



BARBADOS RED CROSS SOCIETY

STRATEGIC PLAN 2020-2025



BARBADOS
RED CROSS
SOCIETY

THE FUNDAMENTAL PRINCIPLES

The International Red Cross and Red Crescent Movement agreed upon its Fundamental Principles in 1965. The seven principles provide an ethical, operational and institutional framework for the work of the Movement.

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.

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Our Vision

To be the leading volunteer based organisation in Barbados, working with all partners at all levels to enhance resilience and national development.



Our Mission

To provide high quality services that build the capacities of persons and organisations to prepare for, respond to and recover from disasters and crises.

Our Purpose

To be a well-functioning National Society that alleviates human suffering regardless of nationality, race, gender, religious beliefs, class or political opinions.





Message from The President

Mr. Winston Waithe

As we enter this new decade and prepare for the challenges that lie ahead, the Barbados Red Cross Society welcomes the development of its Strategic Plan (2020 – 2025). Our Strategic Plan is aligned with the International Federation of the Red Cross and Red Crescent Societies' Strategy 2020, which is informed by the local needs and vulnerabilities of the diverse communities that we serve. Coming out of this Strategy 2020 is an emphasis on three (3) key strategic aims: (1) to save lives, protect livelihoods, and strengthen recovery from disasters and crises; (2) to enable healthy and safe living and (3) to promote social inclusion and a culture of non-violence and peace.

These global strategic aims lie at the center of the strategic direction to be taken by the Barbados Red Cross in the upcoming years and are expected to benefit those who recognize the Barbados Red Cross – and the global Red Cross movement – as an organization that is ultimately focused on building a more humane, dignified and peaceful world.

As we continue to face new and greater challenges, we recognize and appreciate the dedication and service provided by our members, volunteers, and staff over the years. Without them, the National Society would not have been able to provide continued service to the vulnerable people in its' community. The increased intensity and frequency of hurricanes and earthquakes in our Caribbean region which is believed to be as a result of global warming is now threatening our very existence, and as such, it is imperative that we act now to build more resilient societies.

Our Strategic Plan seeks to help us navigate and minimize the impact that will potentially come as a result of these changes. It defines our role as a National Society and our responsibilities to the people that we serve, most especially the most vulnerable in our community.

In the process of charting our strategic direction over the upcoming five years, we have identified a need to become more resilient as an organization. We shall do so by diversifying and increasing our membership and volunteer base; providing innovative opportunities for our staff and volunteers alike; and creatively addressing the need to become more efficient in our efforts to mobilize the resources—both financial and human – that are necessary us to play our unique role in civil society and national development.

It is also imperative that we become more intentional and effective in our engagement of key stakeholders and partners, and importantly, in our execution of our auxiliary role to our Government.

As we implement our Strategic Plan, we recognize that its success is dependent on all of us working together with the common goal of saving lives and protecting the human dignity of our vulnerable people. With this in both mind and in action, we will build a stronger Barbados Red Cross Society; and most importantly, a stronger and less vulnerable Barbadian society.



WHO WE ARE

International Red Cross and Red Crescent Movement

The Barbados Red Cross Society is a member 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 192 around the world, including the Barbados 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.



