

SAINT LUCIA REDCROSS



STRATEGIC and OPERATION PLAN 2021 - 2025

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MISSION AND VISION STATEMENTS

Mission Statement:

To alleviate the suffering of the most vulnerable while promoting human dignity and social inclusion by mobilising the power of humanity and promoting the spirit of volunteerism.

Vision Statement

To be the leading humanitarian organization in Saint Lucia alleviating the suffering of the most vulnerable.

SLURC CORE VALUES

Integrity
Sustainability
Accountability
Commitment
Volunteerism
Human Dignity

The Seven Fundamental Principles

Proclaimed in Vienna in 1965, the seven Fundamental Principles bond together the National Red Cross and Red Crescent Societies, The International Committee of the Red Cross and the International Federation of the Red Cross and Red Crescent Societies. They guarantee the continuity of the Red Cross Red Crescent Movement and its humanitarian work.

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 people.

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.

BACKGROUND & CONTEXT

Local Context - Saint Lucia Red Cross Strategic Plan 2016-2020

The Saint Lucia Red Cross operate within a dynamic environment in which most organisations and agencies are struggling to survive given the global economic recession of recent times. To be relevant, the organization must address the needs of the society as they are at any given time. The major concerns were, First Aid Services and Disaster Response and Relief to one with significantly higher levels of the same issues but an alarmingly high introduction of new and emerging issues which include, violence, HIV & AIDS Education, Youth development including education and protection, Climate Change, Safety and social inclusion. It has therefore become necessary to examine in depth the different features of the fabric of our society in order to respond appropriately.

With a population of just over 163,000 of whom approximately 60% live in urban areas, Saint Lucia has a predominantly young population (the largest age cohort is between 15-19 year old . The last census indicated that the average number of persons per dwelling moved from 4.2 in 1991 to 3.6 in 2000. Advances in technology and lifestyle modifications have led to longer life span – life expectancy is 74 years but social services have not improved to match that phenomenon – unemployment and low pension rates mean that a greater number of persons will need social and welfare services. Violent crimes have increased exponentially so that the murder rate peaked recently The grave issues affecting development include crime and violence, corruption, poverty, unemployment, environmental degradation at the hands of the people, drug trafficking, human rights breaches, impacts of natural disasters on the agricultural and industrial sector. Tourism and remittances remain the main income earners for the country and the following industries contribute significantly to the revenue: Agriculture ,-----

Health issues appear to be no better. Suicide rate has escalated to an all-time high. The main hospital in the southern part of the island has been housed in a stadium for many years. Motor vehicular accidents are very common and many lives are lost as a result.

Background: International Context

Strategy 2020 was adopted by the International Federation of Red Cross and Red Crescent Societies at its 2009 General Assembly in Nairobi, Kenya. It identifies priorities and a pathway by which the goals can be achieved and entrusts to National Societies the responsibility to “meet their own organizational structure costs through their own efforts, enterprise and partnerships, and by sound and transparent management of available resources. (Strategy 2020 – Enabling Action 1)

Guided by this framework and these principles, the Saint Lucia Red Cross has developed this Plan which is expected to be viewed as the guide for meeting the targets determined by the needs of the nation and facilitated by branch and individual support. The three Strategic Aims direct the focus and challenge us to identify strategies which will be relevant and meaningful, advancing us towards the quest of doing more, doing better, reaching further.

Key Services and Activities

The key services offered by the Saint Lucia Red Cross has expanded over the years from primarily First Aid, youth, meals and disaster relief in 1984 to numerous others, the need for which have been triggered by global conditions as well as local situations. At this time new and emerging needs as well as the traditional ones have led to new patterns of operation and as a consequence there now exist five major themes around which our work pivots: Disaster Risk Reduction and Response, Health Care in the Community, Youth Development, Volunteer Management and Capacity Building. A sixth overarching theme is **Training**. Whilst each discipline requires significant levels of training, it is important enough to warrant separate mention. Listed below then are those services and attendant activities which may be found at varying levels of operation within Saint Lucia Red Cross.

Disaster Risk Management

- Community Risk Reduction Programme
- Climate Change Adaptation
- Disaster Response & Rehabilitation
- Shelter Programme (Emergency, Reinforcement & Rehabilitation)
- Livelihood Protection & Recovery
- Restoring Family Links
- Vulnerability & Capacity Assessment
- Integrated Participatory Assessment

Health & Care in the Community

- HIV & AIDS Education
- Anti-Stigma & Discrimination Activities
- Health Promotion & Disease Prevention
- Psychosocial Support
- First Aid, CPR and AED
- Ambulance Service

Compassionate Leave Arrangement Services
Epidemic Control for Volunteers
Community-Based Health & First Aid

Youth Integration & Development
Red Cross Youth Links in schools

Skills Building & Leadership
HIV Peer Education
Club 25 – Voluntary Blood Donor Recruitment
YABC- Youth

Volunteer Management
Membership and Volunteer Management (Recruitment & Retention)

Capacity Building
Resource Mobilization
Branch Development
Communication & Media Relations

Training
Telecommunications
International Humanitarian Law Courses
Red Cross Principles Dissemination
Safer Access

Organizational Structure

The Saint Lucia Red Cross is a unique non-profit, humanitarian entity, auxiliary to the government incorporated by an Act of Parliament in 1984. The organization has a leadership structure comprised of a governance component (volunteers/members) and a management structure which has paid staff to coordinate and support the work of our volunteers. There are three national sections: Youth; Health; and Disaster Preparedness and Emergency Services. In addition to these sections there are very active committees developed around addressing specific and critical needs: Fund Raising, Membership and Volunteer Management, Public Relations & Communication, Finance Committee. This structure is mirrored at the Branch levels, so that while the National Headquarters is governed by a President and a Vice president along with an Executive Body. The Branches are led by a Branch Director with similar Executive Members. The General Assembly brings together the members of these Branches and national bodies biennially at which point President and executive members are elected. The Executive meetings are held on a monthly basis and provide guidance to the management of the National Society.

The Saint Lucia Red Cross has a Secretariat whose headquarters is located in Castries and is led by a Director General. It employs 3 persons currently.

Location and Contact

Location	Contact
Head Office Vigie Seraphine rd Castries Tel:758 4525582-	Director General President
Balata , Tel:758	Director Chairman
Bexon Tel:	Director Chairman
Barre Du chause Tel:	Director Chairman
Castries . Tel: Tel:	Director Chairman
Dennery Tel : Tel:	Director Chairman
Anse La Raye Tel:	Director Chairman

Location	Contact
Aulyon Tel:	Director Chairman
Millet Tel: Tel:	Director Chairman
La Riviere Mitant Tel:	Director Chairman
Morne Repos Tel	Director Chairman
Plateau Tel:	Director Chairman
Soufriere Tel:	Director Chairman
Vieux fort Tel:	Director Chairman

Organisational Commitment and Acknowledgment

All SLURC persons(employees, members, and volunteers) whether at the policy making, decision making or operational level commit to be guided by this approved high level 2016-2020 five-year Strategic Plan document and to ensure that ALL activities committed to or undertaken are within the strategic directions articulated herein.

Further it is acknowledged that as the strategy is growth oriented, then existing capacity will need to be enhanced in some instances and developed in others, to equip the SLURC to deliver much of the strategy and as such demands that operational plans are properly developed therefrom and articulated, both at the NHQ and branch level, to demonstrate the areas within their operational plans that require capacity development and/or enhancement to achieve the targeted strategic outcome.

SLURC STRATEGIC PLAN

Strategic Aim 1: Save lives, protect livelihood and strengthen recovery from disasters and crises

Indicators:

1. Increased number of Red Cross branches in Saint Lucia that have equipped and trained emergency response teams ready to provide and manage an effective localized first response, in alignment with the national disaster management systems.
2. Integrated sectorial approaches are evident in all Saint Lucia Red Cross (SLURC) disaster and crisis management plans and programmes (preparedness, response and recovery).
3. SLURC's roles and responsibilities are clearly articulated and formalized within their respective national disaster and crisis management systems.

