective 4.2: MRC prioritises volunteering development and youth action as critical catalysts of behavioural change and local action, ensuring access and nurturing trust in all contexts.

- Youth, volunteers, and young community-based change agents contribute to decision-making, innovation and strengthening the domestic network through programs that are inclusive and flexible and that offer a variety of entry points for young people.
- Needs and talents of young people from all backgrounds are well understood by leadership and are accurately reflected in MRC's operational plans and programme delivery.
- Volunteer base reflects the diversity of communities, with attention to gender, local languages and cultures, marginalized groups and influential members of communities and institutions.
- Strengthened mechanisms to recruit, recognize, retain, protect volunteers, promote psychosocial wellbeing, and provide greater support to those killed or injured in the line of duty, and their families.

Objective 4.3: MRC continuously develop its leaders at all levels to foster a more dynamic and diverse leadership embodied in increased volunteer and youth involvement, gender parity and equitable geographic representation.

- The talent development and management strategy are implemented to increase the talent pool of professionals in governance and management, to enhance professionalism in measuring up to standards and demonstrating accountability from national to locally led volunteer action.

Enabler 5: MRC have a strong public profile and are effective advocates, influencing both public behaviour and policy change at the domestic, regional, and global levels.

Objective 5.1: MRC have strengthened their engagement with partners within and outside the RCRC network to work collectively on the key challenges facing the most vulnerable communities.

- MRC to substantially widen their involvement and leadership of civil society and other like-minded coalitions at the national and local levels.

- MRC to strengthen its communications and public advocacy to increase its visibility, impact, public trust and understanding of their role and activities.
- MRC to strengthen their auxiliary role, positioning and voice in humanitarian and development fora.
- MRC to create and use simple and affordable tools and messaging to ensure that programming and communication aimed at public behaviour change (in public health, resilience, inclusion, etc.) are informed by science and data-informed approaches and integrated with community engagement and accountability initiatives.

Objective 5.2: Membership Coordination is a core part of MRC's work, resulting in greater trust from the membership and greater efficiency and effectiveness of our humanitarian actions.

- Membership coordination is enhanced based on an overarching strategy, supported by practical tools and regional and country coordination position.

Objective 5.3: MRC will deliver on its priorities for Movement Coordination and Cooperation, as established in the [Council of Delegates meeting in 2019](#).

- Strong engagement of MRC in the implementation and updating of its progress on the *Strengthening Movement Coordination and Cooperation 2.0 (SMCC 2.0)* with IFRC and ICRC

Evaluating for Success

MRC is committed to evaluating and reporting our progress to all our stakeholders. Regular review and periodic evaluation of our progress against our strategic plan will help to improve the quality of our services, build organizational learning, as well as upholding accountability and transparency to all our stakeholders. Evaluations will also give us the opportunity to recognise, promote and celebrate our work.

- **Relevance** – We want to maintain relevance of our services focusing on the most vulnerable.
- **Impact** – We aim to increase the positive impact of our services and interventions.
- **Quality** – We seek to improve and sustain the quality and cost-effectiveness of the services we provide.
- **Sustainability** – We strive to ensure sustainability of the core services of the National Society, ensuring that key NS services are available in the future.