 International Federation
of Red Cross and Red Crescent Societies

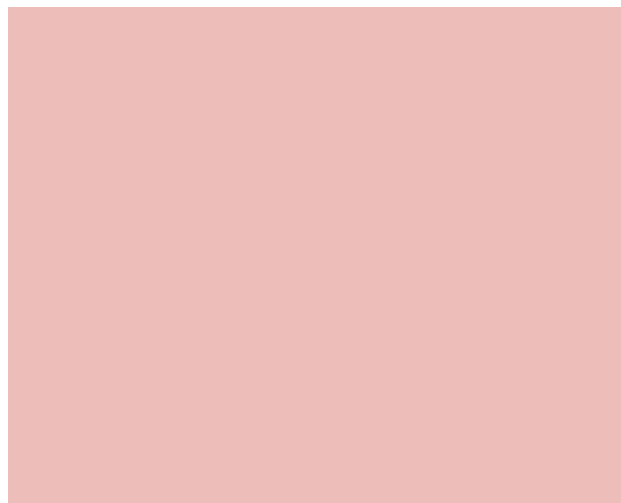


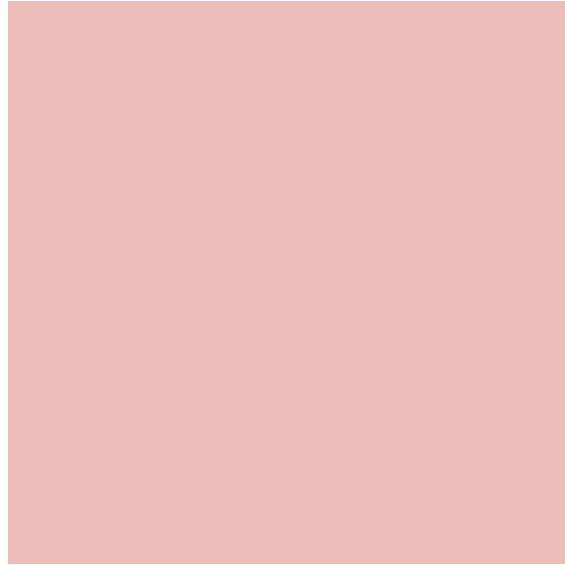
ICRC

The Barbados Red Cross Society

The Barbados Red Cross Society began operations on 17th February 1960 as a branch of the British Red Cross. On 31st July 1969, it was incorporated by an Act of Parliament under the Barbados Red Cross Society Act 1969/35, as a Voluntary Aid Society, auxiliary to the Public Authorities. In August 1984, the Society was approved as a member of the International Red Cross and became a full member of the League of Red Cross and Red Crescent Societies (now known as the International Federation of Red Cross and Red Crescent Societies, IFRC or the Movement) with all of the privileges accorded to its Member Societies.

The Barbados Red Cross Society is now a part of the world's largest humanitarian network with nearly **117 million members, volunteers and supporters in 192 National Societies..**





Our Core Values

Being connected to those we serve is critically important to what we do and how we do it. The Barbados Red Cross Society commits to listening to, and engaging with our communities while keeping true to our fundamental principles.

Our Core Values are:

- **Accountability**
- **Diversity**
- **Integrity**
- **Professionalism**
- **Reliability**
- **People-centred**
- **Results-oriented**

These core values are fundamental to all our actions and guide our decisions. They apply internally towards our volunteers, staff and colleagues, and externally towards our partners, stakeholders and members. The needs and rights of displaced and vulnerable people remain at the heart of everything we do.



THE ULTIMATE GOAL OF RED CROSS SOCIETIES AROUND THE WORLD IS TO IMPROVE THE LIVES OF VULNERABLE PEOPLE BY MOBILIZING THE POWER OF HUMANITY

The Red Cross Movement occupies a unique place in society. From the birth of an idea in 1859, Red Cross has become a global force to help people prepare for, respond to, and recover from challenges and adversity. The movement has the means and mechanisms to do significant good because of accumulated experience, vast international representation, adherence to the fundamental principles of the organisation and our scope and outreach.

The Red Cross Movement occupies a special relationship with governments and can engage in a unique way due to the special status as auxiliary partners in the humanitarian field. The auxiliary status is permanent and is part of the legal foundation of every National Society around the world, including the Barbados Red Cross Society. The auxiliary role also refers to a set of agreed upon responsibilities and activities defined by a government and a National Society together. This means that the Barbados Red Cross Society has a unique legal status which helps us to serve the most vulnerable people in society, and to help public authorities to accomplish their humanitarian objectives.

ALIGNMENT TO BARBADOS NATIONAL AGENDA

The Barbados Red Cross Society (**BRCS**) recognises the general thrust by the Barbados government towards a focus on areas such as enhanced health and wellness (Workplace Wellness Policy, 2019), the green economy, education reformation and climate change (Integrated Coastal Zone Management (ICZM) Plan, Legislation and Regulations to Embrace Climate and Disaster Resilience, 2019; National Climate Change Policy Barbados, 2012).

Under the rubric of sustainable development, the government has emphasised the review of legislation and policies that will reduce discrimination and exclusion, and emphasise equality amongst the most vulnerable persons in society. Central to this has been the placement of focus on the needs of the youth and the elderly. National steps by the government such as the compilation of a list of vulnerable persons who would be in need of assistance in the event of a disaster, underscore areas that fit neatly within the principles and strategic direction of the Barbados Red Cross Society.

As the BRCS continues to chart its strategic direction for 2020-2025, these vulnerable groups will continue to be served through the National Society's youth programming, as well as through our enhanced Meals on Wheels service.

In line with the government's expressed desire to enhance social and human development, through the reduction of levels of poverty, as well as the provision of a more cohesive and effective social safety net, the BRCS therefore intends to support the government in its' protection of the most vulnerable groups in Barbadian society.