Strategic Aim 1: Saves lives, protect livelihood and strengthen recovery from disasters and crises					
Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
Theme 1: Preparing for and responding to disasters and crises Strategic Direction: Saint Lucia Red Cross (SLURC) disaster and crisis actions are founded on the Red Cross Movement's	1a. Vulnerable people and communities are reached in an efficient, respectful, holistic, responsible and environmentally friendly manner during disasters and crises, especially marginalized groups	<ul style="list-style-type: none"> Active participation of vulnerable and affected people and communities in the design and implementation of preparedness and response actions, enhancing their Resilience and empowerment. 	Design a curriculum which includes a module to address active participation of vulnerable and affected people and communities for training CDRT facilitators	Director, Emergency Services	Y1
			Train 12 CDRT Facilitators annually (at least one per branch as well as NHQ).	Director, Emergency Services	Y2-5
			Train a minimum of 30 CDRT as well as providing refresher training for CDRT at Branch Level ensuring that each team consists of at least 25% representation of the affected persons	Director, Emergency Services	4 Y1 6 Y2 6 Y3 6 Y4 8 Y5

Strategic Aim 1: Saves lives, protect livelihood and strengthen recovery from disasters and crises

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
Fundamental Principles and commitment to programme integration, sectorial coordination and community participation.	such as children, the disabled, elderly and undocumented migrants or displaced people		Facilitate the development and testing of community and family disaster plans for 24 communities. At least 80% of vulnerable and affected population are consulted and included in the community disaster plans. In addition, at least 80% of vulnerable and affected persons have a family disaster plan.	Director, Emergency Services	4 Y1 6 Y2 6 Y3 4 Y4 4 Y5
Continuation of Theme 1: Preparing for and responding to disasters and crises Strategic Direction: Saint Lucia Red Cross (SLURC) disaster and crisis actions are founded on the Red Cross Movement's Fundamental Principles and commitment to programme integration, sectorial coordination and community participation.	Continuation of 1a. Vulnerable people and communities are reached in an efficient, respectful, holistic, responsible and environmentally friendly manner during disasters and crises, especially marginalized groups such as children, the disabled, elderly and undocumented migrants or displaced people	Continuation of <ul style="list-style-type: none"> Active participation of vulnerable and affected people and communities in the design and implementation of preparedness and response actions, enhancing their resilience and empowerment. 	Branches to organise at least one information fair and training programmes for communities annually. Vulnerable and affected persons within target communities represent at least 25% of the committee organising information fairs and program.	Director, Emergency Services and Branch Development Officer	8 branches in Y1 10 branches in Y2 13 branches in Y3-5
			Annually develop and modify Information Education and Communication materials targeting communities ensuring that content and design are user friendly to the most vulnerable by including them in the development process.	Communication Officer (vacant)/Director, Emergency Services	Y1-5 2 new IEC packages 2 modified IEC packages each year
			Train 20 additional Shelter Management Instructors to facilitate training session for Shelter Managers as part of the Response team.	Director, Emergency Services	10 in Y1, Q2 10 in Y3, Q3
			Train 40 additional Shelter Managers to be deployed during response operations; including 25 % representation from vulnerable communities.	Director, Emergency Services	Y1-5 8 per year

Strategic Aim 1: Saves lives, protect livelihood and strengthen recovery from disasters and crises

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
			PSP and First Aid training activities for response (see Aim 2 Theme 4)		
			Train 60community artisans to respond to Post Disaster Shelter needs (Safer House Modules & or Reconstruction); including at least 25% of participants representing vulnerable and affected population	Director, Emergency Services	20 per year Y1, Q3 Y2, Q3 Y4 , Q3
Continuation of Theme 1: Preparing for and responding to disasters and crises Strategic Direction: Saint Lucia Red Cross (SLRC) disaster and crisis actions are founded on the Red Cross Movement’s Fundamental Principles and commitment to programme integration, sectorial coordination and community participation.	Continuation of 1a. Vulnerable people and communities are reached in an efficient, respectful, holistic, responsible and environmentally friendly manner during disasters and crises, especially marginalized groups such as children, the disabled, elderly and undocumented migrants or displaced people	Continuation of <ul style="list-style-type: none"> Active participation of vulnerable and affected people and communities in the design and implementation of preparedness and response actions, enhancing their resilience and empowerment. 	Train 100 additional Damage and Needs Assessors to be deployed during response operations; including 25 % representation from vulnerable communities.	Director, Emergency Services	20 per year Y1-5
			Train 300 additional Relief Distributors to be deployed during response operations; including 25 % representation from vulnerable communities.	Director, Emergency Services	Y1-5 60 per year
	1b. Full recognition and respect by government, civil society organisations	<ul style="list-style-type: none"> Support and influence the development and adoption of national legislation, policies, 	Schedule dissemination sessions with civil society, private sector and the government to remind them of our auxiliary role	Senior Mgmt. & Governance and Director, Emergency	1 session per quarter Y1-5

Strategic Aim 1: Saves lives, protect livelihood and strengthen recovery from disasters and crises

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
	and the private sector of the auxiliary, neutral, independent and impartial role of Red Cross Societies in times of disasters and crises.	guidelines and standards by Government and other key actors that facilitate domestic and international disaster and crisis response actions.		Services	
			Disseminate Fundamental Principles at meetings with civil society, private sector and the government (calendars, business cards with principles, generic business cards etc.)	Governance and Senior Mgmt.	On-going
Continuation of Theme 1: Preparing for and responding to disasters and crises Strategic Direction: Saint Lucia Red Cross (SLU) disaster and crisis actions are founded on the Red Cross Movement's Fundamental Principles and commitment to programme integration, sectorial coordination and community participation.	Continuation of 1b. Full recognition and respect by government, civil society organisations and the private sector of the auxiliary, neutral, independent and impartial role of Red Cross Societies in times of disasters and crises.	Continuation of <ul style="list-style-type: none"> Support and influence the development and adoption of national legislation, policies, guidelines and standards by Government and other key actors that facilitate domestic and international disaster and crisis response actions. 	Promote the recommendations from the International Disaster Response Law Rules and Principles in Saint Lucia	Director, Emergency Services with Legal Support	Y1, Q3-4 Y2-5 On-going annually
			Promote dissemination of the Principles and Rules in Humanitarian Assistance to the various bodies we work with	Senior Mgmt. & Governance and Director Emergency Services	On-going Y1-5
			Print, erect and maintain SLURC's Mission, Vision, Fundamental Principles at all SLURC offices	Director General and Deputy Director General	Y1, Q2 (print & erect) Y1, Q3 – Y5 On-going (maintenance)
	1c. Communities have increased capacity to respond to disasters and crises within a	<ul style="list-style-type: none"> Support community preparedness for effective first response to disasters and crises in principal areas such as first 	Train and Equip 30 CDRTs in First Aid and other relevant skills	Director, Emergency Services & First Aid Coordinator	6 Y2 6 Y3 6 Y4 8 Y5

Strategic Aim 1: Saves lives, protect livelihood and strengthen recovery from disasters and crises

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
	context of building overall resilience	aid, contingency planning, early warning, coordination with local government and other key actors and the development of tools designed to address the specific needs of marginalized people and groups.	Train 20 SLURC Leaders along with key Local Actors (biennially) to facilitate Contingency Planning for preparedness which addresses the needs of marginalized persons and groups at community level.	Director, Emergency Services	Y2, Q2 Y4, Q2
			Train 20 SLURC Leaders along with key Local Actors (biennially) to facilitate Early Warning Systems principles for preparedness which addresses the needs of marginalized persons and groups at community level.	Director, Emergency Services	Y2, Q1 Y4, Q1
<p>Continuation of Theme 1: Preparing for and responding to disasters and crises</p> <p>Strategic Direction: Saint Lucia Red Cross (SLURC) disaster and crisis actions are founded on the Red Cross Movement's Fundamental Principles and commitment to</p>	Continuation of 1c. Communities have increased capacity to respond to disasters and crises within a context of building overall resilience	<p>Continuation of</p> <ul style="list-style-type: none"> Support community preparedness for effective first response to disasters and crises in principal areas such as first aid, contingency planning, early warning, coordination with local government and other key actors and the development of tools designed to address the specific needs of marginalized people and groups. 	In collaboration with Local Actors, train 30 Communities in Contingency Planning and Early Warning Systems with special focus on the needs of marginalized people and groups.	Director, Emergency Services	Y2, Q3 Y4, Q3

Strategic Aim 1: Saves lives, protect livelihood and strengthen recovery from disasters and crises

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
programme integration, sectorial coordination and community participation.	1.d. Populations with high levels of vulnerability such as undocumented immigrants, children, the elderly and people with disabilities are prioritized in assessments as well as preparedness and response actions.	<ul style="list-style-type: none"> Enable community-level access, management, and ownership of relevant information and culturally acceptable solutions as well as technology designed to strengthen their resilience. 	Working with vulnerable communities and their stakeholders, conduct Vulnerability and Capacity Assessments (VCAs) in 5 communities prioritizing and enhancing resilience of the Most At Risk Population (MARPS).	Director, Emergency Services	Y1-5
			In Collaboration with relevant Response Agencies and guided by the Federation, conduct a review and make necessary adjustments for SLURC response solutions/actions in keeping with the needs of MARPS.	Director, Emergency Services	Y2, Q1
			Based on recommendations from the review, develop/adapt the standards for environmentally friendly emergency response solutions tailored to the needs of disadvantaged groups (MARPs), diapers, toys, wipes, elevated cots, etc.	Director, Emergency Services	Y2, Q4
Continuation of Theme 1: Preparing for and responding to disasters and crises Strategic Direction: Saint Lucia Red Cross (SLURC) disaster and crisis actions are founded on the Red Cross Movement's Fundamental Principles and	Continuation of 1.d. Populations with high levels of vulnerability such as undocumented immigrants, children, the elderly and people with disabilities are prioritized in assessments as well as preparedness and response actions.	<ul style="list-style-type: none"> Continuation of Enable community-level access, management, and ownership of relevant information and culturally acceptable solutions as well as technology designed to strengthen their resilience. 	Based on the developed standards for environmentally friendly emergency response solutions, establish and maintain minimum inventory levels of non-food items to serve 1000 affected families considering the needs of disadvantaged groups (MARPs).	Director, Emergency Services	On-going Y3-5

