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Long Term Planning Framework Belize Red Cross Society 2012-2015

 International Federation
of Red Cross and Red Crescent Societies

The students of Crooked Tree Village School in Belize gather in front of a community preparedness billboard posted on their school building, during a Belize Red Cross Society risk reduction awareness project. Source: IFRC.



1. Americas Zone Mission

The mission of the Americas Zone is to support Americas National Societies to increase humanitarian and development standards, helping them to remain relevant within their country and sustainable and accountable for their actions, guided by the implementation of *Strategy 2020*.

2. National Society Mission

Guided by the seven Fundamental Principles of the Movement, the Belize Red Cross Society serves the people of Belize, especially those most vulnerable, regardless of political affiliation, religious beliefs, race, colour, creed, gender or nationality.

The Belize Red Cross Society's vision is to strive through voluntary action, for a world of empowered communities, better able to address human suffering and crises with hope, respect for dignity and a concern for equity.

The goal of the Belize Red Cross Society (BRCS) is to alleviate human suffering wherever it is found by mobilizing the power of humanity. (Belize Red Cross Society – Strategic Plan 2010–2015 page 8).

3. Introduction

This document represents a framework for support between the Federation secretariat and the Belize Red Cross Society. The support defined herein focuses on the National Society's Strategic

Plan while taking into account the Americas Zone Long Term Planning Framework. This merger of intentions and strategic directions enables structured support in harmony with the National Society’s vision and mandate thereby resulting in the achievement of the *Strategy 2020* objectives.

Belize Red Cross Society Framework

The Americas Zone Long Term Planning Framework covers the period 2012–2015; the Belize Red Cross Society’s Strategic Plan covers the timeframe 2010–2015.

The National Society’s Strategic Plan identifies three main strategic issues which can be synthesized under the two main areas of organizational development and resource mobilization.

Under organizational development, volunteer development and leadership training and development are the strategic focus of the Belize Red Cross Society identified as the human resource strategic priority.



Human Resources

The Belize Red Cross Society seeks to develop the capacity of the volunteer management programme through better management of the volunteers, training, deployment and evaluation of the volunteers.

This strategic objective will enable the appropriate staffing of the various programmes and projects with the desired volunteers to achieve the objectives. This coordinated support would provide the volunteer manager and branch volunteer coordinators with the necessary training and tools to effectively manage and deliver volunteer support to the programmes of the National Society.

Numbers of people reached through current programmes of the BRCS (Table 2) evidence the relevance of the National Society as it works to meet the needs of the population in areas of health and care (including first aid, psychosocial support, social assistance and home care, HIV and AIDS), disaster management, volunteer management, and the promotion of humanitarian values. It is through implementation of these programmes that the Belize Red Cross Society strives, through volunteer-driven action, for a world of empowered communities better able to address human suffering and crises with hope, respect for dignity and a concern for equity.

Table 1: Number of people reached by Programme Area

<i>Programme</i>	<i>2010</i>	<i>2009</i>	<i>2008</i>	<i>2007</i>	<i>2006</i>
Disaster Management	238,676	207,544	208,372	195,185	186,900
Health and Care	50,503	57,988	50,053	49,286	45,390
Volunteer Management	300	275	125	84	35
Fundraising	43,446	66,520	51,736	37,602	34,868
PIET	50,083	58,263	50,178	49,461	45,425
Livelihood Support	125	183	132	274	158
Promotion of Humanitarian Principles and Values	60,475	66,748	58,645	57,571	53,059

PIET – Public Information and Education

However, this vision has been constructed in a national environment of increasing financial constraint as is evidenced by the global financial crisis facing many economies. The impact on developing countries such as Belize is even more pronounced. The government's subvention to the National Society¹ has remained unchanged for the past 14 years, despite the increasing cost of living², increased population and areas of vulnerability and demand for service. The National Society has sought to supplement its income through fund-raising in what has proved a very challenging and competitive environment. Additionally, with the annual inflation rate currently at 6.4 per cent, the value of donations has fluctuated over the years (see Table 2 below) as the national economy struggled to recover from the impact of tropical weather systems. Disregarding income intended for disaster relief and recovery related to these tropical system impacts (2009/2010), and the injection of project funding from DIPECHO (also in 2009 and 2010), the BRCS' locally generated revenue has increased incrementally, however, so has the number of both its programmes and its beneficiaries.