Recognition of the need for enhanced disaster preparedness and management was brought sharply into focus with the passage of severe weather systems over the past few years-most notably Hurricanes Irma and Maria in 2017, and Hurricane Dorian in 2019. In response, the government has been putting interim measures in place, with an emphasis on reviewing and enhancing Barbados' capacity to manage and respond to natural and man-made disasters.

With this in mind, the BRCS has aligned our revised strategic direction with that of the government, with a focus on resilience and the ongoing intention to strengthen partnerships with the public and private sectors. At the core of this is the intention to more effectively enact the National Society’s role as an auxiliary organisation to the Government of Barbados, through the provision of integrated and complimentary social services to the vulnerable communities and individuals that we serve.



**Strategic Goal 1:
Strengthening
Community
Resilience**

MAIN OUTCOMES

- Disaster Risk Resilience
- Health, & Care in the Community
- A Culture of Non- Violence and Social Inclusion



**Strategic Goal 2:
Developing
Our Youth**

MAIN OUTCOMES

- Youth Development Programme
- Youth Engagement Activities That Incorporate YABC Methodology



**Strategic Goal 3:
Building a Strong
National Society**

MAIN OUTCOMES

- Stronger Governance and Management Frameworks
- Motivated & Developed Staff & Volunteers
- Sustainable National Society with a Strong Financial Base
- Stronger Partnerships & Collaborations Within and External To Our Movement



OUR STRATEGIC GOALS 2020-2025

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

STRATEGIC GOAL 1 - STRENGTHEN COMMUNITY RESILIENCE

Our Objective is to strengthen community resilience through an integrated risk management framework, that is inclusive and diverse. BRCS will assist communities to be better prepared, more adaptable, more responsive, more empowered and secure.

To achieve this goal, we will focus on the following outcomes:

Outcome 1.1: Disaster Risk Reduction

To achieve this outcome our priorities are:

- To support communities in preparing for, and responding to disasters through Disaster Risk Reduction activities (including community hazard mapping, Vulnerability Capacity Assessments (VCA) and community training)
- To partner with government, civil society organisations and the private sector to improve coordination and management of national disaster planning and emergency response
- To promote and strengthen our role in support of the Emergency Management Act (No. 20 of 2006)

To ensure staff and volunteers are well-trained and well equipped and ready to respond to emergencies and disasters when needed. This will be done in a manner that respects and responds to vulnerabilities

To work with partner organisations to develop an advocacy campaign on the importance of climate change

To have strengthened capability for disaster preparedness, and wherever possible to extend this into all our activities in order to raise awareness of our other programmes.

Outcome 1.2: Health & Care In The Community

We will utilize community health needs assessment tools such as Enhanced Community-Based Health and First Aid(ECBHFA) to help communities identify their health needs and develop action plans that are relevant. The Barbados Red Cross will provide an inclusive suite of services to connect people to existing networks and care; working alongside partners in vulnerable communities to identify, prevent and address their priority health issues. These will include the broad range of tools, learning platforms and programmes that exist within the IFRC movement.

To achieve this outcome our priorities are:

To support communities to implement needs-responsive Community Health Action Plans that identify and address their priority health issues

To provide an enhanced and integrated Meals on Wheels service that consistently meets the needs of target vulnerable populations

To conduct hygiene campaigns to prevent the spread of infectious diseases, both during and outside of disasters and emergencies.

To reduce the impact of non-communicable diseases (NCDs) through advocacy campaigns and community outreach

To provide first aid training in targeted communities to reduce the effects of injury from disasters and emergencies

To build a strong commercial component within the First Aid Programme

To implement programming that addresses issues related to both sexual and reproductive health.



Outcome 1.3- Promote A Culture Of Non-violence And Social Inclusion

We are committed to promoting a culture of inclusion and diversity and will strive to ensure that vulnerable people are able to effectively participate and have a voice in society. We will bring people together with the express aim of building bridges, increasing cultural understanding and tolerance.

To achieve this outcome our priorities are:

To promote respect for diversity, non-violence and inclusion in our programme design and implementation

To ensure that our members, staff and volunteers are reflective of the diverse population of Barbados

To address sensitive issues, such as gender-based violence, using well-known participatory tools that help communities identify root causes and solutions

To partner with the private sector, government and civil society organisations to ensure the protection of the rights of the vulnerable (including children and people with disabilities)

To develop an advocacy campaign that addresses and promotes humanitarian issues.

STRATEGIC GOAL 2 – YOUTH DEVELOPMENT

Investment in Youth is an investment in the future of the Barbados Red Cross Society. Youth have long been at the centre of the BRCS' programming and implementation.