Strategic Aim 1: Saves lives, protect livelihood and strengthen recovery from disasters and crises

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
commitment to programme integration, sectorial coordination and community participation.			Expand the ESSC at national and branch level to include at least two (2) representatives, satisfying the prerequisite requirements of the statutes, from vulnerable populations such as the elderly etc.	Director, Emergency Services	Y1, Q4
			Train 20 individuals (SLURC leaders and at least one from our partner agencies) to ensure preparedness activities, assessments and relief operations are sensitive to the needs of the disadvantaged groups (such as SPHERE Standards etc.)	Director, Emergency Services	Y2, 20 JRC leaders +5 partners Y4, 20 JRC leaders +5 partners
			Work with relevant stakeholders to develop Early Warning Systems to include disadvantaged populations in 10 communities.	Director, Emergency Services	Y2, Q4 Y4, Q4
			In partnership with UNHCR develop a framework that specifically caters to the needs of migrants in times of disasters/crises	Director, Emergency Services/Deputy Director General	Y1, Q4
Theme 2: Recovering from disasters and crises Strategic Direction:	2a. Communities affected by disasters or crises are the leaders of their own recovery processes supported by relevant interventions by the	<ul style="list-style-type: none"> Support a wider, larger, more efficient and effective coverage in recovery through community involvement and participation and coordinated actions with external actors. 	100% attendance and participation of SLURC representatives (Branch Chairman, Branch Director or Emergency Chairman) and CDRT members at all scheduled Council Meetings	M & E Coordinator/Director, Emergency Service	Y1-5
			100% attendance and participation of NHQ representatives (Emergency Chairman, Director General, or Director	Director General/Director, Emergency	Y1-5

Strategic Aim 1: Saves lives, protect livelihood and strengthen recovery from disasters and crises					
Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
SLURC will strive to improve the living conditions and social functioning of affected communities through providing integrated interventions that support community-centred and community-managed resilience and sustainable development.	SLURC		Emergency Services) and at all scheduled national meetings relating to disasters and crises recovery	Service/M & E Coordinator	
			Implement SLURC's recovery solutions incorporating community involvement in coordination with external actors	M & E Coordinator/ Director General/Director, Emergency Service	Y1-5
			Introduce/reinforce the importance of property insurance to communities through IEC materials and awareness building sessions	Director, Emergency Service	Y1-5
Continuation of Theme 2: Recovering from disasters and crises Strategic Direction: SLURC will strive to improve the living conditions and social functioning of affected communities through providing integrated interventions that support community-	Continuation of 2a. Communities affected by disasters or crises are the leaders of their own recovery processes supported by relevant interventions by the SLURC	<ul style="list-style-type: none"> Improve and increase the use of evidence-based methodologies and tools for building resilience focusing on health, the strengthening and diversifying of livelihoods options, self and social protection and living in healthy balance with the environment. 	Conduct Focus Group Discussions. Include secondary data from other credible sources for the development of recovery programmes	Director, Emergency Service	Y1-5
	2b. Integrated resilience strengthening efforts are afforded	<ul style="list-style-type: none"> Promote the exchange of knowledge and evidence-based learning between Jamaica Red Cross and external partners in 	Advocacy, write letters to agencies, seek meetings	Director of Emergency Services	Y1, Q2

Strategic Aim 1: Saves lives, protect livelihood and strengthen recovery from disasters and crises

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
centred and community-managed resilience and sustainable development.	the same level of importance in government planning, policy development and financing as is given to response	order to strengthen overall planning and management capacity in the transition from relief to recovery.			
		<ul style="list-style-type: none"> Actively participate and demonstrate leadership in local, national and regional coordination, disaster and crisis recovery and resilience building platforms, ensuring clarity on the specific SLURC roles and sectors of intervention. 	100% participation and attendance in meetings and events	Director of Emergency Services	Ongoing as required Y1-5
			Disseminate IEC materials	Communications Officer	Ongoing as required Y1-5
Theme 3: Our disaster and crisis management system Strategic Direction: SLUJRC disaster and crisis management system will be strengthened through ensuring that JRC is not only effectively positioned within the national disaster and crisis management system of Saint Lucia but is	3a. SLURC is prepared, equipped, and integrated into the national, regional, continental and global disaster and crisis management systems guaranteeing efficient local level initial response actions and emergency and recovery assessments	<ul style="list-style-type: none"> Saint Lucia Red Cross plans are aligned with the national system, promoting strategic alliances with relevant sectors such as communities, civil society, United Nations, uniformed bodies, private sector and academic institutions, among others while guaranteeing at all times the observance and compliance of the fundamental principles. 	Develop SLURC Disaster Management Policy in consultation with key local and regional partner agencies ensuring observance and compliance of the fundamental principles	Director, Emergency Service	Y1 , Q1-2
			Revise SLURC's National Response Plan as per recommendations from DRCE assessment that will align national response system ensuring observance and compliance of the fundamental principles	Director, Emergency Service	Y1, Q3 - Y2, Q1
			Revise SLURC's disaster and crisis management system to ensure its alignment with national and regional systems as per recommendations from assessments (WPNS, OCAC, DRCE) ensuring observance and compliance of	Director, Emergency Service	Y1, Q3 - Y2, Q1

Strategic Aim 1: Saves lives, protect livelihood and strengthen recovery from disasters and crises					
Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
capable and committed to supporting regional and global disaster and crises responses.			the fundamental principles		
			Maintain representation and participation on the UN coordination mechanism linking IFRC, UN, NGOs, Civil Society and other key actors and institutions ensuring observance and compliance of the fundamental principles	Director General	Y1-5
			Develop and maintain Red Cross National Societies' emergency preparedness and response peer to peer support ensuring observance and compliance of the fundamental principles	Director General Director, Emergency Service	Y1-5
			Train and equip five SLURC teams to serve in Regional Response Units	Director General	Y1 -5 (one team/year)
Continuation of Theme 3: Our disaster and crisis management system Strategic Direction: SLURC disaster and crisis management system will be strengthened through ensuring that SLURC is not only effectively positioned within the national	3b. A comprehensive integrated and harmonized branches-NHQ-global RC disaster and crisis management system	<ul style="list-style-type: none"> Response and contingency plans are in place reflecting a sectorial integrated service approach to early recovery and resilience with an emphasis on livelihoods. 	Develop and revise Contingency Plans for each branch reflecting a sectorial integrated service approach to early recovery and resilience with an emphasis on livelihoods	Director, Emergency Service	Y1, Q3 - Y2, Q1
			Dissemination of Contingency Plans to SLURC internal and external stakeholders	Director, Emergency Service	Y1, Q3
			Revise SLURC's National Response Plan as per recommendations from DRCE assessment a sectorial integrated service approach to early recovery and resilience with an emphasis on livelihoods	Director, Emergency Service	Y1, Q3 - Y2, Q1
			Train and equip 45 individuals for National Intervention Teams to support the response systems		Y1, 15 persons Y3, 15 persons Y5, 15 persons

Strategic Aim 1: Saves lives, protect livelihood and strengthen recovery from disasters and crises

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
disaster and crisis management system of Saint Lucia but is capable and committed to supporting regional and global disaster and crises responses.	3c. A national response system with the capacity to respond in densely populated urban contexts and places with high levels of violence or at imminent risk of such violence.	<ul style="list-style-type: none"> Clear disaster and crisis management plans in place for strengthening JRC's capacities at local and national levels. 	Revise SLURC's disaster and crisis management system to ensure strengthening its capacity at local and national levels as per recommendations from assessments (WPNS, OCAC, DRCE)	Director, Emergency Service	
			Revise SLURC's National Response Plan as per recommendations from DRCE assessment that will align national response	Director, Emergency Service	
			Develop and revise Contingency Plans for each branch (Ref. Aim 1, Theme 3b)	Director, Emergency Service	Y1, Q3 - Y2, Q1
Continuation of Theme 3: Our disaster and crisis management system Strategic Direction: SLURC disaster and crisis management system will be strengthened through ensuring that SLURC is not only effectively positioned within the national disaster and crisis management system of Saint Lucia but is capable and	Continuation of 3c. A national response system with the capacity to respond in densely populated urban contexts and places with high levels of violence or at imminent risk of such violence.	Continuation of <ul style="list-style-type: none"> Clear disaster and crisis management plans in place for strengthening SLURC's capacities at local and national levels. 	Develop Logistics Plans to include fleet, procurement and warehouse management	Finance Manager/Director, Emergency Service	Y1
			Develop and disseminate Communication Plan to include emergency services (ref. Enabling Actions)	Director General/Deputy Director General/Director, Emergency Service	Y1 Y2-Y5 (dissemination)
			Revise, update and disseminate financial policies and plans to include budgeting for emergencies (Ref. Enabling Actions)	Finance Manager/Director, Emergency Service	Y1-5
			Implementation of Resource Mobilization Action Plan integrating the establishment and management of the Domestic Response Fund (ref. Enabling Actions)	Director General/RM Unit	Y1 Y2-Y5

