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**BELIZE RED CROSS SOCIETY**

**NATIONAL STRATEGIC PLAN**

**2021-2025**

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## 1. FOREWORD

The Belize Red Cross Society's National Strategic Plan 2021-2025 was developed with ideas from staff working in the different fields over the past year, project reports and observations, programs, and services. The plan reflects the input gathered from Volunteers and Staff through discussions held at different forums (virtual meetings, Volunteer Forums, workshops) and contributes towards addressing focus areas of the Belize Red Cross Society with further input from partners.

This plan is not final and will be reviewed on a quarterly basis to update its contents to reflect changes within the communities served, Branches and Headquarters and the National Society on a whole. Monitoring of the plan will enable the National Society to measure its progress regularly and consult with partners and stakeholders, catering to collaboration and cooperation of and with other organization working in the fields of Health, Disaster Management and Youth.

Over the past 5 years, the Belize Red Cross has increased its base of active Volunteers by at least 40% with the recruitment initiatives and introduction of the new programs and projects, e.g., PHAST program and RITA, CBI, ZIKA, and CRB projects. Recruitment in schools have also contributed to the increase of Volunteer numbers.

*Guided by the 7 Fundamental Principles of the Movement, the **MISSION** of the Belize Red Cross, is to serve the People of Belize, especially those most vulnerable, regardless of political affiliation, religious beliefs, race, colour, creed, gender, or nationality.*

Its **VISION** serves as direction for the way forward in every aspect of their work:

*"We strive, through voluntary action, for a world of empowered communities, better able to address human suffering and crises with hope, respect for dignity and a concern for equity".*

The goal is met through action by every Member, Staff and Volunteer, with the cooperation and participation of internal and external partners, stakeholders, donors, contributors, and communities, the recipients of the National Society's work.

*"The **GOAL** of the Belize Red Cross is to alleviate human suffering wherever it is found by mobilizing the power of humanity".*

Through project funding, limited fundraising in a very competitive environment, the global economic crisis, and modest income generation programmes, the Belize Red Cross has been able to execute a high level of service to vulnerable communities impacted by disasters; city floods of 2015, Hurricane Ernesto in 2016, floods of 2020, frequent fires, and health emergencies, ZIKA, Dengue and COVID-19. Responses to these events have strengthened the National Society's response capacity and has informed necessary changes in existing and new programs and project designs, approaches and methodologies, systems, procedures, and guidance documents, to

ensure continued effectiveness and relevance. New tools were developed to harvest the impact of such programs, projects, and services and areas for improvement, giving rise to the need for specialized training for Staff and Volunteers to confront new emerging community needs, health, and disaster hazards. Visibility in the communities increased by 61%, through expanded outreach to 44 new communities, bringing the total number of communities worked with to 71 of 193 communities countrywide since 2007. This garnered the National Society renewed recognition and respect from partners, stakeholders, and government agencies.

## 2. INTRODUCTION TO STRATEGY

- ❖ **THE UNITED NATIONS**, following the Millennium Development Goals which tackled extreme poverty and hunger, preventing deadly diseases, and expanding primary education to all children, and to which the Belize Red Cross programs contributed, gave birth to 17 Sustainable Development Goals in 2012.

GOAL 1: No Poverty

GOAL 2: Zero Hunger

GOAL 3: Good Health and Well-being\*

GOAL 4: Quality Education\*

GOAL 5: Gender Equality\*

GOAL 6: Clean Water and Sanitation\*

GOAL 7: Affordable and Clean Energy

GOAL 8: Decent Work and Economic Growth\*

GOAL 9: Industry, Innovation, and Infrastructure\*

GOAL 10: Reduced Inequality\*

GOAL 11: Sustainable Cities and Communities\*

GOAL 12: Responsible Consumption and Production

GOAL 13: Climate Action\*

GOAL 14: Life Below Water

GOAL 15: Life on Land\*

GOAL 16: Peace and Justice Strong Institutions\*

GOAL 17: Partnerships to achieve the Goal\*

- ❖ **The INTERNATIONAL FEDERATION OF THE RED CROSS and RED CRESCENT SOCIETIES (IFRC)** firmly endorses these UN goals. Its Strategy 2030, provides a framework within which the organisation can work towards the goals and confirms its Vision as:

*To improve the lives of vulnerable people  
by mobilising the power of humanity*

**The BELIZE RED CROSS** continues to endorse these UN Goals, through the implementation of its programmes, projects, and services. This Strategic Plan contributes to at least 12 of the Goals. As auxiliary to the Government of Belize in all humanitarian fields, the Belize Red Cross complements and supports National systems and Action Plans, improving living conditions for the most vulnerable people of

Belize. Guided by the Movement's Seven Fundamental Principles and Humanitarian Values it disseminates these Principles and Values while achieving the following strategic aims:

- a. **Saving lives and strengthening recovery from disasters and crises.**
  - b. **Enabling safer and healthy living and make better provision for marginalised populations.**
  - c. **Promoting social inclusion and contributing towards peace.**
1. Through **Disaster Risk Reduction and Community Resilience Building**, the risks to the impacts of disasters and health emergencies are reduced and local and national response mechanisms strengthened through well trained and certified CDRTs to complement and work with NEMO and Community Support Groups to advocate for improvements within their communities and of their livelihoods, on behalf of their communities. Additionally, the National Society's response capacity to respond, train and deliver relevant services to the most vulnerable and affected communities is enhanced and increased through a cadre of well trained and certified NITs. Furthermore, introduction of new approaches, e.g., CBHFA, CEA, PGI, advocates for and promotes community engagement and participation.
  - a. For **Health and Care in the Community** vulnerable populations are reached through Basic and Advanced First Aid, Home Care Givers Courses, prevention, and mitigation programs related to communicable diseases, (e.g., Coronavirus, HIV/AIDS and other STIs), Vector Control programs, (e.g., ZIKA and Dengue), Psychosocial First Aid and WASH programs, (PHAST). Through these programs the National Health Agenda is supported and complemented and the ability of vulnerable communities to protect, care for and make informed decisions about their own health, accessing health services where possible and necessary, is increased.