¹ Annual subvention from Government of Belize is US \$15,000 per annum.

² Statistical Institute of Belize: www.statisticsbelize.org.bz

Table 2

Income/Yr (USD)	2011 YTD	2010	2009	2008	2007
Restricted	537,193.64	1,091,181.11	1,076,132.51	231,419.65	67,990.38
Unrestricted	30,195.58	23 059.88	395043.27	358784.59	11432.52
Contributions	189639.11	86381.64	291541.77	156231.88	67057.48
Fundraising	101522.51	115940.82	92365.87	93967.3	79082.83
TOTAL	858,550.82	1,316,563.93	1,855,083.40	840,400.41	225,562.90

A review of the various BRCS programme areas indicated the following priority areas to be addressed over the next four years with specific reference to the three areas of focus in the BRCS' Strategic Plan 2010–2015 namely; human resources, leadership development and resource mobilization.

Organizational Development - Human Resources

The disaster management programme of the BRCS targets the National Society's involvement in national efforts throughout all phases of the disaster management cycle. This includes participation of BRCS staff in the national disaster management system through representation on sub-committees related to health, preparedness, response and welfare. National-scale preparedness requires the country-wide dissemination of information and training to this national disaster management system as well as to the public, the implementation of programmes and projects that increase the National Society's resilience at branch and community level, and the pre-positioning of supplies to increase the efficiency of the BRCS' response. The coordination of the BRCS' role in the response, recovery and relief efforts through the deployment of its assets is also national in application and reach. To effectively realise the vision for the BRCS in this area would necessitate the acquisition of a qualified and experienced disaster manager.

Further, the development of the volunteer base throughout the BRCS would be a key area of focus through the implementation of a structured approach to volunteer development. In the first instance, a capacity building programme for the volunteer manager and branch coordinators using the volunteer development toolkit as the focus of attention. This would prepare BRCS to effectively manage and develop its most valuable resource, its volunteers.

Resource Mobilization

Resource Mobilization is at the heart of the development of the National Society. An increase in the financial resources would inevitably benefit the various programmes and ultimately, the most vulnerable in Belize. Information and assistance on proposal writing for funding agencies and the actual identification of funding sources would greatly enhance the ability of the Belize Red Cross Society to increase its funding base and spread its risk, thereby enabling greater impact.

Leadership Development

The leadership of the BRCS would benefit from ongoing exposure to professional programmes made available through the Federation's Learning Platform. The Central Committee along with

members of staff and volunteers would be exposed to relevant and certified training which would further enable the National Society to be strengthened in keeping with Facilitating Action 1 of *Strategy 2020*.

Information Dissemination

The Public Information and Education (PIE) programme of the BRCS is a cross-cutting one, beneficial to all of the BRCS' programmes/departments. The scope of the PIE campaigns ranges from information that is hazard-specific, to that related to general health and wellness, detailing programmes, projects and activities of the BRCS, and general Red Cross related information. The development and implementation of a PIE programme would increase BRCS visibility, while executing the BRCS' objective of promoting further growth within the branches, and in all programme areas. This would translate to national impact by widening the reach of the National Society.

Context of the National Society Priorities

Despite the categorization of Belize as a middle and now high income country, poverty and wealth inequity are significant. The poverty rate is typically higher than the norm for Caribbean countries but comparable or slightly better than other Central American countries. Poverty and inequity in Belize are outcomes of both general economic and environmental vulnerability (e.g., to global market fluctuations, hurricane and storm damage), and a pattern of unequal access across the lifecycle to economic, educational, health, protective assets, and political resources and supports -- by gender, region, cultural group, and socioeconomic group. *Regarding the achievement of rights and MDGs, alleviation of poverty supports positive change in other domains, including health, education, protective assets (those that guard against violence victimization and exploitation), and participation in society.* (Source "The Situation Analysis of Children and Women in Belize 2011 – An Ecological Review"- Unicef)