Strategic Aim 1: Saves lives, protect livelihood and strengthen recovery from disasters and crises

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
committed to supporting regional and global disaster and crises responses.			Review and update Human Resources Policies and Plans integrating the establishment of HR in emergencies (ref. Enabling Actions)	HR Officer	Y1
			Establish an efficient information management system for response to disasters to include proper documentation as well as web-based facilities (ref. Enabling Actions)	Director General/Director, Emergency Service	Y1 (establish)

Saint Lucia Red Cross Strategic and Operation Plan 2016 – 2020 **Strategic Aim 1: Saves lives, protect livelihood and strengthen recovery from disasters and crises**

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
<p>Continuation of Theme 3: Our disaster and crisis management system</p> <p>Strategic Direction: SLURC disaster and crisis management system will be strengthened through ensuring that SLURC is not only effectively positioned within the national disaster and crisis management system of Saint Lucia but is capable and committed to supporting regional and global disaster and crises responses.</p>	<p>Continuation of 3c. A national response system with the capacity to respond in densely populated urban contexts and places with high levels of violence or at imminent risk of such violence.</p>	<ul style="list-style-type: none"> Develop contingency plans at national level and relevant branch levels to address densely populated urban contexts and places with high levels of violence or at imminent risk of such violence. <p>Review, monitor and evaluate annually.</p>	<p>Develop contingency plans for national and branch levels (ref. Aim 1 Theme 3b) to include densely populated urban contexts and places with high levels of violence or at imminent risk of such violence.</p>	<p>Director, Emergency Service</p>	<p>Y1-3 Y4-5 (revision)</p>

Strategic Aim 2: Enable healthy and safe living

Indicators:

1. Commitment to attaining the targets for the 1 Billion Coalition for Resilience to reduce risk and vulnerability.
2. Communities targeted by Red Cross programming are more resilient to the risk and vulnerability factors affecting their lives.
3. Communities targeted by Red Cross risk and vulnerability reduction programming are more resilient to the impact of climate change and are actively engaged in environmentally sustainable actions and behaviours.

Strategic Aim 2: Enable healthy and safe living					
Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
Theme 4: Better health Strategic Direction: SLURC seeks to improve the overall health of vulnerable urban, peri-urban and rural communities through providing integrated interdisciplinary responses that address the key determining factors of health as part of broader development-centred approach.	4a. Healthier communities that are more resilient to the causes and risk factors that impact public health	<ul style="list-style-type: none"> • Strengthen SLURC proactivity in the area of public health policy through maximizing partnerships and collaboration, contributing to the development of national and local level strategies. 	Increase the awareness of SLURC personnel in the area of health policy development	Director of Health (Vacant)	Y1, Q2 Once every 6 months – Y2-5
			Reorient SLURC as a main player in the field of health through increased visibility and involvement	Director of Health (Vacant)	Y1, Q2 Once every 6 months – Y2-5
			Conduct Baseline to inform the need for and direction of a Strategic Health Body	Director of Health (Vacant)	Y1, Q 2-3
			Guided by the results of the Baseline, plan and conduct Strategic Health Meetings with main players; virtual or otherwise	Director of Health (Vacant)	Y1, Q4 Y2-5, at least one per year

Strategic Aim 2: Enable healthy and safe living

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
			Establish a Terms of Reference (TOR) for SLURC National Health Committee with a technical focus	Director of Health (Vacant)	Y1, Q2
<p>Theme 4: Better health</p> <p>Strategic Direction: SLURC seeks to improve the overall health of vulnerable urban, peri-urban and rural communities through providing integrated interdisciplinary responses that address the key determining factors of health as part of broader development-centred approach.</p>	<p>Continuation of 4a. Healthier communities that are more resilient to the causes and risk factors that impact public health</p>	<p>Continuation of</p> <ul style="list-style-type: none"> Strengthen SLURC proactivity in the area of public health policy through maximizing partnerships and collaboration, contributing to the development of national and local level strategies. 	<p>Guided by the TOR, establish a SLURC National Health Committee; virtual or otherwise</p>	Director of Health (Vacant)	Y1
			<p>Continue & enhance SLURC's HIV & AIDS Prevention, Anti Stigma & Discrimination Activities</p>	Director of Health (Vacant)	Y1 - 5
		<ul style="list-style-type: none"> Advocate for and strengthen agreement on best practices and information dissemination between the major national players and associations in the National Health Sector eg. Diabetes Association, Ministry Of Health (MOH), etc. 	<p>Advocate for the determination of the source of best practice qualification (measurement criteria)and recommend if absent</p>	Director of Health (Vacant)	Y2, Q1
			<p>Advocate and network with major national players to disseminate best practices</p>	Director of Health (Vacant)	Y2 , Q1-4
			<p>Submit to/share with local and international agencies, SLURC's health practices for consideration as best practices</p>	Director of Health (Vacant)	Y2, Q3 and subsequently
		<ul style="list-style-type: none"> Build community capacity to identify, plan and implement 	<p>Introduction of CBHFA to the MOH by way of consultation</p>	CBHFA Focal Point	Y1, Q2-3

Strategic Aim 2: Enable healthy and safe living

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
		actions designed to increase healthy and safe living through the active promotion of health-seeking behaviours and risk reduction initiatives.	Conduct "Trainer of Trainers" Course (15-20 persons per course)	CBHFA Focal Point	Y1, Q4; one per year, Y2-5
			Implement CBHFA in 16 communities	CBHFA Focal Point	Y2 – 5 Four communities per year
			Conduct 5 Community Health Fairs in partnership with our local Branches	CBHFA Focal Point and Branch Leaders	1 Fair annually Y1 – 5
Continuation of Theme 4: Better health Strategic Direction: SLURC seeks to improve the overall health of vulnerable urban, peri-urban and rural communities through providing integrated interdisciplinary responses that address the key determining factors of health as part of broader development-centred	4b. Increase in equitable access to health services taking into account identified special needs groups.	<ul style="list-style-type: none"> Engage in advocacy and preventive actions on non-communicable diseases. Increased social mobilization and action in addressing the key determinant factors of good health, ensuring equity of access and benefits for the most vulnerable in society. Develop policy to guide SLURC's care programme 	Create pamphlets and fliers to share key health messages and identify existing sources which could be used. Disseminate electronically as well as physically	Communication Officer (vacant)	Y1, Q3-4; Y2-5, quarterly
			Create a Care Manual.	Director of Health (Vacant) and Governance	Y1, Q4
			Finalize development of the SLURC Care programme which includes a policy	Director of Health (Vacant) and Governance	Y2, Q1-3
			Disseminate Care Policy internally and externally	Director of Health (Vacant) and Governance	Y2, Q4 Ongoing Y3 – 5

Strategic Aim 2: Enable healthy and safe living

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
approach.		<ul style="list-style-type: none"> Support the physical and psychosocial well-being of vulnerable and affected communities. 	Train 10 Care Representatives per year in: -Psychological First Aid -PSP for personal well Being	Director of Health (Vacant)and Governance	1 st training session Y1 – 5 10 persons per year
			Establish PSP sessions at community health fairs (Integrate with 4a. Community Health Fairs)	Director of Health (Vacant)	2 nd training session Y1 – 5 10 persons per year
					1 Fair annually Y1 – 5
Continuation of Theme 4: Better health Strategic Direction: SLURC seeks to improve the overall health of vulnerable urban, peri-urban and rural communities through providing integrated interdisciplinary responses that address the key determining factors of health as part	Continuation of 4b.Increase in equitable access to health services taking into account identified special needs groups.	<ul style="list-style-type: none"> Develop a connectedness/partnership with MOH and other stakeholders to promote improved health and reduced prevalence of diseases. 	Conduct relationship management/team building exercises with MOH	Director of Health (Vacant)	Ongoing Y1-5
			Upgrade and enhance MOUs between the MOH and SLURC	Director of Health (Vacant), Director General and Governance	Y1, Q 4
			Create opportunities for regular interactions between SLURC and MOH (including invitation to meetings, participation at health fairs etc.)	Director of Health (Vacant)	Quarterly , Y 2-5
			Participate and convene in	Director of Health	Ongoing Y1-5

