

TRINIDAD AND TOBAGO RED  
CROSS SOCIETY STRATEGIC  
PLAN 2016 - 2020

*Restructuring for  
Productivity*

# Table of Contents

1. Preface .....	2
2. Our Reference Frame:.....	3
3. What is a Red Cross or Red Crescent National Society? .....	4
4. 'The Land of the Humming Bird' - Trinidad and Tobago a development dichotomy .....	5
4. A: Geography .....	5
4. B: Background .....	6
4. C: Geospatial data.....	6
4. D: Economic data.....	7
a. Gross Domestic Product (GDP).....	7
B. Food Inflation.....	7
C. Unemployment.....	7
D. Industries .....	8
E: Poverty in Trinidad and Tobago.....	8
F: Gender Inequality in Trinidad and Tobago.....	8
G: Crime and Violence.....	9
5. VISIONING .....	11
MISSION STATEMENT .....	11
VISION STATEMENT .....	11
LEGAL BASE .....	11
6. BUILDING OUR STRATEGY 'THE PROCESS' .....	11
7. The 7 Strategic Pillars.....	12
3. Programmatic Pillars.....	12
1. Risk Reduction, Contingency Planning and Disaster Response .....	12
2. Promoting Health and Wellness .....	13
3. Promoting social inclusion, and a culture of non-violence and peace .....	14
4 Supporting Pillars.....	15
1. Operations and Administration .....	15
2. Finance and Accountability .....	15
3. Communications .....	16
4. Organisational Learning and Development .....	16
8. Organisational Chart.....	18
9. Conclusion .....	19
10. Bibliography.....	20
11. ANNEX.....	21
The Houston Commitment .....	21

## 1. Preface

The Strategic Plan for the TTRCS 2016 – 2019 is in direct response to the need to “prevent and alleviate human suffering” as indicated in the *Vision of the IFRC*. (IFRC , 2010) of all National Societies belonging to the International Federation of the Red Cross and Red Crescent Societies (IFRC). The TTRCS like all other humanitarian entities in 2015-2016 finds itself in the middle of a ‘watershed’ in that most global development mandates would have expired (i.e. Sustainable Development Goals SDGs, HIV and AIDS, Small Island Development States (SIDS) and a new Framework for the Americas Zone of the IFRC). 2015 saw the ushering of a new Executive Committee and Governing Council at the TTRCS.

The principles guiding the preparation of the Strategic Plan were:

1. Evidence Based
2. Innovative Thinking and,
3. Consultation

We are subscribing to the acknowledgment felt throughout the movement which we are a part in that *‘doing more, doing better and reaching further’* is necessary but that cannot be done without a serious attempt at examining of our internal capacity, addressing our challenges, needs and gaps, gathering the data and evidence we need to inform our decisions and making an effort to amending and transforming how we work and how we are perceived in our society.

Back in 2005 the technocrats of the Strategic Plan of the TTRCS 2005 -2010 felt there was a need for the organisation to have clear lines of responsibility, accountability and reporting relations embodied in having a separation of governance from management to commence the reorganisation and restructuring of the TTRCS. This is an on-going theme which we continue to strive for. Simply put our inspiration is to have an internally strong, relevant and responsive organisation.

It is important to note that 2015 also marked the 50<sup>th</sup> anniversary of the Fundamental Principles after being proclaimed at the 20<sup>th</sup> International Conference of the Red Cross in Vienna in Austria in 1965. These principles can be confused with the principles of international humanitarian law, mainly embodied in the Geneva Conventions for the protection of the victims of war. (IFRC, 1979). A meeting examining the concept of the Fundamental Principles was held in October 2015 in Vienna, Austria and an opinion piece shared on the IFRC’s website done by both Tadateru Konoé, President of the IFRC and Peter Maurer, President of the ICRC indicates:<sup>1</sup>

*Although we are celebrating the anniversary of their formal adoption, these principles did not simply appear overnight in 1965. They were forged at the very beginning of the Red Cross, on the battlefields of Solferino, and have been shaped by over a century of experience in protecting the lives and dignity of people affected by armed conflicts and disasters worldwide.*

*Our principles – Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity and Universality – guide our decisions, provide substance for our reflections and help us shape our actions to the situation and era in which we operate. They give us the courage and inspiration to respond to the most complex and daunting humanitarian challenges that mark our era.*

*The Fundamental Principles bind our Movement together, and they give us our distinct identity. Visit any of the 189 National Societies of the Red Cross and Red Crescent Movement and you will see that, despite the breadth of activities they deliver, they are underpinned by a common architecture that creates the space in which humanitarian action is possible: a commitment to Humanity, and to responding to the needs of communities in an impartial and neutral way.*

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<sup>1</sup> <http://www.ifrc.org/en/news-and-media/opinions-and-positions/opinion-pieces/2015/the-50th-anniversary-of-the-fundamental-principles-reaffirming-our-humanity-reasserting-our-neutrality-and-impartiality/>

We are identifying with the core principles and undertakings all National Societies (NS) belonging to the Americas Zone have committed themselves to for the next 4 years via the *Houston Commitment*.

## 2. Our Reference Frame:

As obtained in the IFRC National Society Development Framework 2013...<sup>2</sup> National Society development is, in the first instance, the responsibility of each sovereign National Society<sup>2</sup> The Trinidad and Tobago Red Cross Society (TTRCS) is at the point of charting our development for the next 4 years as obtained in the following pages. We are mindful that the pages and ink which personifies this framework is only an attempt to capture the passion and spirit of an organisation that has a rich past and identity which can be demonstrated by the commitment of our many volunteers, staff and stakeholders.

This plan will chart our directives and energies but it is important that it is nestled within an appropriate reference frame. We are mindful of a few non-negotiables going forward.

- A relentless observance to the 7 fundamental principles of the Red Cross Movement
- Keeping our legal mandate within Trinidad and Tobago as obtained in our Act of Incorporation as a critical signpost and guide
- Our impetus for action will be driven by addressing the vulnerabilities that exist in our environment
- We will continuously operate as a national humanitarian actor by acting in an auxiliary capacity to the development needs of Trinidad and Tobago
- Maintaining our status as a credible representation of the ideals of the global Red Cross Red Crescent movement in every form and fashion.
- To ensure strategic and operational alignment with all relevant policies, guidelines and plans within our functional periphery ensuring at all times relevance to the unique challenges of our country.

