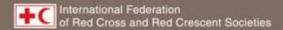
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Long Term Planning Framework The Barbados Red Cross Society 20122015



Version 2 16 January 2014

A Caribbean Disaster Response Team (CDRT) in action, led by an IFRC field officer in an environmental cleanup exercise in the Martin's Bay Community, located on the eastern side of the island. Source: The Barbados Red Cross Society



1. Who are we?

The Caribbean Regional Representation Office (CRRO) is based in Trinidad and Tobago and is one of the two regional extension offices of the Americas Zone that delivers secretariat services to its member National Societies. It is staffed by a regional representative, and provides finance, human resources and programme coordination support to the 13 Anglophone National Societies of the region.

Under the re-structuring of the Americas Zone, which commenced in 2013, the Caribbean Office assumes more direct responsibility for the coordination of its programme based secretariat staff. The staff supports various funded activities; primarily for disaster risk reduction, given that the Caribbean is located in one of the planet's major hurricane belts.

The CRRO benefits from the dedicated focus of the Zone's technical expertise, for a collaborative effort to more effectively assist National Society programme implementation and to deliver organizational support services to the Caribbean National Societies.

In addition, the CRRO houses an American Red Cross delegation under an Integration Agreement for the implementation of its bilateral activities in the Caribbean region. The Barbados Red Cross (BRCS) has its headquarters in the country's capital Bridgetown. The National Society focuses its efforts on disaster response, health services and the promotion of the Red Cross's Fundamental Principles and Humanitarian Values.

This document represents a framework for support between the Federation secretariat and the Barbados 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 (LTPF). 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.

2. Who are our stakeholders?

In an effort to serve the most vulnerable, the BRCS engages with a wide range of partners including the International Federation of Red Cross and Red Crescent Societies (IFRC), Partner National Societies (PNS), the International Committee of the Red Cross (ICRC), the Government of Barbados, the general public, other external partners, and the staff and volunteers of the National Society.

In order to achieve BRCS' objectives, some of its key international partners include: USAID, UNICEF, UNDP Finnish Red Cross through the Caribbean Red Cross Youth Network, PAHO, the French Red Cross, The Japanese Red Cross, and the United States Embassy

Given its auxiliary role, the BRCS is a member of five of the Standing Committees of the country's Department of Emergency Management (DEM). These key committees are responsible for food and general supplies, welfare, housing and rehabilitation, medical and shelter support. Other partnerships include the IFRC's newly-branded "CADRIM" (Caribbean Disaster Risk Management Resource Centre) based in the National Society headquarters, and is one of the three such centres of expertise in the Americas zone. The <u>Canadian International Development Agency (CIDA)</u>, in conjunction with the Canadian Red Cross, are key supporters of CADRIM.

The National Society also coordinates with regional and national agencies including the Caribbean Disaster Emergency Management Agency (CDEMA), the St Lucy District Emergency Organization and the Barbados Fire Service.

Also, Private Sector companies fulfil their corporate social responsibility objectives through sponsorships and donations to the BRCS.

Partners	Readiness for Response	Community- Based DRM	Livelihoods	Road Safety	IDRL	СВНГА	WatSan	Emergency Health	HIV / AIDS	Management / Administration	Finance	Volunteering/Youth	Resource Mobilization	Social Inclusion	Land Mines	Violence Prevention	Migration	Gender	Shelter
Bilateral partner	National S	ocietie	s throu	igh IFR	RC:														
French RC			X									X							
Japanese RC	X	X								X		X							
Norwegian RC																			
Multilateral part	Multilateral partner National Societies:																		

French RC	x	x	x					x				
Japanese RC	Х	X	X						X			
Norwegian												
Other multilate	eral partners	throug	h IFRC	:								
(CDEMA);												
ЕСНО	X								X			
NORAD	х											
Others												
Gov`t of Barbados	X											

3. Where have we come from and what have we done so far?

The Red Cross has functioned in Barbados for the past 51 years, first as a branch of the British Red Cross and as a National Society since 1969. The Barbados Red Cross Society (BRCS) has been operating in an environment of relative ease, with the country being ranked 42nd in the 2010 Human Development Index. Still, recent external pressures have been exerted on the BRCS that relate to the country's environmental vulnerability to climate change and environmental degradation. The scarcity of resources both nationally and internationally as the world's economic crisis continues, results in reduced levels of funding available to the institution and increases competition from NGOs working in similar fields of endeavour. Internally and externally the National Society has also been challenged by data gaps that limit comprehensive plan development.