With support from the IFRC and strategic partners, the necessary tools are identified, socialized within the membership, and applied to facilitate the National Society's program implementation and to accomplish its commitments. The National Society continues to enhance the capacity of its Human Resources to respond and deliver through trained Staff and recruitment training of Volunteers, resource Mobilization and effective communication.

### 3. EXTERNAL ENVIRONMENT

*NB: All statistics and information used in this section were obtained from Government of Belize Bureau of Statistics (Labour Force Statistics 2019 and Census 2010).*

#### 3.1. BELIZE – facts about Belize and its people

National Symbols of Belize: Tapir, Black Orchid, Mahogany Tree, Keel-billed Toucan, Flag



<b><i>GDP (in Millions BZ\$)</i></b>		
<b><i>GDP 2018</i></b>	<b><i>MBz\$</i></b>	<b><i>%</i></b>
<b><i>Total</i></b>	2813.5	100
Agriculture (crops)	181.3	6.44
Forestry	5.2	0.18
Fishing	27.5	0.98
Livestock	58.9	2.09
Mining	7.9	0.28
		9.97
<b><i>Real Annual Growth Rate:</i></b>		
2017		1.9%
2018		2.1%

### 3.2. Population

The Statistical Institute of Belize estimated a population of more than 408,487 in 2019, consisting of: Mestizo/Hispanic 53.3%, Creole 22.3%, Maya 11.2%, Garifuna 5.8%, East Indian 2.5%, Mennonite 3.0%, and others 1.9%.<sup>1</sup> Religious affiliations include Roman Catholic 40.2%, Pentecostal 8.4%, Anglican 4.7%, Seventh-Day Adventist 5.5%, Baptist 3.6%, Methodist 2.9%, Nazarene 2.8%, Mennonite 3.7%, Jehovah's Witnesses 1.7%, Bahai, Buddhism, Hinduism, Islam, Mormon, Rastafarian, Salvation Army, and other 11.9%, none 15.5%, not reported 1%.<sup>2</sup>

<b>Education Levels, SIB estimates 2019</b>				
<i>level completed</i>	<b>MALE</b>	<b>FEMALE</b>	<b>TOTAL</b>	<b>%</b>
None	67,123	61,982	129,105	35.5%
Primary	66,260	62,935	129,195	35.6%
Secondary	24,835	31,197	56,032	15.4%
University	19,248	22,768	42,016	11.6%
Other	2,501	1,768	4,269	1.2%
Do not know/not stated	1,511	1,049	2,560	0.7%
			363,177	100.0%
<b>Labour Force, age and sex, SIB estimates 2019</b>				
<i>Sex</i>	<b>AGE</b>	<b>EMPLOYED</b>	<b>UNEMPLOYED</b>	<b>%</b>
<i>Male</i>	14-24	23067	2989	13.0%
	25-34	27635	1376	5.0%
	35-44	22464	24	0.1%
	55 over	12105	252	2.1%
	<i>Total male</i>		85271	4641
<i>Female</i>	14-24	13233	4188	31.6%
	25-34	18827	2301	12.2%
	35-44	15968	943	5.9%

<sup>1</sup> Statistical Institute of Belize (*Percentages are from the 2019 estimates*)

<sup>2</sup> Statistical Institute of Belize (*Percentages are from the 2010 census*)

	55 over	5571	130	2.3%
<i>Total female</i>		53599	7562	14.1%

***Health: population with long-standing disease (SIB 2010 Census)***

	<b><i>MALE</i></b>	<b><i>FEMALE</i></b>	<b><i>TOTAL</i></b>	<b><i>%</i></b>
<i>Arthritis</i>	1085	2171	3256	7.5%
<i>Kidney disease</i>	602	912	1514	3.5%
<i>Asthma</i>	3657	3552	7209	16.7%
<i>Diabetes</i>	2757	4781	7538	17.4%
<i>Hypertension</i>	3189	6858	10047	23.2%
<i>Sickle cell anaemia</i>	216	384	600	1.4%
<i>Glaucoma</i>	194	205	399	0.9%
<i>Cancer</i>	245	344	589	1.4%
<i>Heart disease</i>	1078	1310	2388	5.5%
<i>Lupus</i>	35	89	124	0.3%
<i>Autism</i>	82	56	138	0.3%
<i>Other sickness</i>	4432	5017	9449	21.8%
<i>Total</i>	17572	25679	43251	100.0%

**Main political parties:** United Democratic Party (Government since February 7<sup>th</sup>, 2008) and People's United Party (Opposition). General Elections – November 11<sup>th</sup>, 2020.

The most vulnerable groups in Belize continue to include women and children, migrants, persons with disabilities, older persons, persons living with HIV and AIDS, especially those living in isolated rural communities and institutionalised communities.

The last five years has seen increased incidences of urban and rural violence and crime. The breakdown of family unit, low level of literacy, limited job opportunities and the continuous infiltration of gang activities, continue to plague the country and have been considered as root causes for the increase.

**3.3. BELIZE - CLIMATE**

Belize experiences two seasons each year, a dry and a rainy season, both normally lasting for a period of 6 months. During the dry season, December - May, the number of international tourists visiting the country increases. The rainy season lasts from June - November. It depends, what the elevation is, but the levels of annual rainfall can vary enormously from area to area. For such a small country, there is great diversity in amounts of rain received. The average rainfall ranges from 60" in the north to 160" in the south.<sup>3</sup> In all regions, although less so in the mountainous areas, humidity is high. Conditions are moist and tropical. Belize City is warm all year round, with an average temperature of 27.1 degrees Celsius/80.8 degrees Fahrenheit in May, the warmest month. The lowest average temperatures in the year occur in January, with an average of 22.8 degrees Celsius/73.0 degrees Fahrenheit.