Our socio economic environment continues to be dynamic so whilst this framework is our guide we acknowledge that this framework will be a living document which will provide our organisation with the ability to adapt to changes and respond accordingly. It is important to acknowledge that by virtue of our being an island in the Caribbean - Trinidad and Tobago is part of the global Small Island Development States platform. Article 96 of the Samoa Pathways (2014) document iterates... “While acknowledging the primary responsibility of small island developing States for their own sustainable development, we recognize that the persistent development challenges of the small island developing States require enhanced global partnership for development, adequate provision and mobilization of all means of implementation and continued international support to achieve internationally agreed goals”<sup>3</sup> For us moving forward requires us to have a keen concept of partnerships, camaraderie and friendship.

The National Society is part of a dynamic global movement so we will continue to rely on this strength to build the organisation we want for Trinidad and Tobago.

We are mindful that we do have critical capacities to build on meaning there are programmes and actions we are very good at delivering on; we are also aware of the gaps that exists in our environment especially as it relates to the servicing of needs and vulnerabilities, critical decisions are to be made as to which gaps we can adequately focus on to achieve impact if not inform decision makers to do what is required. We are a relatively young National Society so we need to be mindful that our actions need not only be relevant but also sustainable. There is a dichotomy we face as a National Society in that we need to always ensure our efforts at internal strengthening and development are not forfeited in our urgency to act.

This plan has been the result of a long process....we are determined to get it right to see the changes we have been thriving for over the past years a reality. The last official strategic plan TTRCS had was from the period 2005-2010. A critical lesson is to ensure we do not find ourselves in this position in the future as with proper planning we can respond initially and can cater to contingencies as they emerge. From 2010 to 2015 the NS have been undergoing many internal

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<sup>2</sup> IFRC [2013] – National Society Development Framework

<sup>3</sup> UNGASS 2014: Small Island Development States *Samoa Pathways Document*

initiatives to develop the organisation we want. Our desk review for developing this plan took into consideration a plethora of guidance documents namely:

1. IFRC Strategy 2020
2. Red Cross Inter-American Framework for Action – 2016 – 2020 (Americas Zone 2015)
3. Report of the third International Conference on Small Island Developing States Apia, Samoa 1-4 September 2014 (SAMOA Pathways Document)
4. Transforming our World: The 2030 Agenda for Sustainable Development (UN 2015)
5. Trinidad and Tobago Human Development Atlas 2012 (Central Statistical Office TT, United Nations Development Programme (UNDP), Ministry of Planning and Development TT)
6. Strategic Framework for the Five Year Organisational Development Plan 2005 – 2010 (TTRCS)
7. Sendai Framework for DRR 2015-2030
8. The Act of Incorporation for the Trinidad and Tobago Red Cross Society 1963
9. Numerous plans and strategic frameworks from other Red Cross National Societies.

Our NS changed governance in May 2015 it seems our development is well timed as with other strategic agendas this period can be termed a 'watershed' period for global development.

As per the information from the most recent strategic document, TTRCS was founded in 1939 as a branch of the British Red Cross. It became an independent National Society (NS) and a member of the International Federation of the Red Cross and Red Crescent Societies (IFRC) in 1963. Our last elections was held in May 2015 establishing the current composition for the Governing Council and Executive Committee until May 2018.

The TTRCS has 3 branches (San Fernando, North and Tobago) and 1 Headquarters. All branches are functional with the northern branch currently being rebuilt after being destroyed by fire in 2013.

### 3. What is a Red Cross or Red Crescent National Society?

According to the 'Guide to The Auxiliary Role of Red Cross and Red Crescent National Societies – Americas' ... 'National Societies are made up of volunteers and staff, who provide a variety of services, ranging from disaster relief, development activities and assistance for the victims of armed conflicts, to first-aid training and restoring family links'. As the guide goes on to further state each Red Cross National Society provide a critical response to the national domestic humanitarian needs and challenges but it is part of the 'largest humanitarian' network in situations where there are exceptional areas of need. (IFRC, Americas Regional Office , 2015) Since the period we are in requires an unconventional view going forward the whos, whats, hows and whys would not be traditional so it is important to be clear in stating who we are and not carry on with the assumption that all persons are aware.

The International Red Cross and Red Crescent Movement is made up of 3 components:- a. 190 National Societies (TTRCS is a National Societies), b. International Federation of Red Cross and Red Crescent Societies (the federation) and the International Committee of the Red Cross (ICRC).

It is important to make the differentiation that National Societies are not non-governmental organisations (NGOs) due to its special role and auxiliary status. This simply means that NSs are recognised by their governments to be '*auxiliary to public authorities in the humanitarian field*'. NSs like the IFRC command a unique positioning and comparative advantage in that unlike any other entity existing they can work with a range of actors from policy makers, influencers, decision makers and most importantly they have intimate access to communities and persons most affected.

They are not part of any governments as the *Fundamental Principles*<sup>4</sup> guide how they operate. The National Societies are required to abide by them at all times. Jean Pictet in his commentary on the Fundamental Principles acknowledges that, National Societies are varied and each has a distinctive character. Some are strong while others are still weak: they may have many members

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<sup>4</sup> IFRC 1979: Pictet Commentary on the fundamental principles

or only a few: some have had long experience while others have just come into existence. They do not all have identical activities and some do not have clearly defined programmes. (IFRC, 1979)

#### 4. 'The Land of the Humming Bird' - Trinidad and Tobago a development dichotomy



#### 4. A: Geography

Trinidad and Tobago is a twin island republic which is part of the English speaking Caribbean. It is situated at the southern-most end of the Caribbean archipelago. Trinidad and Tobago lies approximately 18km off the east of Venezuela of the South American Continent. Trinidad and Tobago is approximately 4827 km<sup>2</sup> with a channel of 35 km which separates the island at its north eastern point in Trinidad and the south eastern point in Tobago. The average area of Tobago is 303km<sup>2</sup>. ... 'Altogether the land mass encompasses 512 835 hectares of land'<sup>5</sup>

The major divisions of the country constitute the administrative areas or regions namely:

Trinidad	Tobago
City of Port of Spain	St. George
City of San Fernando	St. Mary
Borough of Arima	St. Andrew
Borough of Chaguana	St. Patrick
Borough of Point Fortin	St. David
Diego Martin	St. Paul
San Juan/ Laventille	St. John
Couva/Tabaquite/ Talparo	
Mayaro/ Rio Claro	
Sangre Grande	
Princes Town	
Penal/Debe	
Siparia	

<sup>5</sup> FAO 2010: Forest Policy in the Caribbean.

## 4. B: Background

Trinidad was first colonised by the Spanish, the islands came under British control in the early 19<sup>th</sup> century. With the onset of emancipation the following period of indentureship saw the importation of labour from different parts of Asia (India and China) this period saw a boost in the sugar production and the cocoa industry. Oil was discovered in Trinidad in 1910 this added another import export crop which would characterise the economy of Trinidad and Tobago for many decades which followed even to present day.