Other trends and vulnerabilities affecting the National Society include the problem of chronic diseases such as diabetes (Barbados is often deemed as the 'amputee' capital of the world due to the high amputee rates resulting from this disease), hypertension, asthma and other respiratory illnesses. Changing demographics that include an increasingly aging and culturally diverse population compound this. High stress levels continue to affect the society at all levels (evidenced by reduced productivity, increase in single adult-headed households and incidences of domestic abuse) as persons struggle to find appropriate coping mechanisms.

The BRCS was a participant in the DIPECHO VIII project (Caribbean National Societies Saving lives, Enabling Healthy and safe living). It was implemented with the support of the CRRO and involved disaster preparedness outreach activities in four local communities. This project allowed the BRCS to create community disaster response teams (CDRT) who were trained and equipped to respond to and mitigate against disasters. In addition to the Community Disaster Response Team training, Red Cross volunteers were trained in Vulnerability and Capacity Assessment (VCA), Volunteer Management, as National Intervention Team (NITS) members, as well as Logistics and Warehouseing , and in some aspects of food security

The project facilitated close collaboration with the relevant departments of the Government of Barbados and has provided an opportunity through the VCA process, to facilitate community engagement, thereby increasing the visibility of the BRCS to its beneficiaries. This engagement has enabled National Society volunteers to deliver disaster preparedness instructions in an additional ten secondary schools. The DIPECO VIII Project also supported the piloting of the Climate Change Adaptation toolkit through CADRIM. After a series of field tests and further adaptations, the tool was finalised in September of 2013.

With the support of the Japanese Red Cross Society, the BRCS commenced with the development of the necessary infrastructure and the procurement of stocks for the prepositioning of relief supplies. As part of this process an inventory system was established and has been implemented and National Society volunteers have completed training sessions in logistics management; Safe stock storage and; the mobilization and deployment of relief stock. The BRCS has also negotiated with the Japanese Red Cross for a state of the art ambulance. This is expected to boost the position of the BRCS and will support national ambulance service provision in Barbados.

Although the Barbados Red Cross recognizes the importance of youth participation, the National Society feels that it needs to do more to engage this group. This was one of the factors leading to the implementation of the Empowering Youth to Reduce Violence and Crime project, which came on stream in 2012. The main objective of the project was to help to create a movement or network of positive, civic minded youth, who are desirous of making their community and school environments more safe. It was implemented in two of the more high-risk communities in Barbados and involved the use of interactive type workshops including activities such as drama and role-play, video presentation and conflict management.

Other youth initiatives will build on the work and activities implemented by the National Society within the Together We Can (TWC) HIV peer education program. Efforts will be made to promote peer-to-peer cooperation by working with the Jamaican Red Cross as the BRC develops its Youth as Agents of Behavioural Change (YABC) project. The project will be funded by the Norwegian Red Cross and will integrate youth as agents of behavioural change into National Society operations, commencing with the delivery of a HIV/AIDS awareness programme.

In addition, due to the increasing threat of financial support from the government and other partners being reduced or discontinued, the Youth Department intend to contribute to a "brand-building" initiative so as to overcome the local impression that the Barbados Red Cross Society is not dynamic. They will collaborate with a group of enterprising young, film students to document and promote the activities of the National Society as a means of addressing the challenges faced by the organisation with regard to its visibility. Materials developed will be aired using social media.

The BRCS successfully hosted the 2012 Regional Pre-Hurricane meeting, which saw a convening of Caribbean National Societiess in Barbados to discuss issues relating to hurricane preparedness for the Region.

In spite of being constrained by funding sources National Society volunteers continue to participate in Regional training activities including Pre-hurricane meeting in Bogotá in June 2013, the Building Urban Resilience Workshop and the consultations on the Roadmap for Resilience in Panama in September 2013. Importantly the Chair of the Caribbean Disaster Management Network is a volunteer with the BRC and in capacity has provided additional resource to the national Society. The presence of the CADRIM, within the BRC, continues to have a profound benefit to the operations for the National Society. CADRIM supports the administrative function of the National Society through cost sharing. In addition the staff and volunteers of the Barbados Red Cross, are regularly exposed to the tools being developed by CADRIM. This plays a critical role by providing opportunities for consultation and testing of any materials being developed by the resource centre.

4. 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*.

5. National Society Mission

The Mission of the Barbados National society is to develop capacity and build resources designed to help people, whoever and wherever they are, and through our global voluntary network, to prepare for and respond to natural disasters, conflicts and individual emergencies

6. Where are we going and how we are going to get there?

This long term planning framework for the Barbados Red Cross should be read in conjunction with the 2012-2015 Americas Long Term Planning Framework. The Zone Plan covers the period of 2012–2015 and outlines the strategy for the International Federation in the Americas. This strategy seeks to improve leadership in National Societies and promote the recognition of the Red Cross as an inspiring humanitarian organization in its auxiliary role to the government. It also seeks to position the Red Cross network and prepare it to respond to: 1) the humanitarian implications that are related to the external trends, progress and challenges; 2) fundamental changes in the nature and structure of the humanitarian community; and 3) internal pressures and challenges. This strategy takes shape and expresses itself through the country focus that is outlined in the country support plan, which has the Zone Plan and the National Society Strategic Plan as reference frameworks.