NEMO, in cooperation with the respective Emergency Management Committees, and all Public and Private agencies, is established to preserve life and property throughout the country of Belize in the event of an emergency and to mitigate the impact on the country and its people. NEMO comprises of the Cabinet, with the Prime Minister as the Chairperson, the Cabinet Secretary, as Secretary, the NEMO Secretariat and 13 Operational Committees, chaired by Chief Executive Officers. Belize Red Cross, like the Teachers Union, the Meteorological Department, the Belize Defence Force, and the Police Force, are permanent members of NEMO.<sup>4</sup>

### **3.4. BELIZE – HEALTH**

Healthcare in Belize is provided through both public and private healthcare systems. The Ministry of Health offers affordable care to majority of Belizeans with a strong focus on providing quality healthcare through a range of public programs and institutions. Health care has been steadily improving in the last few years. Most emergencies and common illnesses can easily be treated by doctors at public clinics. Provision is particularly poor in rural areas. Primary Health Care, which is so important for women and children, is not widely provided. Health services and medicines are becoming more expensive and therefore unavailable to poor families. Mental Health is an area that requires more attention and support.

The Belize Red Cross is keen to continue addressing these issues through Basic and Advanced First Aid training and Home Care Givers Courses offered 3 times annually, through which vulnerable people could receive health education, information, treatment and care, and persons may be able to learn how to care for themselves and for their families. With the support of trained and certified PSS Volunteers, the National Society is also keen to continue strengthening their PSS program to contribute to filling this gap in the health system.

## **4. THE BELIZE RED CROSS**

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<sup>3</sup> Climate-Data.org

<sup>4</sup> Site.nemo.org.bz

#### **4.1 HISTORY**

Pictorial evidence of Red Cross activity in Benque Viejo del Carmen, Cayo District, in 1914 is the beginning of the Movement in Belize. By 191 the movement developed into a charitable organization later to become a branch of the British Red Cross. In 1983, only 2 years after, Belize became independent, through an Act of Incorporation, this branch of the British Red Cross was declared a National Society in its own rights and became the Belize Red Cross Society. In 1984, the National Society was recognized by the International Federation of Red Cross and Red Crescent Societies.

#### **4.2 MANDATE**

The August 18<sup>th</sup>,1983 Act of Incorporation declared the Belize Red Cross Auxiliary to the Government of Belize in all humanitarian fields. The existing Constitution was revised and approved by the Central Committee in early 2006 and approved by the General Assembly in 2008.

**4.3 SEVEN FUNDAMENTAL PRINCIPLES** guide all Red Cross actions. These are:

- *Humanity*
- *Impartiality*
- *Neutrality*
- *Independence*
- *Voluntary Service*
- *Unity*
- *Universality*

#### **4.4 STRUCTURE**

##### **4.4.1. THE GENERAL ASSEMBLY**

The General Assembly is the highest body in the Belize Red Cross Society, which represents its entire membership. It is comprised of (a) the Members of the Central Committee; (b) The Chairpersons of the Branch Committees; (c) Three elected representatives of the Branch Committees, one of which should be a Red Cross Youth. The General Assembly meets every two years in ordinary session and elections are held at the General Assembly every four years.

#### **4.4.2. THE CENTRAL COMMITTEE**

The Central Committee (Governing Board) governs the Belize Red Cross between sessions of the General Assembly. The Director General and Deputy Director General are ex-officio members and participate in meetings without the right to vote. The term of office of the members of the Central Committee is four years. The Director General is responsible for the management of the National Society and for implementing policies, objectives, strategies, and plans, approved by the General Assembly or the Central Committee through programs and projects. The Director General performs his/her functions and duties by leading and managing the staff at the Headquarters of the National Society.

#### **4.4.3. MANAGEMENT**

The Management of the Belize Red Cross, located in the Headquarters at # 1 Gabourel Lane, Belize City, Belize, is headed by the Director General, who is appointed by the Governing Board at the recommendation of the President. Programme Managers and Coordinators complete the Management Team.

#### **4.4.4. PROGRAMMES**

- **Disaster Risk Reduction** (preparedness, response, recovery, resilience):
  - a. Communities, schools, and individuals are trained to identify capacities and vulnerabilities that exist within their environment, their community, to identify the risks faced from impact by disasters, epidemics and other emergencies, and measures to mitigate these risks.
  - b. The Belize Red Cross responds to all natural disasters in support of NEMO, the National Coordinating Authority for disaster response, conducts DANA and provides affected communities, families, and individuals the necessary relief assistance to survive over a period and works with them to return to some level of normalcy.
  - c. During the six months outside of the Hurricane Season, the National Society works with partners, inclusive of government, to build community resilience, strengthen the community and NEMO with formation, training, certification and equipping of CDRTs and CSGs.
  
- **Health:** (Basic and Advanced First Aid & CPR, WASH, PSS, Home Care):
  - a. Community **First Aid** service is provided to schools and organizations for public events (e.g., community fairs, sporting, fundraising, recreational, conferences) free of charge. Commercial First Aid training is provided in urban areas at a cost as income generation for National Society, empowering persons to become their first responders and to save lives in the event of an emergency.
  - b. The Belize Red Cross **HIV & AIDS** prevention peer education methodology has been integrated into the school's Sexual and Reproductive Health curriculum. The methodology has also been integrated into the Belize Red Cross programs,

- e.g., Home Care, First Aid, Conflict Management, and delivered as part of their curricula to develop life skills to be able to prevent the risk of contracting the virus or other STI's.
- c. PHAST, a tool under WASH, which transcends all barriers, is provided at the family/individual, community, school, and government levels. This program has proven to be effective in influencing healthy behaviour and practices and improve solid waste systems.
  - d. Mental Health requires more attention. The support that the Belize Red Cross provides is in the field of PSSFA or MHPSS. This is normally delivered in post disaster situations, primarily to children through game therapy, but is also offered to adults as required.
  - e. The National Society's Home Care Givers Course, offered 3 times annually, serves to close the gap in treatment and care within the national medical system. It builds capacity of ordinary community members to provide treatment and care to patients in the dignity of their own home.
  - f. Menstrual Hygiene Management through the PHAST program is provided to communities and in schools.
- **Social Assistance:** Social assistance is offered on a regular basis at the Headquarters as well as all Branches. Daily feeding programmes in Belmopan and Dangriga provide lunch for an average of 25 primary school children from the poorer schools. At the Corozal Branch, 25-40 homeless and older persons receive lunch on a weekly basis through their feeding program in the park. At Headquarters, a weekly "*Soup Kitchen*" is the source of a nutritious cup of soup, a few groceries, and some clothing to some 75 -100 homeless, sick, and elderly persons. In addition, persons affected by fires are assisted with kitchen sets, hygiene kits, blankets, clothing, food, or household goods if available and through a Wheelchair Program, persons living with disabilities are given a degree of independence through the provision of custom fitted chairs.