Trinidad and Tobago gained independence in 1962 from the United Kingdom. We continue to be part of the commonwealth as we follow-up and maintain a number of societal structures which is patterned after what is obtained in England for example our legislative and executive mechanisms.

## 4. C: Geospatial data

According to the data from the Population and Housing Census conducted in 2011 as at January 9<sup>th</sup> of that year the population count amounted to 1,324, 699 persons being present in Trinidad and Tobago. According to the analysis from the Central Statistical Office of Trinidad and Tobago, the figure includes all persons both enumerated and un-enumerated who belonged to private households, institutions, street dwellers, on board ships in the harbour, at hotel/guest houses or found at some other type of collective living quarters. <sup>6</sup> The population figure represented a similar growth as at the 2000 census of 4.9% and a 4% growth rate at 1990. This increase was evident in both Trinidad (4.9%) and Tobago (5.0%). The data then indicates that there were shrinkages in 4 of the 14 regions in Trinidad...the largest decreases occurred in Port of Spain (22.5%), San Fernando (9.2%), Diego Martin (2.7%) followed by San Juan/ Laventille (1.6%). It is interesting to note that no decreases were observed in the parishes of Tobago, instead the increases ranged from 0.7% in St. Mary to 16% in St. George. Additionally it can be surmised that the majority of regions indicating shrinkages are all part of the urban centres.

In 2011 there was an increase in the number of households in Trinidad and Tobago 18.4% nationally. With a disaggregation of 18.1% in Trinidad and 24.9% in Tobago. There was an increase in the average household size – the average household size declined from 3.64 persons in 2000 to 3.24 in 2011. The observations showed that Tobago had a steeper decline in household size relative to Trinidad from 3.51 to 2.95 for the same period recorded.

Persons in institutions for less than 6 months were counted in the households to which they belonged as per the methodology employed by the CSO in 2000. The street dwelling population increased by 13.4% in 2011. The sex distribution of street dwellers were found to be predominantly male 95% in 2000 compared to 93% in 2011. The largest proportion of street dwellers were found in Port of Spain similar to the pattern observed in the 2000 census.

The CSO, the United Nations Development Programme (UNDP) and the Ministry of Planning and Development undertook an exercise in 2012 to create a Human Development Atlas for Trinidad and Tobago. The exercise analyse information collected by the CSO in a geospatial manner. <sup>7</sup> The Human Development Index (HDI) was used to measure human development in Trinidad and Tobago in 3 basic dimensions:

1. A long and healthy life
2. Knowledge and,
3. A decent standard of living

What the Human Development Atlas project did was measure development in the different sub-regions in Trinidad and Tobago along the 3 dimensions mentioned above.

According to the summary findings 4 broad elements emerged from the data:

- Point Fortin ranked the highest in primary and secondary educational attainment rate and had the lowest percentage of the population with chronic illness.
- Mayaro/Rio Claro ranked the lowest in the National Human Development Index and had the lowest performance in primary and secondary educational attainment rate.

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<sup>6</sup> 2011: Central Statistical Office Trinidad and Tobago – *The Population and Housing Census 2011 for Trinidad and Tobago*.

<sup>7</sup> 2012: Human Development Atlas Trinidad and Tobago – UNDP, CSO and The Ministry of Planning and Development

- Tobago had the lowest as in household income per capita per year, whilst San Fernando ranked the highest. San Fernando also ranked the highest in Secondary and Higher Educational Attainment Rate compared to Sangre Grande which scored the lowest.
- Overall Sangre Grande and Mayaro/Rio Claro had the lowest NHTDI figures in the areas of measurement.

#### 4. D: Economic data

Data coming from the Central Bank of Trinidad and Tobago suggest that the global convulsions of mid-2015, sparked by the financial crisis in Greece and the stock market upheaval in China has and may continue to have significant domestic outcomes for the remainder of 2015 for Trinidad and Tobago. The bank continues with its on-going surveillance of the global economic trends. The data suggests that both the US and UK economies have had increased economic activity which has been bolstered by consumer spending. Growth in the European Union remains sluggish. The performance of major emerging marketing economies was mixed, with growth levels varying as in India there has been an increase of economic activity in the 1<sup>st</sup> quarter of 2015. China's economy continue to decrease as real GDP grew by 7.0% on a year-on-year basis compared with 7.7% in the corresponding period a year earlier. Growth contracted in both Russia and Brazil at 2.2% and 1.6% respectively.

##### Caribbean:

In the Caribbean based on the information possessed by the Central Bank, economic conditions were subdued and modest growth recorded in Barbados and Jamaica. In June 2015, the IMF concluded its 8<sup>th</sup> review of Jamaica's economic performance under the Extended Fund Facility (EFF). In Jamaica's case they also received an improved credit rating from Moody's Investor Services which reflects an overall positive outlook.

In May 2015 a new government was elected in Guyana and in Suriname the incumbent administration won their elections.

In Trinidad and Tobago, estimates point to a decline in economic growth of 1.2% of the 1<sup>st</sup> quarter of 2015.

- A contraction in the energy sector of 3.3% more than offset a .2% increase in the non-energy sector
- Infrastructural development and gas supply issues affected the energy sector in 2014 and continued into 2015
- Data on retrenchment notices and job openings for the 1<sup>st</sup> 6 months of 2015 revealed an increase in the number of retrenchment notices filed with the Ministry of Labour and Small and Micro Enterprise Development and a decline in the job vacancy rate.
- There is a downward trend in headline inflation.

##### a. Gross Domestic Product (GDP)

According to [www.tradingeconomics.com](http://www.tradingeconomics.com) and numerous other sources Trinidad and Tobago is one of the richest countries in the Caribbean. Trinidad and Tobago has one of the highest per capita incomes in the Caribbean and Latin America. Economic growth between 2000 and 2007 averaged slightly over 8% per year which is above the regional average of 3.7% for the same period. According to [www.theodora.com](http://www.theodora.com) Gross Domestic Product (GDP) has slowed since then and contracted from 2009 to 2011 due to lower gas prices and changing markets. Fast forward to 2015 the oil and gas prices are the lowest it has ever been in many decades.

The GDP contracted by 2% in the third quarter of 2015 over the same quarter of the previous year.

##### B. Food Inflation

According to the CSO, the cost of food in Trinidad and Tobago increased by 2.14% in November 2015 over the same month in the previous year. Food inflation in Trinidad and Tobago averaged 16.44% in 2004 until 2015.