The economic situation and economic opportunities have been affected since the period of global recession beginning in 2008, when levels of poverty and socioeconomic inequity increased. This may increase rates of unemployment as well as emigration in search for work. Yet in order for the economic sector to support equity, there must be a change in traditional job segregation and opportunities for women of all cultural groups, and efforts to reach out and provide the opportunities needed for training and educational success, so that children and adolescents in all districts believe they have a social and economic future in Belize. Equity of economic opportunity would also be facilitated with the improvement of roads and transportation infrastructure, which is currently a barrier for many, although there have been recently clear improvements in some districts. Improved economic opportunities, tied to education and training opportunities, may also reduce the involvement of youth in violence and gangs. (Source "The Situation Analysis of Children and Women in Belize 2011 – An Ecological Review"- Unicef)

In recent years, the Belize Red Cross Society has experienced a rapid turnover of staff. With this has arisen the need to orient new staff in the Red Cross Movement and to train them in the various portfolios. Cooperation with the secretariat allows new staff and volunteers to appreciate the synergy which exists within the Federation of Red Cross and Red Crescent Societies as well as to appreciate the global nature of the Movement while being immersed in the universality of processes and procedures.

Background to Strategic Priorities

Belize is vulnerable to climate change and environmental degradation. It has also experienced economic instability. The 2010 government census reveals an aging population at risk of a widening

range of diseases including the A(H1N1) virus. The country has also seen an increasing incidence of HIV and AIDS.

The Belize Red Cross Society serves this population through its headquarters which, due to a fire in 2010, is temporarily rented at Marine Parade in Belize City while its own property is being reconstructed. The National Society also has branches in Toledo, Stann Creek, San Ignacio, Belmopan, Orange Walk and Corozal. There is also a BRCS group in San Pedro that has not yet achieved branch status. Some 1,500 members and volunteers make up the human resource base through which the Belize Red Cross Society has been delivering its programmes and implementing its projects in an environment of increasing national economic constraint and growing social discontent, which have translated to an increase in violence³. Despite this, the BRCS has continued outreach through its various programmatic areas – health and care, disaster management, Fundamental Principles and Values.

Cross-cutting all departments is the BRCS' volunteer development effort, the need for which is being met as the National Society targets not only their recruitment and deployment, but training, recognition and career path within the organization. The BRCS has recently appointed a volunteer development coordinator as it recognizes the importance of the role and management of volunteers.

The BRCS' main needs relate to its strategic development goals in the areas of human resources, organizational development and resource mobilization.

The Americas Zone will apply a complementary approach to strengthening National Society headquarters and territorial branch networks, while fostering greater specialization within key programme areas. This strategy introduces thematic focus areas for integrated programming, as well as strategic support areas that will contribute towards modernization of National Societies in their way of operating. The Americas Zone has identified the following core external trends, although it is recognized that these may not be relevant for all National Societies (Annex 1):

- Urban Risk
- Migration
- Violence
- Climate change

Concurrently, in order to respond to external trends, National Societies need to update and modernize their way of operating by addressing **internal pressures** related to the areas of National Society **leadership, integrity, accountability, performance, volunteers** and **resource mobilization** (Annex 2).

4. How we will work-Business Lines

The Belize Red Cross Society proposes activities for the period 2011 through 2015 (covered by its Strategic Plan), that are intended to grow the organization by increasing its human resource base and the capability of those resources. It further seeks to ensure the application of these toward the endeavours of the BRCS, resulting in increased programmes/projects and programme/project

³ Statistical Institute of Belize: www.statisticsbelize.org.bz

outreach. All of these advances will benefit the most vulnerable in society. This would lead to a BRCS that is well-staffed and well-resourced, and whose programmes are well-targeted and well-implemented. Additionally, through its public relations efforts, the BRCS would better serve the population of Belize by reaching a wider national audience with more professionally designed and delivered programmes.

Given the Belize Red Cross Strategic Plan 2010–2015, the focus of secretariat support would be on Business Lines I – Humanitarian Standards, II – Disaster and Crisis Management, III – Sustainable Development, and V – Effective Joint working and accountability.

Business Line I: HUMANITARIAN STANDARDS

Areas of Concentration

The BRCS would seek to inspire and underpin our services to maintain their relevance in a changing world, along with increased magnitude, quality and impact.

The BRCS has always practised and sustained work in the area of humanitarian standards. Principles and Values are disseminated at every training programme and project roll-out. The National Society's Public Information and Education Programme includes dissemination of Red Cross Fundamental Principles and other information including humanitarian law. The BRCS in partnership with the Norwegian Red Cross will fund an International Disaster Response Law sensitization seminar to be delivered to government and the BRCS Central Committee, staff and volunteers.