From these three main Program areas other activities and small programmes emerge. The Belize Red Cross continuously trains its Volunteers and Staff to be able to disseminate information and deliver programs and services to the most vulnerable communities in Belize. Since 2008 the National Society has worked with 93 communities, or 48% of the total 193 communities in the country, primarily in the fields of Disaster Risk Reduction, WASH and Vector Borne Disease. Success of these programmes is attributed to community approach, involvement, and engagement of partners. For the sustainability of the National Society programs, resource mobilization, income generation and fundraising are necessary. Much of the National Society's funds to date are derived from proposal development. Capacity needs to be enhanced to become more independently sustainable.

Information is also disseminated through representation at public events (health fairs, exposition fairs, symposiums, and meetings with stakeholders).

**SWOT ANALYSIS:**

<b>Issues/Factors</b>	<b>Strength</b>	<b>Weaknesses</b>
Legal base	<ul style="list-style-type: none"> <li>- Established by Act of Incorporation and is the largest humanitarian organization in the country</li> <li>- Defined and guided by Statutes</li> <li>- Recognized by Government as a key partner to public authorities in humanitarian services</li> <li>- Affiliated to the RCRC International Movement</li> </ul>	<ul style="list-style-type: none"> <li>- The statutes have not been revised since 2006</li> </ul>
Governance/Leadership	<ul style="list-style-type: none"> <li>- Potentially strong leadership in HQ and some branches</li> <li>- Healthy and expanding relationship with government authorities at the highest level</li> <li>- Strong gender inclusiveness in leadership and governance</li> </ul>	<ul style="list-style-type: none"> <li>- High level of advocacy with low dividends.</li> <li>- Inadequate execution of Work Plan and proper monitoring system.</li> </ul>
Management structures and system	<p>Good Network of local branches across the country and decentralized structure</p>	<ul style="list-style-type: none"> <li>- Inadequate communication between HQ and branches.</li> <li>- Limited or average capacity of the NS.</li> <li>- Slow in decision making at Governance level</li> <li>- limited partnerships</li> <li>- inadequate dissemination and information flow</li> </ul>

		- Limited access to operational tools
Human, Financial and material resources	<ul style="list-style-type: none"> <li>- Excellent volunteer base.</li> <li>- Sound Red Cross knowledge, Principles, and ideals by most staff members at different levels</li> <li>- Good gender inclusiveness among top management.</li> </ul>	<ul style="list-style-type: none"> <li>- Challenges of managing human resources.</li> <li>- limited Human Resource Development.</li> <li>- Weak volunteer management within programs/projects and at branch level</li> <li>- Gaps in manpower requirement both at the HQs and branch level.</li> <li>- mediocre financial management system</li> <li>- Limited Potential for fund raising within the country due to increasing number of NGO's targeting the few corporate institutions and diplomatic missions.</li> <li>- Limited or weak resource base</li> <li>- Absence of fundraising strategy and guideline.</li> </ul>
Physical facilities	-Ownership of office buildings in all branches except one.	- Low level ICT utilization.

## 5. STRATEGIC ISSUES

### PILLARS

Three key pillars are identified in this new strategic plan along with some overarching and foundational areas that are cross cutting. These pillars would translate into the three core functional areas of the National Society:

1. Organizational Development
2. Health and Social welfare
3. Disasters and Crisis management.

#### **5.1. PILLAR 1: Organizational Development**

The National Society will develop an Organizational Development Plan and Plan of Action that covers identifying and assessing problem areas in a participatory approach, including the development and introduction of new monitoring and evaluation tools for the evaluation processes of implementation, recording and reporting. The Organizational Development pillar is aligned with the IFRC Strategy 2030 particularly with the following transformations:

Transformation 1: Support and develop the national society as a strong and effective local actor.

- a) Strengthening leadership, capacities, systems, and organizational structures
- b) Developing branches.

Transformation 2: Inspire and mobilize volunteerism, especially young people, to be agents of change.

- a) innovate and become a platform that supports the efforts of young people and self-organizing groups.
  - b) focus on the efforts of young people and self-organizing groups.
- 

The Belize Red Cross Society's core areas of needs include:

1. **HQ development:**
  - a) physical infrastructure
  - b) human resource structure

- c) Finance and accounting and reporting systems and procedures
- d) Resource mobilization

**2. Branch development:**

- a) operational capacity of the branches
  - i) administrative and finance
  - ii) basic equipment
  - iii) networking and communications
  - iv) fundraising

**3. Staff and volunteer development:**

- a) Training plan to build expertise in the two key areas of focus – Health and Disaster Risk Reduction

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**Enabling Actions:**

- Renovate and improve or build a new building for the Belize Red Cross Society Headquarters building in Belize City to facilitate safe spaces for Staff and Volunteers, provide training, social assistance, improve performance and increase productivity.
- Identify funding for necessary repairs to branch buildings.
- Review and improve the organizational structure at the National Society Headquarters level, ensuring adequate coordination/management of the key functions and core areas.
- The Belize Red Cross will continue to seek training opportunities for its 7 branches, particularly in the fields of Project Management, Proposal Writing, Basic Finance Management, and Resource Mobilization, and Leadership, through sustainable partnerships, e.g., UN Agencies, IFRC, CCCCC, BELTRAIDE (SBDC), and in the Volunteer Management Cycle through the Headquarters.
- Promote and encourage access to the IFRC 's e-Learning Platform by Staff and Volunteers at all levels.
- Funding will be identified to provide basic equipment for branches, e.g., computers, internet connection, photocopiers/scanners, printers to improve communication (with Headquarters, other branches, stakeholders, and partners) and reporting

## **5.2. PILLAR 2: Health and Social Welfare**

The National Strategic Plan 2021-2025 aims to develop a health department/unit to address the coordination and implementation of health programs and services, including PSS, First Aid, PHAST, Homecare Givers training. New programs will be added, e.g., CBHFA, SRHR, Communicable, Non-communicable Diseases, and Vector Borne Diseases. The Belize Red Cross has the technical knowledge of these new programs that have been offered on an ad-hoc basis through projects and programs.