##### C. Unemployment

In January 2015 the CSO reported that in the final quarter of 2014 the unemployment rate was 3.3% which was unchanged from the previous quarter. There was an increase in the unemployment rate among males in the population from 2.6% in the 3<sup>rd</sup> quarter of 2014 to 2.9% in the 4<sup>th</sup> quarter of the year. For females, the unemployment rate decreased from 4.4% to 3.8%. The size of the labour force in Trinidad and Tobago is 651,000. The overall labour participation rate fell from 62% in the 3<sup>rd</sup> quarter 2014 to 61.1% in the 4<sup>th</sup> quarter of 2014.

An analysis of persons with jobs by industry indicates that increases were identified in financing, insurance, real estate and business services, 13.2% in manufacturing (oil and gas not represented), 9.6% in agriculture, forestry, hunting and 17.2% in fishing. Decreases were recorded in community,

social and personal services 8.4%, transport, storage and communication 5.9% and wholesale and retail trade, restaurants and hotels 1.9%.<sup>8</sup>

#### **D. Industries**

Despite the economic pressures in this sector Trinidad and Tobago is leading in producing oil and gas. Trinidad and Tobago is one of the leading producers of ammonia and methanol globally. The tourism industry is more characteristic of Tobago.

Other economic contributors is supplying manufactured good, notably food products and beverages as well as cement for the region. Oil and gas currently account for 40% of GDP and 80% of all exports but only 5% of employment.

Petroleum and petroleum products, liquefied natural gas (LNG), methanol, ammonia, urea, steel products, beverages, food processing, cement and cotton textiles

#### **E: Poverty in Trinidad and Tobago**

In her preface to the *Human Development Atlas 2012* Dr. Marcia de Castro wrote, ‘...However these important aggregate economic indicators have not spared the country and its citizens from experiencing growing levels of poverty and inequality observed in income, education, life expectancy and other social and economic indicators’. In *A civil society review of progress towards the Millennium Development Goals in Commonwealth countries – Trinidad and Tobago* the research conducted suggests that more than 20 percent of the population live below the poverty line, and the social support services which those living below the poverty line desperately need are both inadequate and difficult to access.<sup>9</sup> The UNDP maintains that there are 16.8% of our population living below the poverty line.

The data from the Human Development Atlas suggests that based on a Multidimensional Poverty Index measuring multiple dimensions of deprivations at the individual level in health, education and standard of living.

1. Sangre Grande and Princes Town reported higher incidence and intensity of poverty whilst Tobago and San Fernando recorded the lowest levels
2. Sangre Grande had the highest headcount ration for the proportion of the populations who were multi-dimensionally poor
3. Arima had the highest percentage of the population negatively affected by poverty due to health related factors 24.3%
4. The Siparia region was found to have the highest percentage of the population considered poor who had not completed 5 years of school and who had at least 1 school aged child not enrolled in school. Diego Martin showed to be the region least affected.
5. In the standard of living dimension (the percentage of the poor population that had no access to electricity, clean drinking water, adequate sanitation, house had dirt floor, household used ‘dirty’ cooking fuel (dung, firewood or charcoal) and household had no car and owned at most one of the following: bicycle, motorcycle, radio, refrigerator, telephone or television) Siparia was the area most negatively affected by poverty in terms of this dimension whilst San Fernando was the region least affected.

#### **F: Gender Inequality in Trinidad and Tobago**

Data obtained from the Human Development Atlas provided some key findings as per the geospatial distribution of gender inequality in Trinidad and Tobago:

1. The areas scoring the lowest on the gender inequality index were Tobago, San Fernando, Penal/Debe and Diego Martin. The Mayaro/ Rio Claro and Sangre Grande regions scored high on the gender inequality index meaning that gender inequalities were much higher in the regions of Mayaro/ Rio Claro and Sangre Grande.
2. Sangre Grande had the highest adolescent fertility rate at 75.2 per 1,000 women. Penal/Debe had the lowest of 28.9 per 1000 women.
3. The regions with the lowest female participation rate was Princes Town, while the highest was Tobago.
4. The region with the percentage of the female population with the least Secondary Education was in the region of Mayaro/Rio Claro. Sangre Grande had the highest figures for the male population having the least secondary education.

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<sup>8</sup> CSO: Labour Bulletin 4<sup>th</sup> quarter 2014 – *Business Guardian*

<sup>9</sup> Civil Society of Trinidad and Tobago: *A civil society review of progress towards the Millennium Development Goals in Commonwealth countries.*

## G: Crime and Violence

Serious crimes included burglaries and break-ins, robberies, general larceny, murder, wounding and shootings, rapes, invest and sexual offences, larceny of motor vehicles, fraud offences, larceny of dwelling houses, narcotic offences and other serious crimes. The data captured in the Human Development Atlas referred to events of 2010 the main source being the Trinidad and Tobago Police Service.

In terms of victimization measurement the Western Division of Trinidad experienced 52.1% of crimes whilst persons from the Tobago Division experienced the least 7.9% within the decade prior to 2010. The area with the highest number of persons that stated they were victims of crime were Port of Spain 23.5%. What is also interesting is that Port of Spain had the least amount of crime reported.

In 2009, the survey also revealed that the highest level of sexual assault was in the Northern Division (2%), with several Divisions having 0% of sexual assault (South Western, Western, and North Eastern).

The survey indicated that the Eastern Division (7.9%) had the highest percentage of domestic violence. The Eastern Division was also reported as having one of the highest frequencies of verbal threats of violence (7.4%). The Divisions with the lowest incidents of domestic violence surveyed were North Eastern, Western and Tobago.

In relation to the frequency of physical injury by households the survey revealed that the Eastern Division had the highest frequency of persons physically injured (cuts, scratches and bruises) from a partner (6.5%). The Western Division had the highest frequency of verbal abuse (19.7%); and the Eastern Division had the highest frequency of physical abuse (pushing, shaking, hitting kicking) from a partner (7.9%). 56 Trinidad and Tobago

The UNDP's Citizen Security Survey 2010, also showed that the Division with the highest percentage of respondents acknowledging crime as a problem in their division is the Western Division with Tobago having the smallest percentage. The North Eastern Division recorded the highest percentage (21.2%) for the number of times that crimes occurred frequently in the community. Additionally, in relation to the existence of criminal gangs in neighbourhoods, the survey revealed that within each Police Division, a criminal gang was believed to be existing. In spite of gangs' existence within each community, over 60% of respondents reported that they experienced no incidents of gang violence within their particular police division.