Strategic Aim 2: Enable healthy and safe living

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period	
of broader development-centred approach.			stakeholder meetings addressing HIV and AIDS issues	(Vacant)		
		<ul style="list-style-type: none"> Advocate for and enhance promotion, prevention and care activities performed through social networks. 	Establish and maintain "Health Network Link" on social media	Director of Health (Vacant)	Establish - Y2,Q1; Maintain weekly – Y2, Q2 to Y5	
		<ul style="list-style-type: none"> Expand the SLURC's courses offered to strengthen capacity of community members 	Offer AED as part of the First Aid programme	Director of Health (Vacant)	Y1, Q2 – Y1, Q3; Y5, Ongoing at least once per month	
		Continuation of				
		<ul style="list-style-type: none"> Expand the SLURC's courses offered to strengthen capacity of community members 	Offer Advanced Life support Courses	Director of Health (Vacant)	Y1, Q1; Ongoing – 4 courses per year Y2-5	
			Offer Sexuality and HIV Awareness Courses	Director of Health (Vacant)	Y1, Q3-4; Ongoing - Bi-monthly, Y2-5	
Continuation of Theme 4: Better health Strategic Direction: SLURC seeks to improve the overall health of vulnerable urban, peri-urban and rural communities through providing integrated interdisciplinary	4c. Improved health outcomes with a focus on non-communicable diseases, recurring diseases, epidemics, sexual, and reproductive, and maternal, newborn and child health.	<ul style="list-style-type: none"> Nurture the ongoing support from the IFRC for material on Non-Communicable Diseases (NCD). 	Ensure adequate materials and other resources are available to conduct NCD training through IFRC Health Officer	Director of Health (Vacant)	Ongoing Y 1 – 5 as necessary	
			Establish and ensure at least fifty staff/volunteers are actively involved with the online NCD Courses	Director of Health (Vacant)	Y1, Q3 – Y5	
		<ul style="list-style-type: none"> Establish programmes for PLWHAs, and groups vulnerable to HIV and 	Carry out pre/post-tests workshops for PLWHAs	Director of Health (Vacant)	Ongoing Y 1 – 5 as necessary	

Strategic Aim 2: Enable healthy and safe living

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
responses that address the key determining factors of health as part of broader development-centred approach.		AIDS	Encourage HIV testing and Counselling to vulnerable groups	Director of Health (Vacant)	Ongoing Y 1 – 5 as necessary
			Carry out HIV prevention education (condom demonstration and distribution)	Director of Health (Vacant)	Ongoing Y 1 – 5 as necessary
			Conduct anti-stigma sessions	Director of Health (Vacant)	Ongoing Y 1 – 5 as necessary
			Facilitate PLHIV support groups	Director of Health (Vacant)	Ongoing Y 1 – 5 as necessary
			Develop and disseminate IEC materials	Director of Health (Vacant) / Director Communication (vacant)	Ongoing Y 1 – 5 as necessary
Continuation of Theme 4: Better health Strategic Direction:SLURC seeks to improve the overall health of vulnerable urban, peri-urban and rural communities through providing integrated interdisciplinary responses that address the key determining factors of health as part of broader development-centred approach.	4d. Standardised First Aid and other specialized training and services reaching urban, rural and other communities.	<ul style="list-style-type: none"> Strengthen the relations between SLURC First Aid training units and external institutions/specialised centres in order to ensure the highest quality standards 	Establish a first aid committee by: -inviting all those engaged in first to a meeting -Including other agencies in addition to Fire and Police Services	Director of Health (Vacant)	Y1, Q2; Y1, Q3 – Y5, Quarterly meetings
			Review and upgrade First Aid Manual/Test Paper/ App	Director of Health (Vacant)	Y1, Q 2-3; Y2-5, ongoing as necessary

Strategic Aim 2: Enable healthy and safe living					
Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
Theme 5: Reducing Disaster Risk Strategic Direction: SLUJRC will strengthen the capacity of urban and rural communities to reduce risk from disasters and crises and develop greater resilience to the impact of such events.	5a. Strengthened community resilience to disasters and crises involving vulnerable populations and most at risk	<ul style="list-style-type: none"> Build community capacity to identify, plan and implement actions designed to increase resilience in urban, rural and other communities. Advocate for the development, revision and strengthening of legal frameworks on community-level disaster risk reduction. 	Promotion of Disaster laws Maintain partnerships with key stakeholders.	Director of Health (Vacant) / Director, Emergency Service	Y1, Q 2-3; Y2-5, ongoing as necessary
			Dissemination of information to communities and organizations through presentations, training, flyers, brochures	Director of Health (Vacant) / Director, Emergency Service	Y1, Q 2-3; Y2-5, ongoing as necessary
Continuation of Theme 5: Reducing Disaster Risk Strategic Direction: SLURC will strengthen the capacity of urban and rural communities to reduce risk from disasters and crises and develop greater resilience to the impact of such events.	5a. Strengthened community resilience to disasters and crises involving vulnerable populations and most at risk	<ul style="list-style-type: none"> Foster connectedness between local communities and SLURC branches and between SLURC and public and private partners, utilising the Sendai Framework for Disaster Risk Reduction 2015-2030 as a guide and a means to connect and influence government priorities and strategies given national contexts. 	Develop brochures on climate change	Director of Health (Vacant) / Director, Emergency Service	Y1, Q 2-3; Y2-5, ongoing as necessary
			Obtain IEC materials from CERA	Director of Health (Vacant) / Director, Emergency Service	Y1, Q 2-3; Y2-5, ongoing as necessary
	5b. Strengthened community capacity in early warning, management of hazards and reduction of risks in exposure and vulnerability to the	<ul style="list-style-type: none"> Respond to risk reduction priorities as identified by urban, rural and other national communities through the use of comprehensive sectorial integrated and participatory assessments and interventions. 	Hold community workshops and VCAs Enhance CDRTs, PHAST Training, IPAs	Director of Emergency Services	Ongoing Y1, Q1 (Check for cross reference Theme 1)

Strategic Aim 2: Enable healthy and safe living

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
	effects of disaster and crisis				
	5c. Improved livelihoods of the most vulnerable communities, with particular focus on issues of year-round food security, better nutrition and greater resilience to livelihood shocks	<ul style="list-style-type: none"> Identify mitigation training programme(s) for livelihood security and implement micro mitigation projects for identified vulnerable communities 	<p>Conduct one baseline study focusing on the impact of drought on food security with an aim to improve livelihood security.</p> <p>Conduct one end line study focusing on the impact of drought on food security with an aim to improve livelihood security.</p>	<p>Director, Emergency Services</p> <p>Director, Emergency Services</p>	<p>Y1, Q1;</p> <p>Y4, Q3;</p>
<p>Continuation of Theme 5: Reducing Disaster Risk</p> <p>Strategic Direction: SLURC</p> <p>will strengthen the capacity of urban and rural communities to reduce risk from disasters and crises and develop greater resilience to the impact of such events.</p>	<p>Continuation of 5c. Improved livelihoods of the most vulnerable communities, with particular focus on issues of year-round food security, better nutrition and greater resilience to livelihood shocks</p>	<p>Continuation of</p> <ul style="list-style-type: none"> Identify mitigation training programme(s) for livelihood security and implement micro mitigation projects for identified vulnerable communities 	<p>Identify a suitable training programme to increase the capacity for livelihood protection. In partnership with communities (CDRT or other established groups) and relevant stakeholders implement 20 micro mitigation projects per year to reduce risk.</p>	<p>Director, Emergency Services</p>	<p>Y1-5</p>

Strategic Aim 2: Enable healthy and safe living

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
Theme 6: Tackling Climate Change Strategic Direction: SLURC will support adaptation, prevention and basic mitigation measures to reduce community vulnerability to the effects of climate change and foster environment-friendly behaviour.	6a. Promote individual and collective behaviours at community level to reduce negative environmental impact	<ul style="list-style-type: none"> • Influence national and regional public policy and legislation around climate change issues through more effective positioning of the SLURC's auxiliary role. • Promote environmental education of young people and the general community, such as peer-based methodologies, amongst others, to Promote(YABC) behaviour change at individual and community level. 	Advocacy, write letters to agencies, seek meetings	DDG	Y1, Q2;
			Partner with EXISTING ORGANISATIONS to establish environmental education programme for young people such as Environmental Clubs, Fairs/Expos, Camps, Youth Rally	Youth Officer/Technical Advisors	Y1-5
			Promote environmental education programme through Youth Rally theme	Youth Officer	Y2, Q1-2;
			Revive and maintain the Youth Links Mr and miss Red Cross and expand to the RC general community	Youth Officer	Y1, revive Y2-5, maintenance
Continuation of Theme 6: Tackling Climate Change Strategic Direction: SLURC will support adaptation, prevention and basic mitigation measures to reduce community vulnerability to the effects of climate change	Continuation of 6a. Promote individual and collective behaviours at community level to reduce negative environmental impact	Continuation of <ul style="list-style-type: none"> • Promote environmental education of young people and the general community, such as peer-based methodologies, amongst others, to promote behaviour change at individual and community level. 	Participate in National youth Programmes	Director General	Y1-5, Q4 each year
			Participate in monthly clean ups	Director General/Youth Officer	Y1-5, Q3 each year
	6b. Vulnerable communities adopt sustainable natural resource management and	<ul style="list-style-type: none"> • Foster capacity-building actions at community level to prevent and mitigate the impact of increased epidemics, declining food security 	Develop brochures and other IEC materials on climate change adaptation	Communication Officer/Technical Advisors	Q2 each year Y1, Y3, Y5
			Dissemination of climate change adaptation	Communication Officer	Y1-5