The health and social welfare pillar will be aligned nationally, internationally and with IFRC policies and at the national level, Horizon 2030, Growth and Sustainable Development Strategy, and the National Health Sector Strategic Plan 2010-2024. At the international level, Sustainable Development Goals, particularly SDG 3, 6 and 11. Finally, with the International Federation's Health Policy, Strategy 2030, and the Buenos Aires Commitment, particularly:

Goal 2: People lead safe, healthy, and dignified lives, and have opportunities to thrive. Key to this approach is to ensure that people can access good quality health care and mitigate vulnerabilities to resilience in health. We will use our expertise to encourage well-being at all levels, including positive social, mental, and physical health, and livelihoods.<sup>5</sup>

Global Challenge 5: Growing gaps in health and well-being. We will expand our integrated community-based health, care and First Aid as well as water, sanitation, and hygiene programs to meet the unmet needs of vulnerable or marginalized groups, provide PSS particularly in vulnerable communities and to those affected by Climate Change, conflict and disasters and other risks. We will work with partners to improve access to affordable, quality health care and social inclusion.

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The Belize Red Cross' core areas of need are:

1. A National Society Health Policy aligned to the IFRC's Health Policy and in line with Belize's National Health Policy that also includes Mental Health and Conflict Management.
2. A comprehensive health strategy that provides guidance on coordination, collaboration and/or implementation of health programs

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<sup>5</sup> Development of Strategy 2030 – Adoption of the strategy: International Federation of Red Cross and Red Crescent Societies (Geneva, December 2019)

### **Enabling Actions:**

- Continue to train Staff and Volunteers in the field of Health, particularly to be able to address community health needs, e.g., Community First Aid, Vector and Water Borne diseases, Communicable Diseases, PSS, and WASH (PHAST) and blood recruitment.
- Establish a Health Department/Unit at the Headquarters to coordinate all health activities, programs, and services of the National Society. The department will be manned by trained Staff, supported by trained Volunteers and a Focal Point will be named.
- Develop and ratify the Belize Red Cross Health Policy and disseminate at all levels of the organization.
- Update the First Aid Policy to integrate practices and delivery during Pandemics/Epidemics.
- Develop and ratify the Belize Red Cross Health Strategy and Action Plan and disseminated at all levels of the organization.

### **5. 3. PILLAR 3: Disasters and Crisis**

Aligned to the commitment made at the InterAmerican Conference in May 2019, the National Societies will implement integrated risk management programs that promote the resilience of individuals and communities and strengthen effective response capacities, through the deployment of early warning and early action systems that are self-sustaining, based on forecasts and local knowledge, and are an extension of national disaster response and preparedness mechanisms.<sup>6</sup>

This pillar is aligned to the IFRC Strategy 2030, particularly in the following areas:

Goal 1: People anticipate, respond to, and quickly recover from crises. We will enhance local response and preparedness capacities alongside complementary international support mechanisms, so that our network will respond effectively to any emergency.

Goal 2: People lead safe, healthy, and dignified lives, and have opportunities to thrive. We recognize that to achieve sustainable development, we need to work in much more systemic ways so that we can facilitate opportunities for social inclusion, to enhance people's resilience and their ability to cope and thrive.

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<sup>6</sup> Buenos Aires Commitment: May 20-23, 2019

Goal 3: People mobilize for inclusive and peaceful communities. We will work with partners and people of all ages, aligning our humanitarian approaches to address the problems that concern us all, and supporting transformative action.

Global challenge 2: Evolving crises and disasters. Responding to and mitigating the vulnerabilities and disadvantages resulting from all types of crises and disasters for all people, especially the most vulnerable, so that they may cope and thrive.

Global challenge 4: Migration and Identity. Making sure that all people who migrate are safe, are treated humanely and with dignity, and ensuring that all people have the support they need to cope and thrive in inclusive societies.

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The Belize Red Cross' core areas of need are:

- Disaster management planning
- National response capacity
- Upgrade of CDRT Disaster Preparedness training curriculum
- Equipping the National Response Mechanism (NEMO and BRC)
- Risk Management

**Enabling Actions:**

- Develop and ratify a National Society Disaster Management Plan and disseminate at all levels of the organization.
- Update CDRT training curriculum to include preparedness for all emergencies, including, conflict management and pandemics and epidemics, e.g., Coronavirus, H1N1, etc.
- Equip the Belize Red Cross' National Intervention Teams and the NEMO with tools, methodologies, and necessary equipment for effective response to emergencies.
- Develop and ratify a unified and integrated Risk Management Policy for management to analyze and mitigate various risks, including financial risks, and disseminate at all levels of the organization.
- In partnership with IOM to establish Migration Hubs at Belize Red Cross Branches to facilitate information sharing and guidance for migrants.
- Expand partnership with the Church of Latter-Day Saints and/or other stakeholders, to provide wheelchairs to persons living with disabilities.
- Provide Conflict Management training through partnerships with the ICRC, Ministry of National Security, and the Ministry of Education, to schools countrywide, Kolbe Foundation, vulnerable and low-income families.

- Further develop and train CDRTs in communities countrywide, building resilient, safer, and healthier communities countrywide and in partnership with NEMO.
- Establish trained CSG's in partnership with communities and their leaders, including public authorities.
- Reintroduce Disaster Risk Reduction (preparedness and response) to schools countrywide through the Protected Schools Program.