Over the past year, Tobago was reported as the Division with the highest level of persons feeling very secure (12.6%), with little fear of the possibility of becoming a victim of crime. However, respondents in the Western Division (12.7%) and the South Western Division (12%) indicated that they were very insecure about the possibility of becoming a victim of crime. As a result, respondents also stated that their perception of the Police Force as having the capability to manage the problem of insecurity was insufficient with the North Eastern (60.6%), Tobago (53.3%), Southern (50.3%) and Port of Spain (49.4%) perceived as having the least capability. (GOV, 2012)

Area	Socio Economic Indicators by Municipal Districts													
	<i>Life Expectancy at Birth</i>	<i>Adolescent Fertility Rate</i>	<i>Total Population</i>	<i>Percentage of persons having chronic illness</i>	<i>Household Income per capita</i>	<i>Household where a child has died</i>	<i>Primary and Secondary Educational Attainment</i>	<i>Secondary and Higher Education Attainment</i>	<i>Population without electricity</i>	<i>Without clean drinking water</i>	<i>Without improved sanitation</i>	<i>Population not using iodized salt</i>	<i>Male labour participation</i>	<i>Female Labour Participation</i>
Arima	73.28	59.6	31301	24.8	\$5,559.60	8.30%	71.10%	73.60%	0.20%	0.20%	6.20%	64.30%	65.70%	48%
Chaguanas	73.6	51.9	71462	21.1	\$5,452.90	3.50%	98.90%	62.90%	0.80%	0.30%	7.30%	63.30%	78.30%	49.60%
Couva/Tabaquite/ Talparo	75.42	39.9	181341	23.4	\$6,715.50	6.20%	98.30%	62.90%	3.30%	3.90%	7.30%	58.90%	75%	47.50%
Diego Martin	74.08	44.2	94621	19.7	\$7,176.30	6.40%	100%	72.30%	1.70%	7.30%	9.10%	58.20%	71.10%	53.40%
Mayaro/Rio Claro	73.88	51.4	35674	25.5	\$4,594.00	8.30%	64%	53.20%	3.50%	0%	4.40%	60.20%	76.40%	46.20%
Penal/ Debe	74.17	28.9	97095	20.7	\$6,368.40	6.40%	89.60%	59.60%	2.20%	8.40%	3.90%	61.90%	76.40%	43.70%
Point Fortin	73.36	46.6	19357	19.1	\$7,302.00	3.30%	100.00%	70.50%	4.70%	3.30%	7.50%	85.90%	76.00%	51.70%
Port of Spain	67.69	55.9	34187	20.6	\$6,215.50	8.40%	99.40%	78.10%	1.50%	0.80%	7.60%	66.60%	68.20%	44.10%
Princes Town	74.2	34.1	88035	24.1	\$6,105.00	5.20%	90.60%	57.00%	3.70%	8.10%	5.80%	81.00%	76.80%	41.20%
San Fernando	69.57	34.7	54242	21.5	\$7,475.70	3.00%	95.70%	78.40%	0.60%	0.00%	2.50%	65.20%	71.60%	54.90%
San Juan/ Laventille	71.4	55.3	133547	23.2	\$6,574.00	5.70%	94.40%	65.70%	1.70%	6.10%	13.50%	59.60%	71.50%	58.90%
Sangre Grande	73.99	75.2	66371	23.4	\$5,150.10	6.50%	79.90%	53.00%	6.40%	6.40%	5.60%	71.80%	72.20%	50.10%
Siparia	74.65	37.7	91299	21.8	\$5,903.80	1.40%	76.80%	63.00%	3.20%	2.70%	6.90%	62.70%	75.70%	50.30%
Tobago	76.79	36.9	52640	23	\$4,468.00	5.10%	100.00%	56.50%	1.60%	1.80%	13.20%	36.90%	73.70%	68.60%
Tunapuna/Piarco	75.47	42.2	190124	22.8	\$6,214.80	5.10%	79.10%	67.40%	2.50%	1.40%	8.70%	60.10%	70.30%	52.80%

## 5. VISIONING

### MISSION STATEMENT

*To become the optimal functioning humanitarian vehicle in Trinidad and Tobago by 2020 with a professionally responsive service machinery*

### VISION STATEMENT

To reach people in Trinidad and Tobago and the world with humanitarian needs by promoting health and wellness and timely response to disasters and crises.

### LEGAL BASE

1. The Geneva Conventions Act 25 of 2008 Trinidad and Tobago – An Act to enable effect to be given to certain Conventions done at Geneva on 12th August, 1949 and to the Protocols additional to those Conventions done at Geneva on 8th June, 1977 and for related purposes [[http://rgd.legalaffairs.gov.tt/laws2/alphabetical\\_list/lawspdfs/12.09.pdf](http://rgd.legalaffairs.gov.tt/laws2/alphabetical_list/lawspdfs/12.09.pdf)]
2. The Trinidad and Tobago Red Cross Society (Incorporation) Act, 1963. – [[file:///C:/Users/user/Downloads/Act1963 15%20\(1\).pdf](file:///C:/Users/user/Downloads/Act1963%20(1).pdf)]
3. The Statutes of Trinidad and Tobago Red Cross Society – [currently being revised]

## 6. BUILDING OUR STRATEGY 'THE PROCESS'

As a NS the TTRCS has undergone an intense internal dynamism akin to in-fighting because collectively we continue to birth and shape the organisation we want. Each group of decision makers installed via elections over the past has done their best to move the NS forward and as a result we continue to be refined, honed and strengthened.

At a consultation held 2014 with the Executive Council of TTRCS which was facilitated by the Americas Zone Office in Panama the following areas were identified as needing key capacity building efforts to enhance the way we govern and operate:

#### As per governance:

1. Effective work climate
2. Clear and known roles and responsibilities
3. Efficient accountability framework
4. Good compliance
5. Relevant and known strategic Plan
6. Known and revised policies and procedures

#### As per operations

1. Operational Planning
2. Key Performance Indicators
3. Technical Capacity
4. Auxiliary Role
5. Branch Capacity
6. Accountability [monitoring and reporting]
7. Sustainability
8. Culture and values
9. Profile in the Community
10. Protection of integrity

There was a formulated Strategic Planning Working Group which was started in 2010 and operated until 2014. In an attempt to consolidate the areas identified for programming focus needing key technical areas the following areas were identified.

#### PROGRAMMES

Methodology for Programming: Outreach

Programme Integration

Whilst each programme develop its unique technical strength when going into communities there must be an integrated approach.