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 urban risk, migration, violence and climate change as core external trends (Annex 1). 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).

The Barbados Red Cross Society Strategic Plan 2011-2015 (Organisational Strategy 2011-2015) also covers the time period, which corresponds to this and the Americas Zone's LTPF. The BRCS Organisational Strategy outlines key outputs linked to how the BRCS is expected to work during the time period. These outputs include:

- Improved knowledge management systems and joint working with the Red Cross Caribbean Disaster Risk management Resource Centre (CADRIM) to fully maximize the benefits of colocated funded and co-partnered relations with the centre
- Disaster management work programme priorities as outlines the BRCS Disaster management Work programme 2011-2015
- Drug abuse, HIV and AIDS and violence prevention programmes involving the youth.
- Sustainable disaster risk management and initiatives
- Health programming targeting non-communicable diseases (including diabetes, hypertension and respiratory diseases), stress and dengue

- Strengthened partnerships with government and other key agencies.
- Development of public education campaigns on Red Cross principles, values and activities.
- Improved human resources, finance and resource mobilization to increase the sustainability of health, social services, disaster management and other programmes

Business Line I: HUMANITARIAN STANDARDS

Areas of Concentration

Humanitarian Trends, Knowledge Management

National Society Approach

The IFRC will continue to support the National Society in supporting the BRC in fulfilling its obligation to report on FDRS indicators. Additionally the the IFRC will carry on the process of facilitating both elearning and face-to face learning for staff and volunteers particularly relating to key humanitarian trends.

Outcomes and Outputs

The CRRO will continue its technical support to the National Society by providing the appropriate guidance to enable the BRCS to contribute to the FDRS. In 2014 the BRCS will be one of 13 Caribbean National Society to have participated in refresher training on the FDRS and is expected by the end of 2013 to be utilizing the system effectively. Also in 2014 the BRCS will be one of 13 Caribbean National Societies that is regularly providing data on proxy indicators. The CRRO will also provide the necessary support to ensure that the BRCS staff and volunteers are exposed to the various e-learning and face to face platforms that the IFRC develops.

Outcome 1.1 the Red Cross is better positioned to lead and demonstrate the Federation wide contribution to reducing vulnerability.

Output 1.1.2.: Key humanitarian trends are better understood and promoted within National Societies

Outcome:1.2. A collective understanding of the capacity, resources and services of the National Societies in the Americas have been approved

Output:1.2.1 Federation-wide databank and Reporting system is established in the national Societies of Americas

Outcome 1.4. The professional qualifications and competencies of the Red Cross volunteers and staff are strengthened, enabling National Societies to take the lead in addressing in addressing new risks and vulnerabilities.

Output 1.4.1: Educational and knowledge-sharing platforms are mainstreamed in the national Societies for staff and volunteers.

Business Line II: DISASTER AND CRISIS MANAGEMENT

Areas of Concentration

Disaster and crisis readiness, response and recovery, relief, emergency health, psychosocial support, volunteering in emergencies, logistics, coordination with external actors.

National Society Approach

The Barbados Red Cross has historically performed a critical role in responding to disasers and emergencies at the national, parish and community levels. The planning period between 2012-2015 sees the BRCS engaging in efforts to strengthen its capacity regarding disaster response. As such a more holistic approach will be implemented and supported by the IFRC/CRRO that focuses on capacity in response, early recovery, livelihoods, the improvement of service delivery and National Society membership. Improvement of the disaster response model integrates crosscutting issues, new trends and new technologies. This is a key focus of the CRRO and will be realised in accordance to the vision of the National Society.

In addition to facilitate a more decentralised management structure that is closer to the field, the Caribbean Region Disaster Management Coordinator (*Pan-American Disaster Response Unit (PADRU) / Disaster & Crisis Response and Early Recovery will be* located as of September 2013 in the CRRO. This will ensure that the BRCS would benefit from capacity building programmes related to preparedness, response and recovery systems which are essential to the National Society as it strives to position itself in the National disaster management framework.

A collaborative effort between the Zone Logistics Unit, the Japanese Red Cross and the CRRO will continue to support BRCS through the Readiness for Response Prepositioning in Caribbean National Societies project. Once fully implemented, the utilization of the logistics guidelines by the National Society will contribute positively to improving the lives of all persons. These guidelines will help to streamline the logistical process within National Society operations by contributing to greater efficiency and response to the needs of the most vulnerable in times of disaster.