Strategic Aim 2: Enable healthy and safe living

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
and foster environment-friendly behaviour.	development models to reduce the negative impact of climate change on the environment	and reduced access to safe sources of water.	information to communities and organizations through presentations, training, flyers, brochures		
			Develop/Disseminate health promotion materials towards the reduction of epidemics (PHAST, WASH)	Communication Officer/Technical Advisors	Y1 – development Y2-5 - dissemination
			Develop/Disseminate materials to promote food securities	Communication Officer/Technical Advisors	Y1 – development Y2-5 - dissemination
			Develop/Disseminate materials to promote awareness of safe sources of water (PHAST, WASH)	Communication Officer/Technical Advisors	Y1 – development Y2-5 - dissemination
			Promote water harvesting solutions/initiatives including development of IEC materials	Director Emergency Service/Communication Officer	Y1 – development Y2-5 - promotion
			Research and access training in Epidemic Control for 3 master trainers	Director of Health (vacant)	Y1-5 (as per IFRC’s schedule)
Continuation of Theme 6: Tackling Climate Change Strategic Direction: SLURC will support adaptation, prevention and basic	Continuation of 6b. Vulnerable communities adopt sustainable natural resource management and development models to reduce the negative impact of	Continuation of • Foster capacity-building actions at community level to prevent and mitigate the impact of increased epidemics, declining food security and reduced access to safe sources of water.	Train 30 volunteers in Epidemic control	Director of Health (vacant)	Y3 – 15 persons Y4 – 15 persons
			Facilitate the training of communities to be sensitive to the needs of disadvantaged groups	Director, Emergency Service	Integrate within established education and training sessions, Y1-5

Strategic Aim 2: Enable healthy and safe living

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
mitigation measures to reduce community vulnerability to the effects of climate change and foster environment-friendly behaviour.	climate change on the environment		Develop environmentally friendly emergency response solutions tailored to the needs of disadvantaged groups eg. diapers, toys, wipes, elevated cots etc. (ref. Aim 1 Theme ?)	Director, Emergency Service	Integrate within established education and training sessions, Y1-5
			Train individuals in partnership with other key agencies to ensure preparedness activities, assessments and relief operations are sensitive to the needs of the disadvantaged groups.	Director, Emergency Service	Integrate within established education and training sessions, Y1-5
			Work with relevant stakeholders to develop EWS for disadvantaged populations.	Director, Emergency Service	Integrate within established education and training sessions, Y1-5
<p>Continuation of Theme 6: Tackling Climate Change</p> <p>Strategic Direction: SLURC will support adaptation,</p>	<p>Continuation of 6b. Vulnerable communities adopt sustainable natural resource management and development models to reduce the</p>	<p>Continuation of</p> <ul style="list-style-type: none"> Foster capacity-building actions at community level to prevent and mitigate the impact of increased epidemics, declining food security and reduced access to safe sources of water. 	In partnership with UNHCR develop a framework that specifically caters to the needs of migrants in times of disasters/crises	Director, Emergency Service	Integrate within established education and training sessions, Y1-5

Strategic Aim 2: Enable healthy and safe living

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
prevention and basic mitigation measures to reduce community vulnerability to the effects of climate change and foster environment-friendly behaviour.	negative impact of climate change on the environment				
	6c. Institutional actions within the SLURC to reduce carbon emissions and the unnecessary use of resources that have a negative impact on the environment	<ul style="list-style-type: none"> • Actions are implemented within the SLURC supporting a reduction of the use of paper, energy and resources that have a negative impact on the environment. 	Establish recycle programme - Reuse paper	Administration	Y1-5
			- Two-sided printing - Erection of plastic recycle disposal units		
			Reduce paper usage - Conduct base line study to determine paper usage - include message in e-mail signature - greater usage of external storage devices (thumb drives etc.)	IT/Administration	Y1 – 15% Y2 – 25% Y3 – 30% Y4 – 40% Y5 – 50%
			Implement web-based information management system	IT/Administration	Y1
			Install energy saving light bulbs	Administration	Y1, Q2-Q4; Ongoing, Y2-5
			Create and maintain green spaces	Administration	Y1, Q2-Q4; Ongoing, Y2-5
			Acquire a paper shredder for the purpose of recycling	Administration	Y1, Q2-Q4;

Strategic Aim 3: Promote social inclusion & a culture of non-violence and peace

Indicators:

1. Red Cross strategies, policies, plans and programmes that address elements of violence prevention, gender equity, diversity and social inclusion.
2. Increase Red Cross influence in services and programmes directed at vulnerable displaced and migrant populations that include protection, improved living conditions and access to basic services.
3. Red Cross works with civil society, public authorities; private sector and academic institutions to advocate for equity, challenge stigma and discrimination and promote the fundamental principles.

STRATEGIC AIM 3: Promote social inclusion & a culture of non-violence and peace					
Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
Theme 7: Promoting the practical application of the Fundamental Principles Strategic Direction: SLURC will promote tolerance, respect for diversity, social inclusion and a culture of non-violence through concerted awareness raising and integrated advocacy.	7a. Application of the Fundamental Principles by the Saint Lucia Red Cross in addressing emerging humanitarian trends guaranteeing humanitarian access and space.	<ul style="list-style-type: none"> • Drawing on the Fundamental Principles: <ul style="list-style-type: none"> -Develop and implement policies, strategies, programmes and actions that promote and mainstream violence prevention, non-discrimination and social inclusion based on a genuine value and respect for gender and diversity. 	Sensitize staff, governance, Branch Personnel, members and volunteers about the VP Policy by Zones	Youth Officer	Y1, Q2
			Conduct four (4) Violence Prevention Workshop (1 per year) with staff, governance, Branch Personnel, members and volunteers	Youth Officer	Y2, Q Y3, Q Y4, Q Y5, Q
		<ul style="list-style-type: none"> • Drawing on the Fundamental Principles: <ul style="list-style-type: none"> -Craft (with youth) a development programme for youth that will facilitate them playing a leadership role in applying the Fundamental Principles. 	Youth Link members develop and establish a standardized FP presentation at schools, service clubs etc. Schedule and hold meetings	Youth Officer	Y1, Q4 (target Youth Month - November) Ongoing Y2-5

STRATEGIC AIM 3: Promote social inclusion & a culture of non-violence and peace

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
<p>Theme 7: Promoting the practical application of the Fundamental Principles</p> <p>Strategic Direction: SLURC will promote tolerance, respect for diversity, social inclusion and a culture of non-violence through concerted awareness raising and integrated advocacy.</p>	<p>7a. Application of the Fundamental Principles by the Saint Lucia Red Cross in addressing emerging humanitarian trends guaranteeing humanitarian access and space.</p>	<ul style="list-style-type: none"> • Drawing on the Fundamental Principles: <ul style="list-style-type: none"> -Create and promote safe and friendly environments throughout the SLURC and communities to address violence and promote a culture of peace. 	<p>Convene Anti – stigma sessions at NHQ, all Branches and 18 communities</p> <p>Conduct Evaluation Sessions</p> <p>Conduct four Safer Access Workshops (2 per year for 100 persons in total) for governance, all staff, Branch personnel, members and volunteers</p> <p>Conduct Community Sensitization Sessions through Peace Ambassador to promote a culture of non-violence and peace in 20 communities per year</p> <p>Develop, seek approval and then post public educational messages using various media eg. social media and traditional media blitz</p>	<p>Director of Health & Welfare Services (Vacant)</p> <p>M&E Coordinator</p> <p>Human Resource Manager</p> <p>Youth Officer</p> <p>Youth Officer Communications Officer</p>	<p>Y2- 4</p> <p>Y5</p> <p>Y2 – 5</p> <p>Y1-5</p> <p>Y1, Q2 seek approval Y1, Q3 posting ongoing to Y5</p>