## 7. The 7 Strategic Pillars

We will be focusing our action on 2 macro bases:

1. Building our Organizational Development Competency
2. Increasing and improving our Humanitarian Assistance to the public of Trinidad and Tobago via our programmatic and support functions

**Building our OD Competency** according to the first area of focus will see us improving our internal relations in that the different segments and sectors within the TTRCS function with synergy. Improving implementation by building the capacity of branches to implement via their teams called detachments. Ensuring the support functions are operating in an efficient and effective manner i.e. reducing waste and duplicity with a view to being more cost effective. The HR elements are in place in that we attract the people with the right capacities and skill sets, engage and support staff and volunteers to give their best to the organisation in an environment where growth is fostered. Areas to focus on for the next five years include:

1. Financial accountability
2. Integrity and transparency
3. Communication (Internal and External)
4. Learning and Development

**Increasing and improving our ability to provide humanitarian assistance** would see an overhaul of our programmatic structures to ensure we can survive with a view on sustainability and relevance

*3 programmatic areas include:*

1. Risk Reduction, Contingency Planning and Disaster Response
2. Health and Wellness Promotion and,
3. Promoting Peace, Social Inclusion and a culture of Non Violence

*4 Support functions include:*

1. Operations and Administration
2. Finance and Accountability
3. Communications
4. Organisational Learning and Development

Cross Cutting issues across all strategic pillars (Quality element for all areas where to ensure standards are maintained and inherent vulnerabilities in the targeted areas are lessened. These should be expanded and included in all operational plans for programmes and branches

1. Gender mainstreaming
2. Programme integration
3. Climate Change [green response]
4. Communications and Public Relations
5. Evidence Based
6. Livelihood Strengthening
7. Organisational Development

## 3. Programmatic Pillars

### 1. Risk Reduction, Contingency Planning and Disaster Response

There is a need to move towards a more inclusive concept of disaster programming which goes further than responding but adopts a strong risk reduction focus with a view to building resilience at the individual and community levels.

As a national society we are adopting the *One Billion Coalition for Resilience* as the driver for the operational mechanisms for our Disaster Programme. This is a global initiative adopted by the IFRC which represents our voluntary commitment to the Sendai Framework for Disaster Risk Reduction 2015 – 2030. The One Billion Coalition for Resilience has as its main the objective the intention to engage within the next decade at least 1 person in each household around the world in high, middle and low income countries – thereby boosting the resilience of individuals as well as communities.<sup>10</sup>

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<sup>10</sup> <http://www.ifrc.org/one-billion-coalition>

Strategic Aim 1 of the *Strategy 2020* “Save lives, protect livelihoods, and strengthen recovery from disasters and crises” iterates the movement’s concept to Disaster Response but in Strategic Aim 2 a lot of time is spent speaking to the risk reduction activities which are necessary to facilitate community planning and mitigating the impact disasters have on individuals and communities due to inherent vulnerabilities and risks both hidden and apparent.

As a National Society we have the capacity to make use of the many tools at our disposal to boost further capacity building and facilitate community/individual resilience and efficacy.

Contingency Planning will complement our general disaster planning in that we boost our operational capacity to address specific risks and disasters likely to occur. Ensuring we have the mechanisms in place to respond and we are knowledgeable to respond. This is to ensure at all times our response machinery is ready based on the likelihood and probability of certain activities occurring. According to the IFRC’s contingency planning guide, ‘...for all types of humanitarian emergencies including: complex emergencies, conflicts, natural disasters and technologic disasters’. More importantly the guide maintains that it should be specific to the context in which the NS has to operate. (Contingency Planning Guide, 2012)

In the preamble of the *Sendai Framework for Disaster Risk Reduction 2015 – 2030* it is maintained that planning for and anticipating and reducing disaster risk is a critical element in the protecting of persons, communities and countries, livelihoods, health, cultural heritage, socioeconomic assets and ecosystems and thus strengthening resilience. (UNISDR, 2015)

#### Expected Outcomes:

1. A strong response entity for disasters in Trinidad and Tobago with branches well-resourced and prepared to undertake implementation at their regional levels and when required provide a well-coordinated response when disasters and crises are of a national level.
2. The Red Cross approach to community resilience [one billion coalition for change] influences the community based risk reduction and disaster response mechanisms as partners and stakeholders adopts and buy in to the approach in Trinidad
3. Contingency planning is a key tool utilised as an indicator for preparedness by all levels, branches, support functions and operational area within TTRCS
4. Our response to National Disasters are done with a view to addressing gaps that exists in the overall national response where we focus on key areas of vulnerabilities and sustainable development. In more formalised instances, the established national call-out systems.

## 2. Promoting Health and Wellness

The aim of this pillar is to facilitate the strategic positioning of the TTRCS by strengthening our capacity to support nationally at the primary health care levels. Key actions in the areas of individual and community risk reduction in health which challenges our national development in Trinidad and Tobago. As a NS we are mindful that health is linked to the social and economic development to any society - our niche is the critical area of boosting the capacity of communities to address its primary health care needs.

In the Act of Incorporation of the Trinidad and Tobago Red Cross Society 1963 the aspirations in health has 3 dimensions

1. To prevention and alleviation of human suffering in without discrimination
2. In times of war to provide volunteer aid both to armies and non-belligerents and Prisoners of War (in keeping with the Geneva Conventions further enacted by The Geneva Conventions Act 25 of 2008 Trinidad and Tobago) and,
3. In times of peace or war carry on and assist...in the improvement of health, the prevention of disease and mitigation of suffering..

Fast forward to 2015 what does this mean for us as a NS and how can these aspirations be translated with relevance and practicality.

What are the leading health challenges in Trinidad and Tobago?

There is need to boost our capacity in the following areas:

1. Assessments
2. Programme Design
3. Implementation

4. Monitoring and Evaluation and
5. Reporting

There is a need for a more synergized structure where we can holistically map our targeting, consolidate our efforts and document our impact in health. The areas we will be focusing on are:

1. Resource Mobilisation : Commercial First Aid
2. Community Health and Wellness
  - a. Non Communicable Diseases
  - b. Community Resilience
  - c. HIV and AIDS
  - d. Blood Promotion
  - e. PSP outside of Disasters
3. Health Communication and Advocacy – **this area to be further developed – linked to issues in Trinidad and Tobago and the broader policy directives of the IFRC to ensure we can have a proper reference frame for our actions in Health i.e. – i.e. Migrant women, Maternal Health, Harm Reduction (health actions for homeless persons) Water and Sanitation, Emergency Health i.e. in shelters.**

Paragraph 26 of the 2030 agenda for sustainable development addresses health as follows:

To promote physical and mental health and wellbeing, and to extend life expectancy for all, we must achieve universal health coverage and access to quality health care. If we are to interpret this in our context it speaks to our role as gate keepers for persons who are most vulnerable and unable to speak or act for themselves.