To further enhance the work of the Federation, BRCS would contribute to the Zone's objective to establish a databank of objectively analysed National Society capacities by developing its own system of data collection and reporting on the seven proxy indicators identified in the Federation Wide Reporting System (FWRS). This will facilitate with benchmarking and accountability.

National Society Approach

The work in this area will continue along existing lines and with additional input/new development to be achieved using existing resources, partnerships, internships and volunteer programmes/projects.

Federation technical support to establish a system to collate information along the lines of the seven proxy indicators is requested. Support from the Federation's secretariat would result in a BRCS which would be strengthened to face the challenges of the dynamic local and international environment over the next four years and beyond.

Deliverables and Outputs

1. The BRCS provides support for national legislation for international disaster response and capture learning related with civil military relationships.
2. Federation-wide Reporting System and the Databank are established in the BRCS.
3. The BRCS will use the Federation-wide assessment tools, furthering the understanding of the impact of the BRCS and the collective Red Cross and Red Crescent Societies.
4. The Public Information and Education Programme, using the International Federation's Learning Platform and other tools would ensure that information and learning on urban risk reduction, climate change adaptation, migration, violence prevention and non-communicable diseases are better understood and promoted within the BRCS.

Business Line II: DISASTER AND CRISIS MANAGEMENT

Areas of Concentration

The BRCS would continue to increase its consistent and reliable action in support of communities affected by disasters and crises.

National Society Approach

The Belize Red Cross Society's disaster management programme will be upgraded and expanded in collaboration with government agencies, NGO partners and sister national societies in the region and is implementing a high standard disaster management programme. The Belize Red Cross Society will also continue its drive to have a well functioning health department and manager located at headquarters. Under which all health activities will be coordinated. The BRCS will ensure that it will be carried to the most vulnerable communities and to ensure coordinated programmes of health and care activities are implemented to the most vulnerable communities and people in Belize through various health initiatives and interventions. Federation's technical support and tools would greatly enhance the achievement of the deliverables and outputs.

Deliverables and Outputs

1. Branch and headquarters disaster response plans are developed and implemented.
2. Continued coordination and cooperation with the National Emergency Management Organization (NEMO) and other government agencies.
3. Disaster management support in the private and public sectors as well as communities.
4. The National Society is operating wellness centres in Belize City and in Dangriga, which enable vulnerable individuals, to understand, control and improve their own health
5. A health department is established at headquarters and follows in line with the International Federation of Red Cross and Red Crescent Societies' (IFRC) health department.
6. Trainings in basic first aid and CPR are being delivered and rotated across the country through NEMO.
7. An effective road safety programme has been launched in coordination with the traffic department, licensing department and the association of insurances.
8. An effective water safety programme has been developed and implemented with the assistance of Bandage International and the American Red Cross.
9. Club 25, voluntary non-remunerated blood donation programme has been implemented in coordination with Ministry of Health.
10. The National Society offers improved and varied programmes such as Home Care Givers Courses in HIV and AIDS treatment and care.

Business Line III: SUSTAINABLE DEVELOPMENT

Areas of Concentration

Appropriate capacities built into the BRCS' approach to address the upheavals created by global economic, social, and demographic transitions that create gaps and vulnerabilities, and challenge the values of our common humanity.

National Society Approach

The BRCS would seek to address the capacity of its staff and volunteers to meet the present and

future challenges of the National Society. In achieving this aim, several key functional areas would need to be enhanced. The proposed training and development would foster improved organizational performance and response to dynamic demands in a challenging local and global environment.

While training for staff will directly target the skill sets of the individuals involved, the BRCS, its programmes and projects will also benefit. This training should include the Federation's volunteer development programme in order to maximize what is often described as the Movement's largest asset. Project activities - at national as well as at branch level, will require project management skills from those involved, and given the size of associated budgets of projects to be implemented, finance management training is also indicated.

Upon successful realization of this strategic priority, BRCS would have successfully contributed to realising Enabling Action 1 of *S2020 – Building Strong National Red Cross Red Crescent Societies*.

Capacity Building

- Volunteer development, violence prevention and facilitation skills.
- Upgrade capacity in disaster risk reduction and disaster management and response to further develop and drive the National Society's disaster management programme.
- Management training in areas such as organizational planning and development and mediation.
- Leadership training for Central Committee re: role of the Board of Governors, separation of powers of governance and management.