STRATEGIC AIM 3: Promote social inclusion & a culture of non-violence and peace

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
	7b. SLURC's Programmes build social cohesion and address issues of gender, diversity, violence prevention, and non-discrimination, valuing respect for human dignity and integrity.	<ul style="list-style-type: none"> Develop and implement policy with reporting and monitoring framework to ensure its volunteers, membership and decision-making bodies reflect the national demographics (including youth). 	<p>Design and implement/publish policy</p> <p>Conduct two (2) workshops/seminars per quarter, addressing gender, diversity and violence prevention</p>	<p>Director of Health & Welfare Services (Vacant) DG</p> <p>Director of Health & Welfare Services (Vacant) DG</p>	<p>Y2, Q4</p> <p>Y3-5</p>
<p>Continuation of Theme 7: Promoting the practical application of the Fundamental Principles</p> <p>Strategic Direction: SLURC will promote tolerance, respect for diversity, social inclusion and a culture of non-violence through concerted awareness raising and integrated advocacy</p>	7c. The SLURC reflects the social and cultural diversity of Saint Lucia at all levels in the volunteer and membership demographics and in decision-making bodies.	(Reference 7b)	(Reference 7b)		(Reference 7b)
	7d. Contribute to the reduction of the influence of violence on families, schools and communities by gangs/gang violence.	<ul style="list-style-type: none"> Implement coping mechanisms for persons in violence plagued and potentially violence plagued communities 	<p>Partner with other agencies and help develop Homework Centres.</p> <p>Social worker sessions with affected persons</p> <p>Expand SLURC mentorship programme by 50%</p>	<p>Youth/ Officer</p> <p>Youth/ Officer</p> <p>Youth/ VP Officer</p>	<p>Ongoing</p> <p>Y 1, Q2 - Y5</p> <p>Once per month, Y1-5</p> <p>Ongoing Y1,Q2- Y5</p>

STRATEGIC AIM 3: Promote social inclusion & a culture of non-violence and peace

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
			Utilize elements of the PSP Programme to address coping mechanisms for persons in violence plagued communities	Youth/ VP Officer	Y2, Q2 – Y4
			Conduct evaluations of all the coping mechanisms activities	M&E Coordinator	Y5
		<ul style="list-style-type: none"> Partner in capacity building in schools re ability to respond to violence more effectively 	Introduce “10 Steps Training” in 15 schools	Youth/VP Officer	Y2, Q1 – Y5
Continuation of Theme 7: Promoting the practical application of the Fundamental Principles Strategic Direction: SLURC will promote tolerance, respect for diversity, social inclusion and a culture of non-violence through concerted awareness raising and integrated advocacy	Continuation of 7d. Contribute to the reduction of the influence of violence on families, schools and communities by gangs/gang violence.	<ul style="list-style-type: none"> Enhance non-violent options to situations 	Develop and reinforce non - violent options in all SLURC activities through IEC materials, drama/edutainment,	Youth/VP Officer	Ongoing Y1, Q2 -Y 5
			introduce “Peaceful Solutions” methodology in communities and schools	Youth/VP Officer	Ongoing Y1, Q2 -Y 5
Theme 8: Enabling better integration of marginalized people	8a. Increased equitable treatment of marginalized or stigmatized groups through relevant and	<ul style="list-style-type: none"> Develop policies and infrastructure that guarantee equitable treatment of marginalized or stigmatized groups, 	Initiate the development of a formal policy (including employment guidelines) through	DG	Y1, Q2 to Q4;

STRATEGIC AIM 3: Promote social inclusion & a culture of non-violence and peace

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
<p>Strategic Direction: Whether in terms of internal function, community-level programming or wider advocacy work, SLURC will strive to raise greater awareness of inequity in society and achieve improved integration of marginalized.</p>	<p>proactive SLURC programming</p>	<p>and advocates for the implementation of these policies and procedures in Jamaica.</p>	<p>research, collaboration with stakeholders and focus groups</p>		
			<p>Source funds and erect wheelchair accessible ramps and other enablers wide doors, emergency lights for hearing impaired and other disabled.</p>	<p>Development Officer</p>	<p>Y2, Q1-3;</p>
		<ul style="list-style-type: none"> Promote the developed policies and infrastructure to address the treatment of marginalized people and advocacy for implementation internally and externally using youth as a focal point 	<p>Hold awareness building sessions, talks, expositions. Meet with government officials.</p>	<p>Youth Officer Communications Officer</p>	<p>Y2, Q1-4;</p>
			<p>Evaluate</p>	<p>M&E Coordinator</p>	<p>Y2, Q4;</p>
<p>Continuation of Theme 8: Enabling better integration of marginalized people</p> <p>Strategic Direction: Whether in terms of internal function, community-level programming or wider advocacy work, SLURC will strive to raise greater</p>	<p>Continuation of 8a. Increased equitable treatment of marginalized or stigmatized groups through relevant and proactive SLURC programming</p>	<p>Promote the developed policies and infrastructure to address the treatment of marginalized people and advocacy for implementation internally and externally using youth as a focal point</p>	<p>Guided by results of evaluation, continue holding awareness building sessions etc.</p>	<p>Youth Officer Communications Officer</p>	<p>Ongoing, Y3-5</p>
	<p>8b. SLURC ensures a safe and confidential environment that enables volunteers, members, staff, partners and beneficiaries to raise and address issues of social inclusiveness that</p>	<ul style="list-style-type: none"> Develop, promote and disseminate a Public Charter that speaks to SLURC as a safe and confidential environment for all stakeholders. 	<p>Research, compile and share Charter</p>	<p>DG</p>	<p>Y2, Q1-3</p>
			<p>Branch empowerment sessions, design & circulate IEC materials</p>	<p>DG Communications Officer</p>	<p>Y2, Q1-3</p>

STRATEGIC AIM 3: Promote social inclusion & a culture of non-violence and peace

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
awareness of inequity in society and achieve improved integration of marginalized.	involve Red Cross actors without fear of recrimination or discrimination		Develop protocols for social inclusiveness. Arrange meetings & engagements	DG	Y2, Q3 - develop ongoing, Y3-5
			Formalise Safe Space training	DG	Y2, Q3-4;
		<ul style="list-style-type: none"> Engage with other civil society organizations in raising community awareness of inequity and promoting the rights of the most vulnerable to basic services and resources as part of a broader humanitarian diplomacy strategy. 	Meetings, telephone calls, community walk & talk	Communications Officer	Initiate Y1, Q4-Y2,Q4 Ongoing Y3-5
Continuation of Theme 8: Enabling better integration of marginalized people Strategic Direction: Whether in terms of internal function, community-level programming or wider advocacy work, SLURC will strive to raise greater awareness of inequity in society and achieve	8c. Standardised operational procedures for both disaster and crisis response as well as for community development programmes are initiated, developed and in place ensuring the needs of the most marginalized sectors are prioritised.	<ul style="list-style-type: none"> Ensure all programmes, projects and services of the SLURC use standardised procedures that assure proper services to, and participation of, the most marginalized sectors. Continuously monitor, evaluate and improve the School of Transformation Programmes in alignment with the Ministry of Education’s Curriculum Commission a needs assessment study to guide possible curricula expansion and or additional programme implementation in additional locations. 	Reference Theme 1		
			Upgrading of Teachers, through seminars workshops etc	M&E Co-ordinator & Youth Office	Y1, Q2-3 And onging Y2-Y5
			Consultation with MOE & Focus Groups, surveys, comparative analyses	Youth Officer	Y1, Q1-3

STRATEGIC AIM 3: Promote social inclusion & a culture of non-violence and peace

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
improved integration of marginalized.			Research & development	DG	Y1, Q2-4
		<ul style="list-style-type: none"> Deploy Sports-based intervention programme inclusive of skills training, psychological intervention, literacy/numeracy and violence mitigation 	Engage teams Conduct sessions Hold community meetings Assessments	RIV PM DG Youth	Y1, Q2
	8d. Improved condition of unemployed and unemployable youth as well as enhancing the capacities of youth outside of the formal education system	<ul style="list-style-type: none"> Identify current humanitarian needs and provide referral services for unemployed and unemployable youth. 	Research and Create referral service protocol Initiate program Disseminate Engage Partners	DG	Y1, Q1-4
Continuation of Theme 8: Enabling better integration of marginalized people Strategic Direction: Whether in terms of internal function, community-level programming or wider	Continuation of 8d. Improved condition of unemployed and unemployable youth as well as enhancing the capacities of youth outside of the formal education system	<ul style="list-style-type: none"> Identify current humanitarian needs and provide referral services for unemployed and unemployable youth. 	Integrate Program within Branches and Projects	Development Director (vacant)	Ongoing Y2-Y5
			Research Design appropriate strategies Establish clubs, groups etc (if required)	DG	Y2, Q1-4
	8e. Alleviate the suffering of Migrants	<ul style="list-style-type: none"> Negotiate with government, International Federation, UNHCR and Private Sector for improved capacity to carry out services to the migrants. 	Advocacy, write letters to agencies, seek meetings	DG	Y1, Q2