### 3. Promoting social inclusion, and a culture of non-violence and peace

There are numerous social drivers affecting the way we have and continue to operate to provide humanitarian assistance. We cannot address all issues in our society but there is a need to be strategic in how we focus our resources. In this pillar we will continue to focus on those elements which will secure an economically, socially, environmentally secure future for our country. The elements of poverty eradication, gender equity and social equality will be premise upon which we build our programmes in this area.

Finding ways to counteract the impact of violence by using actions around peace and non-violence will be a key strategy in this area.

There is need for alignment to all the key strategic documents to ensure our actions are accountable and relevant to the public in Trinidad and Tobago and specifically the persons most in need of our services.

As per the Sustainable Development Goals the following goals will be key in this area namely:

*Goal 5: Achieve gender equality and empower all women and girls*

*Goal 10: Reduce inequality within and among countries*

*Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institution at all levels.*

According to the Global Gender Gap Index (2015) Trinidad and Tobago's rank fell from 29<sup>th</sup> in 2011 to 46 in 2015. There has also been a drop in the area of politics from a rank of 36<sup>th</sup> in 2012 to 58<sup>th</sup> in 2015 despite having a female Prime Minister leading our country from 2010 -2015. We continue to see a trend in Education where we have consistently dropped in our rankings from 49<sup>th</sup> in 2011 to 59<sup>th</sup> in 2015 notwithstanding more countries have joined the cluster of countries measured. We have seen a consistent standard in health in that we have maintained our ranking but there continues to be many issues in this area as reported in the daily news coverage especially in the area of maternal and child health. (WEF, 2015). There continue to be the challenge of child marriages via some of the religious bodies i.e. Orisha, Muslims and Hindus – this continue to be a potential area where young girls can be further exploited in Trinidad and Tobago - Trinidad and Tobago is one of the 50 countries in the world where child marriages are still practised according to the CSO More than 8,400 girls and 1,300 boys under 19 years of age were married in T&T between 1997-2007. These figures include girls under the age of 15. (GuardianTT, 2011)

The Inter American Framework for Action 2016 – 2020 indicates that the strategic direction in this area should be focused accordingly, “Red Cross Societies will promote tolerance, respect for diversity, social inclusion and a culture of non-violence through concerted awareness raising and integrated advocacy” (IFRC, 2015)

Key Actions for Focus:

1. Humanitarian Assistance to persons in need i.e. persons challenged by crises
2. Non Violence Promotion as it relates to urban risk special focus on the impact of crime on women in communities affected by violence and youth
3. Migration (further studies to be conducted to establish the extent and base for future programming)
4. Humanitarian Values promotion
5. Prison Outreach
6. Youth and Volunteering (Needs to be further developed)

Key Areas:

- Volunteer and member attraction, orientation and retention
- Institutionalized youth
- Out of School youth [community focused]
- Youths as Agents of Behaviour Change
- Implementation of the Youth Engagement Strategy

## 4 Supporting Pillars

For the next 5 years the focus will be on boosting branch capacity to push the implementation needed to drive our community resilience approach. A lot of focus on ensuring that our organisational development is hinged on building a structure to support this key element.

### 1. Operations and Administration

**Scope and Purpose:**

To realign our current structure to ensure sustainable development takes place as a result of our standard of work and quality of our assistance. Operations and Administration will be a signpost for ensuring alignment within our movement taking both vertical and horizontal actions and references into consideration.

**Expected Outcomes:**

1. Operational Structure responsive to the changes taking place in the environment
2. Planning is done with a view of alignment from detachments plans, branch plans, department plans, operational plans
3. Actions are built on the finding from assessments conducted i.e. Well- Functioning Branch Assessment, Well Functioning National Society and Organisational and Capacity Assessment
4. Organisational Development is a key feature of our framework
5. Reporting is a key element of our accountability to our partners, beneficiaries, stakeholders and different elements in our movement so we take responsibility for the different foci we sign on to.
6. Volunteer management is clearly defined in policies and plans driving implementation at all levels of programme delivery.
7. Staff management and development is key to driving sustainability of the organisation with key policies addressing recruitment, retention, development and succession planning.
8. HR platform addressing staff management, appraisal and development developed and continuously maintained by the HR/OD Sub Committee

### 2. Finance and Accountability

**Scope and Purpose:**

All systems, processes, operations, programmes and activities within the TTRCS will be subject to the review, evaluation and oversight of the Finance and Accountability Function. Not only

from a financial accounting purpose but to be a check and balance at ensuring we continually meet our targets.

#### Expected Outcomes:

1. Review and implementation of a financial management system complete with a finance manual for all aspects of our work – i.e. Standard Operating Procedure for programming, projects and during disasters and crises.
2. System efficacy to be able to conduct yearly financial audits, procedures for tendering/costing
3. Development of an integrity framework to guide our work and promote confidence by external stakeholders and potential partners especially in the area of resource mobilisation
4. Guide the financial aspects of planning in all different levels of TTRCS
5. Review and improve our current financial reporting procedures, tools and benchmarks.
6. Development of a Finance Oversight Committee as a precursor to the Executive Committee of the TTRCS.
7. Accountability culture developed to ensure transparency and consensus building internally and externally.

### 3. Communications

#### Scope and Purpose:

All internal and external stakeholders can identify the mission and vision of the TTRCS. The fundamental principles of our organisation drive the ethics and behaviour of all persons and entities acting on behalf of the TTRCS.

#### Expected Outcomes;

1. The data of the TTRCS is continually documented and researched to ensure we can secure our historical data via reports, pictures and video footage.
2. Information and Communication Technology policy is promoted and shared throughout the NS
3. Centralised management of communication portals – telephone, ads, website and social media
4. Visibility opportunities related to the use of emblem and use of media portals to promote the work of the TTRCS is continuously sought out and maintained
5. The promotion of the strategic plan and statutes of the TTRCS internally and externally
6. Support the NS in the area of partnership development especially giving life to public private partnerships in the areas of TTRCS concentration via Memorandum of Understandings (MOUs) and other humanitarian agreements
7. The Resource Mobilisation Strategy to guide donor engagement, fundraising and relationship management developed and shared with all key internal actors with responsibility for mobilising resources.
8. The auxiliary status of the TTRCS is fully explored and understood by all internal stakeholders in the National Society
9. A platform for advocacy on issues of vulnerability in Trinidad and Tobago informed by the Red Cross concept of addressing issues namely Humanitarian Diplomacy.
10. Actively promote all programmes, projects and concepts of the TTRCS i.e. *The One Billion Coalition for Resilience*