Deliverables and Outputs

1. As a direct consequence of the increased staff capacities in these areas, the BRCS would be strengthened to address the internal and external challenge, thereby enabling informed decision-making while enabling the sharing of information with other National Societies in the International Federation of Red Cross Red Cross Crescent Societies.
2. In the case of programme management, a commensurate increase in efficiency in the programme delivery of all departments is expected, and this would then be applied to all BRCS programmes and beneficiaries.
3. This increase in human resources would then allow programme and project expansion (in geographic scope, the number of people reached, as well as complexity).
4. Improved organizational effectiveness as a result of the clear understanding of roles and functions of governance and management.
5. Following participation in volunteer development training, the number and satisfaction of volunteers (and members) is expected to increase as suggested systems, processes and ideas are implemented.
6. Highly skilled volunteer base representing the population demographics operating within the framework of a well managed volunteer development programme.
7. Youths as agents of change are more fully engaged, mentored and managed within the BRCS.

Business Line IV: TO HEIGHTEN RED CROSS RED CRESCENT INFLUENCE AND SUPPORT FOR OUR WORK

Areas of Concentration

The BRCS' will conduct evidence-based humanitarian diplomacy to draw attention to the causes and consequences of vulnerability, giving voice to vulnerable people, and demonstrating the value of Red Cross Red Crescent humanitarian work and leadership.

The leadership capacities need to be enhanced to use their auxiliary role to influence public policies and ensure they are seen as a credible and preferred source of information on humanitarian issues by the general public, media and other actors.

National Society Approach

The Central Committee of the BRCS would be exposed to a series of programmes which would strengthen their abilities to effectively launch advocacy and awareness-raising activities directed at governmental decision-makers. Technical support to develop the Central Committee would be sought from the Federation secretariat.

In an effort to spread its financial risk and increase the revenue base, the BRCS would seek to develop funding proposals to a wide variety of international funding agencies. Technical support from the secretariat in identifying possible funders and in proposal writing would enhance the BRCS's resource mobilization efforts.

Deliverables and Outputs

1. The BRCS become a source of reference information for humanitarian issues and vulnerability reduction.
2. Strong links are fostered with governments, the public (including especially opinion leaders), academia, private sector, and other partners of the BRCS who work at local and national levels.
3. Improved understanding of role and synergy within and without the BRCS.
4. Resource mobilisation capacities and efforts are scaled up to inspire more reliable contributions to the BRCS.
5. Increase in the amount of funding proposals written and submitted and a corresponding increase in the amount of available funds for the humanitarian work of the BRCS.

Business Line V: EFFECTIVE JOINT WORKING AND ACCOUNTABILITY

Areas of Concentration

The BRCS would improve and modernise mechanisms and tools and enhance its knowledge base.

Currently, the BRCS telecommunications capacity stands at 14 base stations, distributed throughout the National Society's 3 branches and at 11 other village locations. Four of its other base station units - including the one based at headquarters, are non-functioning at this time. The BRCS headquarters is currently served by three mobile units, with a fourth located in the southernmost district of Toledo. As this hardware has proved inadequate for effective national coverage, and in order to achieve this programme's proposed objective, standard, suitable equipment must be acquired, upgraded and maintained. Personnel must be employed to attend the latter, as well as to provide training to those BRCS staff and volunteers who will be required to operate them. The requisite agreements and forms must also be developed and/or utilized to support efficient and effective work with, and maintenance of this equipment.

National Society Approach

The Belize Red Cross Society's current disaster and crisis management effort is lodged in the disaster management department, the work of which encompasses the disaster management cycle from preparedness through recovery and rehabilitation as needed. Of critical importance for the efficient operation in disaster management department is the use of efficiently functioning and reliable communications equipment. Improved staffing arrangements would also be a priority for the BRCS as this department is presently not adequately served.

An important element in enhancing the services and development of the Belize Red Cross Society is the upgrade of its training room infrastructure which, due to current limitations, impedes optimum use of those Federation tools and applications specifically developed to facilitate capacity building and learning. The BRCS' own training facilities would enable future training initiatives by Federation professionals, consultants and via internet, to be easily available, affordable and accessible. The BRCS Strategic Plan 2010–2015 therefore includes, as a matter of priority, the development of a well equipped and outfitted training environment. Support for the procurement of the necessary Training/IT equipment and internet connectivity to outfit the facilities is necessary.