## **6. OVER-ARCHING: Institutional Strengthening**

This key management area considers governance, public-private partnerships strengthening, compliance with national and international structures and adherence to policies and procedures. It focusses on National Society positioning within the IFRC, other regional humanitarian actors and within the national government system.

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The core areas for National Society development are:

- 1) Strengthening government partnerships
- 2) Strengthening existing civil society partnerships and building new partnerships
- 3) Governance and Leadership
- 4) Compliance

### **Enabling Actions:**

- Re-position the Belize Red Cross Society as auxiliary to government in the humanitarian fields through a collaboration framework, joint planning, and creating a knowledge sharing culture between the public authorities and the National Society, Civil Society, and other stakeholders through shared reporting and meetings.
- Provide continuous training on governance and legal matters of the organization to the Government Board.
- Conduct a review of the Belize Red Cross Society's Statutes and Rules of Procedures.
- Conduct stipulated statutory meetings to discuss policy and strategic matters of the National Society.

## **7. CROSS-CUTTING FACTORS**

This area includes Financial and Administrative Management, Resource Mobilization, Monitoring & Evaluation, Communications, Gender Equality. The strategic plan will develop and implement sound financial and administrative management practices that are aligned with International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS).

- ***Resource Mobilization***

The National Society's existing Resource Mobilization Strategy will be reviewed and adopted with a long-term action plan that ensures the sustainable management of the National Society's operational and overhead costs.

- ***Monitoring and Evaluation***

The Monitoring & Evaluation Framework that includes key performance indicators, aligned with those of Strategy 2030 and Federation Data Reporting System (FDRS) will provide clear guidelines for the collection, analysis, management, recording, protection and reporting of data, the disaggregation and protection of the National Society's clients and other stakeholders; and continued assessment and monitoring of the socio-economic context in which the National Society operates.

- ***Communications***

There will be revision, updating, expansion and socialization of the National Society's Communications Strategy.

- ***Gender Equality***

Through a current project, a National Society Gender Strategy is being developed that will in turn influence the National Society Gender Policy and inform future program, service and project designs development and implementation.

- ***Climate Change Adaptation***

BRC's focus over the coming five years will align with the Climate Change focus of Strategy 2030: on reducing the current and future humanitarian impacts of climate and environmental crises and supporting people to thrive in the face of it.<sup>7</sup>

#### **Enabling Actions:**

- Establish an accounting infrastructure that supports project contract funds.
- Review re-establishes finance systems and procedures at branch level to improve and increase accountability and ensure transparency.
- Review and update the Belize Red Cross Society Finance Procedures Manual and Finance and Administration Guidelines.
- Revise the National Society Resource Mobilization Strategy and disseminate at all levels of the organization.

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<sup>7</sup> IFRC Strategy 2030

- Review and update the Belize Red Cross Society Communication Strategy and disseminate at all levels of the organization.
- Widely socialize the Belize Red Cross Society Gender Strategy and Plan of Action.
- Modernize, socialize, and implement the Monitoring and Evaluation processes and tools developed through the projects for relevancy and optimum results at all levels of the National Society.
- Integrate Gender equality in all projects, programs, plans and services of the National Society.
- Provide training on Gender issues annually for Staff and Volunteers.
- Develop and implement projects and programs that integrate climate risk management, including adaptation and mitigation, vulnerability in livelihood, food security, health, and climate-related displacement.

Institutional governance, leadership, transparency, and accountability focus areas are aligned to the IFRC's Strategy 2030, particularly in the following areas:

## **7.1. Transformations:**

**7.1.1. Transformation 1:** support and develop national societies as strong and effective local actors. To focus on strengthening leadership, capacities, systems, and organizational structures looking forward towards full actualization of our mission.

### **Transformative action:**

- Focus greater on development of branches, especially in the areas of planning and organizing, and ensure services and programs are locally led and that they play a stronger role in setting their own priorities and have a stronger voice in decisions made about operations in their own jurisdiction.
- Support branches with systems, structure and approaches required to be able to meet changing needs and promote innovation, agility, and greater anticipation.

### *Indicators:*

- National Society has a stronger role in setting their own priorities and a stronger voice in any decisions being made about operations in their own territory.
- National Society has its own strategy in place with clear, locally prioritized, and locally owned goals that align with and demonstrate contribution to IFRC's Strategy 2030.

- The National Society strategies form the basis for all support provided to them by the IFRC network and other partners.
- National Society can anticipate and adapt quickly to changing trends and contexts.

#### 7.1.2. Transformation 2: Inspiring and mobilizing volunteerism.

##### **Transformative action:**

- Become a platform for Volunteers to become the change they seek in the world.
- Improve and increase connectedness with Volunteers, including Youth and self-organizing groups.
- Support Volunteers to be creative and to develop new initiatives and campaigns to address common issues.

##### *Indicators:*

- Increased numbers and diversity of volunteers who are connected and engaged.
- Focus on community-based youth, building powerful relationships and supporting them to design and deliver their own ideas and initiatives.
- Strengthened mechanisms to protect volunteers and promote mental wellbeing and support to those injured in the line of duty.

#### 7.1.3. Transformation 3: Ensuring trust and accountability. To fully embrace a culture of ethical practice and to place personal and institutional accountability at the heart of all our work.

##### **Transformative action:**

- Fully embrace and respect cultural and ethical practices among diverse populations.
- Place personal and institutional accountability at the center of all work.
- Movement to drive these practices and accountabilities and to strengthen mechanisms to implement them.

##### *Indicators:*

- Communities leading programs (design, implementation, evaluation)
- Feedback mechanisms tailored to the needs of diverse groups and integrated into Belize Red Cross work
- Decision making, governance and finance are transparent and results accessible to all.

- Action by IFRC governance and/or National Society governance or appropriate senior management is always taken when transgressions are identified, and support made available to those affected.

7.1.4. Transformation 4: Working effectively as a distributed network. new models of collaboration that are open, direct and with decentralized communication and decision-making.