The Barbados Red Cross therefore intends to ensure that youth voices are increasingly represented and integrated into our activities. In this manner, the BRCS will continue to uphold our responsibility to provide spaces and impactful opportunities for young people to develop, lead and thrive.

Outcome 2.1-Youth Engagement, Integration & Development

To achieve this goal our priorities are:

- To 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 to become trained first aid responders
- To implement the Youth as Agents of Behaviour change methodology in youth programme activities
- To support young people in becoming active participants in humanitarian issues
- To build the capacity of youth volunteers through training, mentoring, recognition and exchange programmes
- To work with partners to provide life skills training to youth in areas such as leadership, ethics, financial literacy and communication
- To train and empower youth champions to act as leaders, trainers and educators in their local communities.



STRATEGIC GOAL 3 - BUILDING A STRONG NATIONAL SOCIETY

Building a well-structured, responsive and sustainable organisation that supports our people and our programmes will be a key focus in the development of the **Barbados Red Cross**.

Outcome 3.1 Governance & Management

We will invest in improving our internal governance and management systems to ensure that they demonstrate best practice and operational standards to our donors, partners and beneficiaries.

To achieve this outcome our priorities are:

- To ensure accountability to our members and volunteers through regular reporting and feedback
- To ensure that our board has the skills, experience, knowledge and diversity to carry out its governance role effectively
- To implement an effective planning, monitoring, evaluation and reporting (PMER) system that encourages learning and improvement
- To implement standard operating procedures that support an efficient and responsive management system for logistics, communication and administration
- To develop an effective records management system where knowledge is managed, and historical records and achievements are recorded

Outcome 3.2 Our People – Staff, Members & Volunteers

Our People are the very essence of who we are as an organisation, therefore investing in them will build a more effective and sustainable organisation.

In keeping with the IFRC Code of Conduct, Fundamental Principles and the BRCS core values; we recognise the time, commitment, passion and energy of our people – whether members, volunteers or our staff. Our ability to deliver on this strategy is dependent on our people.

To achieve this outcome our priorities are:

- ☑ To provide opportunities for staff and volunteers to learn and improve through professional development, self-assessments, mentoring and training

- ☑ To develop a comprehensive volunteer management system, which includes a robust recruitment strategy and volunteer policy

- ☑ To identify, nurture and develop existing and emerging leaders, inclusive of age, disability and gender

- ☑ To leverage and contribute to various global and regional Red Cross networks; strengthening peer-to-peer support and partnerships

- ☑ To develop and implement recruitment policies and guidelines to encourage diversity in gender, age, culture, race, ethnicity and religion

- ☑ To implement effective recruitment, management, reward and retention programs for both volunteers and staff

- ☑ To promote a culture of knowledge management through innovation and the sharing of ideas and experiences

- ☑ To communicate to, with and across our members, volunteers and staff in an open, respectful and transparent manner which maximises the use of technology, where available.

Outcome 3.3 - Financial Sustainability

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

To achieve this outcome our priorities are:

- ☑ To implement financial policies and reporting mechanisms to ensure transparency and accountability
- ☑ To implement a resource mobilisation strategy for the National Society to secure a diverse and sustainable income stream
- ☑ To expand and strengthen revenue streams to meet core costs and support our programmes and activities
- ☑ To minimise core costs in order to maximise the reach and quality of services to our communities.

Outcome 3.4 – Strengthening Partnerships

We will increase our reach through partnerships, while ensuring that the unique role of the Barbados Red Cross is understood by all stakeholders. We will work with others in country and with our Sister Caribbean National Societies and CADRIM to increase our reach while maintaining and promoting our independence and identity.

We will purposefully increase our domestic partnerships with the private sector and expand the understanding and use of our auxiliary role at all levels. 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 Barbados compared to other organisations.

By partnering with government and other organisations, the Barbados Red Cross Society intends to reduce costs, reach further and do more.

To achieve this outcome our priorities are:

- To strengthen our work with CADRIM using the centre's tools and methodologies in promoting and strengthening community understanding of Community Resilience and the seven Fundamental Principles of the Red Cross and Red Crescent Movement
- To engage more community and civil society partners and strengthen engagement with the private sector
- To develop and strengthen relationships with government at all levels and promote understanding of the Red Cross auxiliary role
- To connect with and maintain relationships with state agencies including Health, Youth, Social Services and the National Disaster Management Office
- To secure access to government resources including financial, infrastructure and transport for delivery of humanitarian services in line with our auxiliary role
- To 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.



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WE'RE
SOCIAL!