The BRCS is committed to keeping ahead by working more effectively among National Societies through modernizing cooperation mechanisms and tools, and building a greater sense of belonging, ownership, and trust. To foster a greater awareness of this will require a functioning base for information dissemination.

The BRCS would embrace the IFRC policies on support services (finance, administration, human resources and planning, monitoring, reporting and evaluation).

Deliverables and Outputs

1. Improved national communication especially in emergency/disaster response.
2. Developed programme of preventative maintenance regarding the telecommunications assets of the BRCS.
3. Increased training programmes to orient all of the BRCS' staff and volunteers regarding use of the National Society's telecommunications equipment.
4. Developed programme to facilitate national telecommunications coverage in case of emergency.
5. Acquisition of additional communications equipment as determined by a communications needs audit.
6. The Belize Red Cross Society improves its access to and ability to use new technologies.
7. A training centre is established at Belize Red Cross Society Headquarters, which aims to develop a staff and volunteer training plan. The training plan will include exposure to the main functional areas for effective management and functioning of the various departments.
8. Provide easier access to Federation on-line training and tools.
9. Efforts are made to ensure that information and support for the Federation Databank and Federation Wide Reporting System is captured, collated and shared.
10. The knowledge and skills of Belize Red Cross Society members are improved, to enable them to play a greater role at local, regional and international levels.
11. Continue to provide training for staff and volunteers and the general public to increase awareness of best practices in the various disciplines associated with the Federation of Red Cross Red Crescent Societies.

12. Upgraded training facility at the BRCS headquarters increases the ability of the National Society to be more independent of donor agencies, spreading their funding risk and placing greater control on income streams.
13. Reduced costs of training programmes and subsequently increasing margins towards achieving greater financial independence and sustainability.
14. Staff training and support in key functional areas: financial management, budgeting, programme management and other support services of the secretariat.

5. Potential risks, challenges and assumptions

Challenges to the successful achievement of any or all of the BRCS planned initiatives include hazard impacts that compromise the BRCS' physical and or other assets. Additionally, financial adjustment that may be required post-impact may include the re-allocation of budget lines. The minimization of the risk to the physical BRCS structure will rest solely in the organization's preparedness and implementation of safety procedures.

Given the current global economic climate that has been affecting both donor income and national GDP, it is likely that revenue generation will pose a significant challenge. Any reduction of time and assets dedicated to resource mobilization is likely to negatively affect the success of any or all of the initiatives proposed by reducing the likelihood of their full funding.

The success of the PIE programme depends not only upon the development, but the dissemination of information. An appropriate marketing and communications strategy would have to be developed to address this issue.

The issue of management training for staff at branch and head of programme level needs to be addressed if the efficiency of the BRCS' operations is to be improved. With the complexity of the projects implemented by BRCS often requiring the employment - and therefore management of project staff, as well as the involvement of a proportion of the BRCS' cadre of members and volunteers, the need for human resource management training is evident.

6. Work with partners

As enunciated in its mission statement, the Belize Red Cross Society serves 'the most vulnerable, regardless of political affiliation, religious beliefs, race, colour, creed, gender or nationality'. This is done through the implementation of its programmes and projects in the sectors, and with partners as outlined in the table below.

Table 5: BRCS partners by programmatic area

Programmatic area	Sector	Partners
Health and care	HIV and AIDS	IFRC, UNDP (Global Fund) , US Embassy
Development and volunteering	Institutional Capacity Building	Norwegian Red Cross
	Governance and Volunteer Management	IFRC, Norwegian Red Cross
Humanitarian principles and values	Violence prevention	USAID, Private donors
Disaster Risk Management	Disaster Risk Reduction	Norwegian Government through the Norwegian RC USAID/OFDA Japanese Red Cross

7. Promoting Diversity

The BRCS' initiatives proposed here for support will hold to the IFRC's Fundamental Principles and Values. All initiatives will include the dissemination of these. The selection of personnel to participate in - and indeed any of the initiatives themselves, will respect the Fundamental Principles as well as dignity and equity.

How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations \(NGO's\)](#) in Disaster Relief and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

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The IFRC's work is guided by *Strategy 2020* which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of nonviolence and peace.