**Transformative action:**

- Introduce new models of collaboration that are open, direct and with decentralized communication and decision-making.
- Facilitate more connections and transformative partnerships that prioritize collective action and joint problem-solving
- partnerships that prioritize collective action and joint problem-solving,

*Indicators:*

- National Society (HQ and Branches) have significantly widened the scope of partners and networks they engage with and support.
- National Society draws on knowledge and expertise from across the network when needed.

7.1.5. Transformation 5: Influencing humanitarian action.

**Transformative action:**

- Use our organizing and diplomatic skills to strengthen our collective voice on key humanitarian issues.
- Develop data bases for data collected and research conducted to inform thought leadership on the humanitarian issue that can influence policy, strategies, and practice.
- Encourage the use of the IFRC DRM dashboard and the youth and volunteer database.

*Indicators:*

- Evidence that the National Society's auxiliary role is used to influence policy agendas that promote positive outcomes for humanity.
- National Society evidence-based analysis and research to further amplify advocacy and policy influence.

7.1.6. Transformation 6: Undergoing a digital transformation.

**Transformative action:**

- Build data and digital literacy among the National Society Human Resources.
- Integrate the necessary culture, structure, and technology to support wholesale and equitable digital transformation across the National Society.
- Forming purposeful partnerships with a wide range of actors.

*Indicators:*

- Evidence that digital technologies and innovations are utilized for more strategic and operational decision-making.
- All branches are digitally connected and contributing data, insights, and programs.
- Staff and Volunteers in the National Society have significantly enhanced their skills and capacities in the use of digital and in digital solutions.

7.1.7. Transformation 7: Financing the future.

**Transformative action:**

- Diversify partnerships, improve collaboration with a wider range of actors
- Develop innovative business models, financial technologies, and new financing mechanisms to support independence, scope, and depth of action.

*Indicators:*

- More resources (earmarked and unearmarked) are available from diverse sources for program and operative support.
- National Society collaborates with partners to invest in and implement innovative finance models.
- National Society accesses financial opportunities through the Federation-wide resource mobilization approach.

## 7.2. LONG TERM GOALS:

- All programme activities contribute to the Core Areas of focus for the National Society and are long term sustainable both financially and human resources.
- All programme activities have the participation of, focus on, and are tailored to, the needs of the most vulnerable populations at the same time, empowers them by developing their capacity.
- Branches are included in all programmes to ensure synchronization of activities, sharing of resources and harmonization of methodologies.
- Executive members of the Central Committee, Management, Staff and Volunteers, including partners, stakeholders and contributors play an active role in the development and implementation of all programmes, whether in development, support, or implementation
- All programmes are monitored and evaluated for impact (both short and long-term).

## 7.3. LONG TERM OBJECTIVES:

- **All HQ and Branch programmes:** Monitored and evaluated for impact; guided by the Strategic Plan 2021-2025; reported on for accountability and transparency.

### *Indicators:*

- Baseline and End-line evaluations are completed at both Branches and HQ levels.
- Strategic Plan is utilized for the next 5 years for program direction, focus and impact.
- Partners, stakeholders, and donors are engaged for accountability and transparency.
- Reports are shared with partners, IFRC and at all levels of the National Society.

- **All activities ultimately capacity build Staff, Volunteers and Beneficiaries:** inclusion, engagement and participation, ownership

### *Indicators:*

- Program sustainability is evident in National Society's Exit Strategies.
- Communities are aware of community disaster and contingency plans.
- Follow-up systems are in place at HQ and Branch levels

- Members of the Central Committee are kept updated with programs, objectives, activities, and outcomes implemented by the National Society.

➤ **Relationships and cooperation are strengthened and are evident in all programmes with the Government and other NGO's and organizations within the humanitarian field**

*Indicators:*

- Disaster Risk Reduction activities are carried out in partnership or collaboration with NEMO and CEMO and other disaster actors.
- Program and project reports are shared with Government partners and other actors in the field, especially in times of emergencies.
- Tools, information, educational material, and methodologies are shared with NEMO, CEMO and other actors in the field.

➤ **The Fundamental Principles and Values of the Movement are understood, supported, and adhered to by staff, Executive members, and all Volunteers, including Youth, are well known to the Society's partners and are the cornerstone of all work done by the Society.**

*Indicators:*

- Red Cross induction training is made accessible to all Staff, Members and Volunteers.
- All Staff, Members and Volunteers have read, understand, and have signed the Code of Conduct and Confidentiality Agreement.
- Evidence of the 7 Fundamental Principles integrated in all programs, services, and projects of the National Society.

➤ **The Belize Red Cross' disaster management programme has been upgraded and expanded in collaboration with government agencies, NGO partners and sister National Societies in the region and is implementing a high standard disaster management programme.**

*Indicators:*

- Disaster Response Plans at Branch and Headquarters levels are updated to integrate Pandemics and Epidemics and implemented.
- Development of a Disaster Contingency Plan for Headquarters and Branches.
- All Staff and active Volunteers received training in Disaster Management and Risk Reduction, including Climate Change.

- **All Health programmes of the National Society are coordinated under one Health Unit/Department located at Headquarters.**

*Indicators:*

- Health programs are being delivered in a professional and effective manner to the most vulnerable communities, Staff, Volunteers, Members and Partners and are being monitored and evaluated.
- All Staff and Volunteers adhere to the Health Policy.
- A successful blood recruitment program is implemented by Headquarters and all Branches with the support of the National Blood Bank.

## **8. NATIONAL SOCIETY PERFORMANCE**

The Belize Red Cross Society is governed by its Central Committee led by a President, who sets the direction for the National Society throughout the years through its Strategic Plan, e.g., 2021-2025, and managed by the Director General who ensures the implementation of the strategic plan and adherence to policies and Statutes. Activities are implemented by mobilization of Staff and Volunteers. Income is generated through programme funding, donations, a small government subvention, First Aid and Home Nursing trainings, and food sales at a small snack shop.