STRATEGIC AIM 3: Promote social inclusion & a culture of non-violence and peace

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
advocacy work, SLURC will strive to raise greater awareness of inequity in society and achieve improved integration of marginalized.		<ul style="list-style-type: none"> Enhance work with UNHCR re migrants to better equip SLURC to provide required services. 	Write proposals Source funds Collaborate with RMU	DG	Y1, Q3
		<ul style="list-style-type: none"> Explore, develop and enhance partnership with National Organization for Deported Migrants (NODM) 	Collaborate Hold meetings Write letters Design partnership protocol	DG	Y2, Q1
	8f. Improve the conditions of the elderly	<ul style="list-style-type: none"> Develop policies and procedures for the care of the elderly 	Research, meet, engage stakeholders for eg. National Council for Senior Citizens to confirm the need for policies and procedures for the care of the elderly and lend support as necessary	Director of Health and Welfare Services (Vacant) Communications Officer	Y2, Q1-3
Continuation of Theme 8: Enabling better integration of marginalized people	Continuation of 8f. Improve the conditions of the elderly	<ul style="list-style-type: none"> Provide social support in order to reduce social isolation 	Design protocols in consultation with the relevant agencies Design & circulate IEC materials	Director of Health and Welfare Services (Vacant) Communications Officer	Y2, Q4 Ongoing Y3-5

STRATEGIC AIM 3: Promote social inclusion & a culture of non-violence and peace

Theme/ Focus	Expected Impact	Leading Actions	Activities	NHQ Lead	Period
<p>Strategic Direction: Whether in terms of internal function, community-level programming or wider advocacy work, SLURC will strive to raise greater awareness of inequity in society and achieve improved integration of marginalized.</p>		<ul style="list-style-type: none"> Develop and enhance systems to assure Integration of the elderly and their related needs in community programs 	<p>Collaborate with the National Council for Senior Citizens, HELPAGE and other agencies to address gaps that exists</p>	<p>Director of Health and Welfare Services (Vacant) Communications Officer</p>	<p>Y2, Q4 Ongoing Y3-5</p>

ENABLING ACTIONS/CAPACITY ENHANCEMENT

As SLURC seeks to implement Strategic Plan 2016-2020, pertinent systems should be at optimum to enable the programme areas to be realistically achieved.

Enabling Actions for Strategic Aims			
Enabling Actions	Activities	NHQ Lead	Period
Resource Mobilization	Develop & Implement Resource Mobilisation Strategy & Work Plan	DG / VP / Resource Mobilisation Manager	Y 1-5
	Fill vacant Resource Mobilization Manager post	DG / VP / HR Manager	Y 1, Q2-3
	Recruit 100 new members annually	DG / VP / Resource Mobilisation Manager	Ongoing
	Engagement of new partners/donors	DG / VP / Resource Mobilisation Manager	Ongoing
	Website Upgrade to incorporate Fund-raising platform	DG / VP/ Resource Mobilisation Manager	Y2, Q3 Y3-5 ongoing maintenance
Institutional Capacity	Assessment of branches and development of operation plan	DG	5 branches – Y1, Q4 – Y2,Q4
	standardize and disseminate Logistics and procurement procedures throughout HQ and Branches	DG	Y1, Q3-4
	Fill Vacant Logistics Officer	DG / DG / HR Manager	Y 1, Q2-3
	Develop leaders (governance and management)	DG /	Ongoing
	Adapt and develop strategies for volunteer management	DG / VM	Y1, Q2-3
	Establish criteria for the determination of Branch classification (Area Groups/Operational Centre/Branch)	DG / VP	Y1, Q2-3
Finance	Assess, upgrade and disseminate financial policies and procedures	DG / P / Finance Manager	Y1, Q3-4
	Procure Financial software to streamline accounting, procurement and logistics operations	DG / P / Finance Manager	Y1, Q4 – Y2, Q4

Enabling Actions for Strategic Aims			
Enabling Actions	Activities	NHQ Lead	Period
Information Technology	Fill vacant IT post	DG / P/ HR Manager	Y 1, Q2-3
	Upgrade to server	DD / P / Finance Manager	Y1, Q3 – Y2, Q4
	Assessment and upgrade to internet system	DD / P / Finance Manager	Y1, Q3 – Y2, Q4
Communication	Director Communication post	DG / DDG / HR Manager	Y 1, Q2-3
	Develop Communication Strategy	DDG / Director Communication	Y1, Q3-4
	Standardise social media sites and Increase usage of social media/PR key messages	DG / Director Communication	Y1-5 Ongoing
	Upgrade Communication System	DG / Director Communication / Finance Manager	Y2, Q2-3 Y3-5 ongoing maintenance
	Upgrade & Relaunch SLURC website	DG / Director Communication	Y2, Q3 Y3-5 ongoing maintenance
Monitoring and Evaluation	Develop and disseminate reporting templates	DDG/ M&E Co-ordinator	Y1 Q3-4
	Identify, engage and train PMER focal point at NHQ and branches	DDG/ M&E Co-ordinator	Ongoing
Human Resources and Administration	Develop HR policy and strategies	DDG / HR Manager	Y1, Q2
	Assess Information Management System	DDG / HR Manager	Y1, Q3
	Develop safety and security policy and procedures	DDG / HR Manager	Y1, Q2
	Institutionalize insurance to volunteers	DDG / HR Manager/ Finance Manager	Y1, Q2 – Y2,Q4
	Upgrade to building security	DDG / President/ Finance Manager	Y1, Q3
	Maintenance of interior and exterior of buildings	DDG / HR Manager/ Finance Manager	Y1-5, ongoing

Enabling Actions for Strategic Aims

Enabling Actions	Activities	NHQ Lead	Period
	Staff development & Succession Planning	DDG / HR Manager	Y1-5, ongoing
	Procure, Populate & Maintain Volunteer and Membership Database System	DG / Director of communication / Director of Development/ Finance Manager	Y1, Q4 – Y2, Q4 Y3-5 ongoing maintenance
	Engage Director of Development	DG / DDG / HR Manager	Y 1, Q2-3
	Engage Director of Health and Welfare Services	DG / DDG / HR Manager	Y 1, Q2-3
Youth	Youth Rallies	Director of Youth	Ongoing Y1-5
	Increase Youth Links	Director of Youth	Ongoing Y1-5
	Youth Camps	Director of Youth	Ongoing Y1-5
	Participation in independence day parade	Director of Youth	Ongoing Y1-5
	Mr and Miss Red Cross pageant	Director of Youth	Ongoing Y1-5
	Participation of Youth Links in National Events (Uniformed Groups)	Director of Youth	Ongoing Y1-5
Observance/Internal/Local Events	World mental health week	Corporate Governance /Executive committee / Senior Management	Ongoing Y1-5
	World Red Cross Day		
	World First Aid Day		
	World AIDS Day		
	International Volunteer Day		
	International Day for Disaster Reduction		
	SLURC's Month of Activities		

GLOSSARY

AED – Automated External Defibrillator
AIDS – Acquired Immune Deficiency Syndrome
CBHFA – Community Based Health and First Aid
CCA - Climate Change Adaptation
CCRDR – Caribbean Community Resilience to Disaster Risk
CDRT - Community Disaster Response Teams
NEMO – Capacity Building for Emergency
Response CPR – Cardio Pulmonary Resuscitation
DG - Director General
DRCE – Disaster Response Capacity Evaluation
DRR - Disaster Risk Reduction
ESSC – Emergency Services Section Council
EWS – Early Warning System
FA – First Aid
FP – Fundamental Principles
HIV – Human Immunodeficiency Virus
IEC – Information, Education and Communication
IFRC – International Federation of Red Cross and Red
Crescent Societies
IPA - Integrated Participatory
Assessment SLU-Saint Lucia red Cross
M & E – Monitoring & Evaluation
MARPS – Most at risk populations
MOE – Ministry of Education MOH
– Ministry of Health
MSM – Men who have sex with men

NCD – Non Communicable Diseases
NEPA - National Environment and Planning Agency
NHQ – National Headquarters
NIT – National Intervention Team
NRP – National Response Plan
OCAC – Organizational Capacity Assessment and Certification
OFDA – Office of US Foreign Disaster Assistance
PHAST – Participatory Hygiene and Sanitation
Transformation PLWHA - People Living With HIV/AIDS
PMER – Planning, Monitoring, Evaluation and
Reporting PSP- Psychosocial Support Programmes
RFL - Restoring Family Links
RIV – Reducing the Impact of Violence
RM – Resource Mobilization
RMU – Resource Mobilization
RRU – Regional Response Unit
SA- Safer Access
SDC – Social Development Commission
TOR – Terms of Reference
TOT – Trainer of Trainers
UNHCR – United Nations High Commissioner for
Refugees VCA - Vulnerability & Capacity Assessment
VCT - Voluntary Counselling & Testing
VP - Violence Prevention
WASH – Water and Sanitation, Hygiene Promotion
WPNS – Well Prepared National Society

YABC-