### 4. Organisational Learning and Development

#### Scope and Purpose

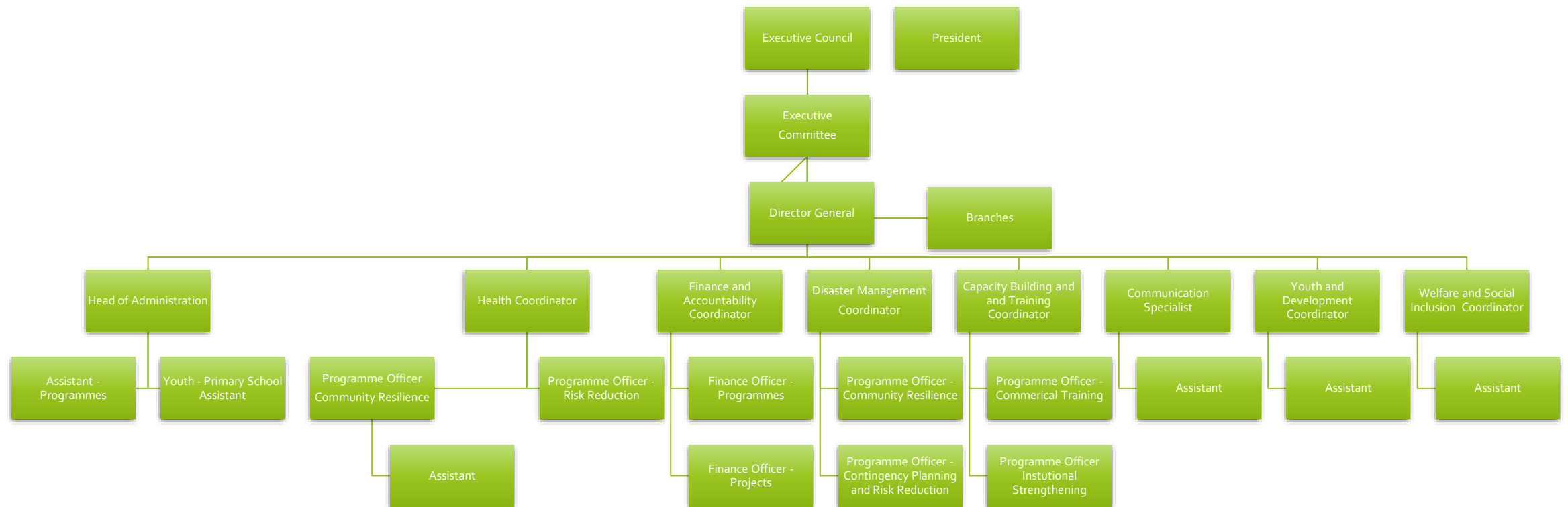
To ensure all aspects of learning is consolidated and approached in a systematic manner i.e. Volunteer Learning. All aspects of training and organisational education is managed from a centralised portal. This can be a key area for resource mobilisation in terms of the tools used for training as an income generator i.e. First Aid and Disaster training. As experience has shown in the past this can also be a critical insert in any public private partnership mechanism.

#### Expected Outcomes

1. Staff and volunteer engagement and long term learning mechanisms developed and implemented i.e. orientation, engagement and succession planning
2. Online learning via the relevant learning platforms adapted and utilised to suit the needs and context of Trinidad and Tobago
3. Portfolio management for all programme areas especially in terms of what is offered from a programmatic perspective and how programmes can change the lives of beneficiaries

4. Portfolio management of training programmes from the perspective of resource mobilising in terms of benefits and costing
5. On a phased basis develop a 'Training' or 'Learning' department setting the standards for all types of trainings conducted in the TTRCS ensuring quality
6. Key line of programmes addressing branch development explored and continuously implemented.
7. A policy addressing succession planning developed and given life to with timed deliverables

## 8. Organisational Chart



## 9. Conclusion

In examining our last strategic plan 2005 – 2010 it is clear that there has not been much growth from a technical arranged perspective – our programmes have remained the same except with a semi-departmental format for programming with Youth and Volunteer having a specific line.

From all our consultations held thus far the areas which needs most boosting are among:

1. Governance and Management
2. Communications and Public Relations
3. Programme relevance to the issues affecting Trinidad and Tobago

There will be a general drive to improve the programmes we are well known for and a re-branding to make our menu more in keeping with a responsiveness to the issues affecting Trinidad and Tobago.

We will be embarking on key assessments to appreciate our gaps as we continue to implement all with the view of making our programmes leaner.

The current governance hold the view that for us to effectively resource mobilise we need to ensure we have accountability at all levels and our operations are transparent to continue trust building and donor confidence. This will influence our partnership building and see greater implementation at the community levels in the long run.

Some of the new areas we would be addressing would be among Migration and Social Inclusion all tied into our Humanitarian Diplomacy mechanism.

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## 11. ANNEX

### The Houston Commitment

#### Commitment Houston

The National Societies of the Red Cross in the Americas, gathered in Houston, United States of America, for the XX Inter American Conference from the 27th to 30th of March 2015, with the aim of increasing, measuring and demonstrating the impact of our individual and collective work over the next four years, commit to:

1. Dedicate efforts to ensure that our disaster and crisis management system - from local to global - provides relevant, effective, quality and coordinated response and recovery, in accordance with our established role within national systems, to communities and people affected by disasters and crises as a crucial contribution to community resilience.
2. Build partnerships for the One Billion Coalition for Community Resilience that tackle key challenges such as climate change and rapid urbanization, and contribute to the health, development and strength of communities.
3. Integrate actions, particularly at local level, to address violence, migration, and discrimination fostering the social inclusion and resilience of disadvantaged groups, in our strategies, policies and through programmes and actions that respond to their specific needs.
4. Ensure relevant and sustainable community-based activities and services through leadership that assumes responsibility for National Society development, preserving its integrity as well as planning, resource generation, and the management of financial and human resources and assets.
5. Value volunteers, considering the transformational nature of youth, as the basis for sustainable humanitarian action, with continuous training and leadership development, guaranteeing their involvement in decision-making, promoting diversity, improving their working conditions and always ensuring their safety on the ground.
6. Continually renew ourselves, promoting a culture of learning, knowledge-sharing, innovation and use of technology to better serve communities and remain relevant, adapting to a changing environment and responding to our humanitarian mandate in a more efficient and effective way.
7. Position ourselves and build strategic alliances, at all levels within our National Societies, with public authorities, civil society, the private sector and academic institutions, thereby strengthening the auxiliary role of the Red Cross in order to promote our mandate and facilitate humanitarian access and space.