Communication has been by writing, telephone, internet, and person to person. The President is the direct liaison between the Central Committee and the Director General and the National Society. The Director General reports directly to the Central Committee through its President. The Director General reports the activities and issues of the National Society through a monthly Director General report and after holding meetings with Staff. This is disseminated at Central Committee 6-weekly meetings.

### **8.1. LONG-TERM GOALS:**

- Strategic thinking and planning are at the heart of everything that the Society does.
- Active participation of beneficiaries in the designing and planning of programmes/project targeting communities.
- Active participation of youth in designing and implementing programmes.
- Financial procedures and policies at Headquarters and in the Branches are strictly adhered to and are current and professional.

- Regular and reliable earmarked and unearmarked funds are generated to allow implementation of programmes, services, and sustainability.
- Effective and efficient communication and coordination are taking place at all levels of the Society.
- Qualified Staff are being recruited in key positions.
- Trainings are conducted on a regular basis and accessible to all Staff, Volunteers, and other key partners.
- All staff and executives have high levels of job satisfaction and work performance.

## 8.2. LONG TERM OBJECTIVES:

### ➤ **Headquarters and the Branches are using strategic methods to guide their planning and practice**

*Indicators:*

- A National Business Plan (2021-2025), ratified by the Central Committee, is in place.
- The National Strategic Plan 2021-2025, ratified by the Central Committee, is in place.

### ➤ **Financial transactions at every level of the Society are transparent, reliable, and consistent, whilst programme and operational costs are effectively managed, controlled and monitored.**

*Indicators:*

- The National Society's Financial Procedure Manual is being used and is adhered to by Headquarters, and Branches.
- Intermittent Internal Audits are conducted on finance and administration systems and procedures.
- Financial Accounts of the Headquarters are kept current and are reconciled monthly.
- All Branches are reporting on their reconciled financial accounts monthly.
- A Finance Committee (Commission) effectively works with the Headquarters and monitors progress of account reconciliation and preparation for audits.
- An effective Resource Mobilization Strategy has been developed and is directing income generation and fundraising initiatives at Headquarters and Branche levels.

### ➤ **Fundraising**

*Indicators:*

- Every Branch has developed and submitted a fundraising plan with set targets and activities and dates.

- All Staff participate in every fundraising activity.
- Volunteers are involved in every fundraising activity.

➤ **Communications**

*Indicators:*

- An updated 5-year Communication Strategy is being utilized by Headquarters and all Branches.
- All Staff and Volunteers at Headquarters and Branches are actively disseminating the Movement's 7 Fundamental Principles, Values, and the National Society's programs.
- All Staff and Volunteers understand their role and responsibility within the National Society.
- Internal communication is effective and efficient at all levels of the National Society

➤ **All Staff and Executives of the Society are performing with maximum effectiveness**

*Indicators:*

- An annual training schedule for Staff and Volunteers exists at Headquarters and is applied.
- An annual recruitment of Volunteers is conducted countrywide.
- An annual Induction training is provided for all new Staff and Volunteers at Headquarters and Branches.
- Leadership training is provided for all Executive Members at Governance Level (Headquarters and Branches).
- A revised and updated appraisal system is in place and staff performance is being measured.
- Staff Policy is socialized annually at all levels of the National Society.

➤ **Volunteers**

*Indicators:*

- A Volunteer Manager manages the National Society's Volunteer programme efficiently and in a coordinated manner.
- Belize Red Cross has a strong and diverse cadre of Volunteers, which includes members of vulnerable groups.
- Volunteers are insured and protected during deployment.
- Volunteers are trained and capable of contributing effectively to different programmes and services of the National Society.
- An active and updated Volunteer Database is maintained at Headquarters level and Branches.
- An annual Volunteer awards and recognition programme is held.

- Youths form at least 40% of the National Society’s membership base.

## 9. ACRONYMS

BELTRAIDE -	Belize Trade and Investment Development Service	IFRC -	Standards International Federation of Red Cross Red Crescent
BRC -	Belize Red Cross	IOM -	International Organizations for Migrants
CBHFA -	Community Based Health and First Aid	MHPSS -	Mental Health Psychosocial Support
CBI -	Capacity Building Initiatives	NEMO -	National Emergency Management Organization
CCCCC -	Caribbean Community Climate Change Centre	NGO -	Non-Governmental Organization
CDRTs -	Community Disaster Response Teams	NITs -	National Intervention Teams
CEA -	Community Engagement and Accountability	PGI -	Protection, Gender, and Inclusion
CEMO -	City Emergency Management Organization	PHAST -	Participatory Hygiene and Sanitation Transformation
CRB -	Community Resilience Building	PSS -	Psychosocial Support
CSGs-	Community Support Groups	PSSFA -	Psychosocial Support and First Aid
DANA -	Damage Assessment and Needs Analysis	RITA -	Resilience in the Americas
DRM -	Disaster Risk Management	SBDC -	Small Business Development Center
FDRS -	Federation Data Reporting System	SDG -	Sustainable Development Goals
GDP -	Gross Domestic Product	SIB -	Statistical Institute of Belize
HIV/AIDS -	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome	SRHR -	Sexual and Reproductive Health and Rights
IAS -	International Accounting Standards	STI -	Sexually Transmitted Infection
ICRC -	International Committee of Red Cross	UN -	United Nations
IFRS -	International Financial Reporting	WASH -	Water and Sanitation and Hygiene

## 10. REFERENCES

- *Census 2010*
- *Statistical Institute of Belize*
- *UN Sustainable Development Goals*
- *IFRC Strategy 2030*
- *Belize Red Cross Strategy 2016-2020*
- *Consultations with BRC Staff & Volunteers*
- *IFRC Webinars and Volunteer reports.*
- *Buenos Aires Commitment: May 20-23, 2019*

### Revision/Update:

Date	Title	By Whom	Title	Date confirmed	By Whom	Title
26/10/2020 (1 <sup>st</sup> Draft of Plan)		Lily Bowman	DG	26/10/21	Lily Bowman	DG
14/09/21 Draft Plan approved by Board		Nigel Ebanks	President	14/09/21	Nigel Ebanks	President