Find out more on www.ifrc.org

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Annex 1

Core External Trends

EXTERNAL TRENDS

URBAN RISK: By 2020 the region comprising Latin America and the Caribbean will be 82 per cent urban. Unregulated low-income districts dominate the landscape of most Latin American cities. Poverty, inequality, political instability and lack of access to land are all contributing factors to this shift. Consequently, this shift is creating new trends in vulnerabilities such as urban violence, traffic accidents, and a diversity of environmental hazards, including poor sanitation, pollution of rivers and streams, and deforestation.⁴

VIOLENCE: The Pan American Health Organization called violence in Latin America "the social pandemic of the 21st century." Social inequality and social exclusion are considered major causes of violence in Latin America and the Caribbean. Residents in socially excluded communities cannot depend on those institutions designed to protect them, and violence becomes one of the only available options to seek out justice, security and economic gain.⁷

MIGRATION: The Americas are home to 27 per cent of the World's migrants⁵. According to the International Organisation for Migration, issues such as natural disasters and climate change contribute to increased population movement with one in five migrants being a child or adolescent.⁶ Migrants who are forced to settle elsewhere are frequently subject to discrimination and lack of access to social services. It is also vital to take into account the impact that migrants have on their communities of origin as well as host communities.

CLIMATE CHANGE: Trends in climate change will continue to heavily impact Latin America and the Caribbean magnifying issues such as environmental degradation, migration pressures, food security, livelihoods and conflicts over scarce natural resources, particularly water, in addition to increased frequency and intensity of disasters and crisis.

Annex 2

Internal Pressures

INTERNAL PRESSURES

Leadership is recognized by government authorities, civil society, the corporate sector and the Red Cross constituency as a result of evidence-based information, identifying the National Societies as relevant actors in addressing vulnerabilities and needs. The leadership guides, influences and ensures better understanding of issues affecting those most in need, enabling

⁴ Environmental Implications of Peri-urban Sprawl and the Urbanization of Secondary Cities in Latin America. Haroldo da Gama Torres; Inter-American Development Bank; Technical Notes No. IDB-TN-237.

⁵ UN DESA, Population Division (2009). *Trends in International Migrant Stock: The 2008 Revision* (United Nations database, POP/DB/MIG/Stock/Rev.2008); IOM, *World Migration Report 2010*

⁶ UN ECLAC with UNICEF, *Children and International Migration in LAC*, 2010

⁷ Inter-American Development Bank) Research Department Working Paper #613: Social Exclusion and Violence in Latin America and the Caribbean Heather Berkman October 2007

relevant strategic decision-making, thus bringing attention to rights, needs and vulnerabilities of communities and associated underlying factors. Furthermore, leaders must guarantee that the National Society assumes its auxiliary role to the government and differentiates between the functions of governance and management.

Integrity Some National Societies require support on their internal systems to ensure that activities are being carried out in accordance with the Federation's standards and procedures as well as in a transparent and accountable manner. This also requires the capacity to develop early actions to anticipate external factors that might put at risk the image and identity of the Red Cross.

Accountability Entails active compliance with the IFRC's policies and procedures, as well as working in line with the Fundamental Principles and Values and setting and following standards so as to become a role model. It also relates to meaningful People reached participation, effective and efficient use of resources and transparent reporting, monitoring and evaluation practices.

Performance Capacity building of National Societies in the areas of Administration, Finance, Planning, Monitoring Evaluation and Reporting, Human Resources, Information Systems, Resource Mobilization and Logistics (especially procurement) takes into account that National Societies in the region are at different phases of development requiring different levels of support and enabling the Federation to foster peer-to-peer support and horizontal cooperation.

Volunteering Strong commitment is needed to support National Societies to scale-up and prioritize their volunteering development efforts. By increasing the participation of volunteers in the National Societies' decision-making and institutional life, volunteers will become more engaged.

Resource Mobilization Most National Societies are working in middle-income countries and, as such, benefit less from international cooperation which tends to focus on countries which are classified as low-income. Nevertheless, they work in increasingly complex and challenging contexts that require attention and reflection to find new ways of mobilizing resources. National Societies must reduce financial dependency on external donors and develop core funding that guarantees that they will always be active in their own country and will act independently from donor pressures and interests.