Outcomes and Outputs

The expected outputs respond to on-going actions by the BRCS to integrate it's programming and thus, contribute to increased community resilience. The CRRO's guidance and instruments for this transition will continue to be shared with the BRCS particularly working with the Secretariat (AZO,CADRIM & CRRO) to support the incorporation of key humanitarian trends in its logistics, response and recovery activities and thus, contribute to actions for their mitigation.

The CRRO will also continue to guide the BRCS regarding the building of capacity to perform its critical role in emergencies and disaster reponse within in the Barbados national community.

Outcome 2.1: National Societies, through their network of branches, adopt integrated sectorial approaches that strengthen essential Red Cross preparedness, response and recovery systems, and enable communities to better understand trends that increase the impact of disasters and crisis in their lives

Output 2.1.3: Increased the logistic capacity to deliver logistics services for preparedness and relief activities, connecting National Society assets where possible, and making it self-sustaining through promoting effective functioning of the federation

Outcome 2 2: An efficient and effective regional Red Cross disaster and crisis management system in the Americas en route.

Output 2.2.1 Humanitarian access is ensured as part of readiness for response and early action within a context of greater coordination, including increased activity by military forces and corporate interests

Output 2.2.2.: The disaster and crisis response system in the Americas will be forward looking through innovation and by taking maximum advantage of the resources trained and available throughout the Red Cross network

Business Line III: SUSTAINABLE DEVELOPMENT

Areas of Concentration

National Society development and resilient communities: health, disaster risk management, volunteering, youth,

National Society Approach

CRRO will provide guidance to the BRCS on the management of spontaneous volunteers through the support and use of the Volunteer In Emergency (VIE) toolkit. The CRRO would assist the BRCS in developing a comprehensive strategy for the engagement of youth, and exploring the opportunities for youth to become actively involved in income generation for the National Society.

The CRRO will continue to support the BRCS with their efforts towards sustained youth engagement, to ensure that the National Society engages youth more strategically. The BRCS will need CRRO support for building on the Youth link programme. The CRRO and will ensure that programming in the BRCS leads to an understanding of resilience by the National Society and its stakeholders with the final result being able to chart the way forward for building resilient communities.

Outcomes and Outputs

The chosen indicators seek to support the BRCS in the following areas, so as to ensure that its targets are achieved for the planning period 2012-2015:

- Accessing the necessary funding to ensure that its operation and programming become more sustainable and integrated.
- Providing the necessary technical guidance to ensure that there is an integrated approach to all programme delivery.
- Providing the necessary guidance to ensure that the BRCS has integrated community-based development into the activities it carries out with its stakeholders.
- It is expected that during the planning period the BRCS, would scale-up its visibility to be recognised as one of the key partners and stakeholders to the Barbados Government, so as to ensure participation in national platforms.
- Support to ensure that youth and volunteers would be mainstreamed into all programmes of the national society, and programmes enhancing youth and volunteer participation and integration within the operationlisation of the national society would be the norm.

Outcome 3.1. National Societies through their network of Branches, demonstrate leadership in promoting the Red Cross Red Crescent model of sustainable development.

Output 3.1.1. National Society leadership and institutional capacity for partnership exist in order to improve integrated programme delivery

Outcome 3.2. Red Cross National Societies, through their network of branches have enabled communities to better understand trends that impact their lives and take action to improve their health, safety, environmental and socio-economic conditions.

Output 3.2.1 The key humanitarian trends (urban risk, climate change, migration and violence prevention) are integrated into community-based development programme.

Outcome 3.3. Red Cross National Societies have forward thinking leadership with the skills and capacity to deliver services to vulnerablepeople in a sustainable manner

Output 3.3.1. Red Cross leadership is recognised by government and other key stakeholders.

Outcome 3.4.: Volunteers of National Societies, representing all sectors and ages and involved in all aspects of national Society life from decision making programme implementation, are key actors in demonstrating the added value of work done by the Red Cross network in expanding national Society humanitarian access.

Output 3.4.1.: National Societies have improved their voluntary service, formalizing the status, rights and constitutions, and strengthening and their volunteer base

Outcome 3.5.: Youth, as agent for change of the Red Cross network, are a leading voice for joint actions with different sectors of society for inclusion, peace and innovation

Output 3.5.1: Red Cross Youth will be provided opportunities to learn innovate and develop leadership skills, contributing to generational change within the Red Cross Network

Business Line IV: HUMANITARIAN DIPLOMACY

Areas of Concentration

Communications (Red Cross positioning and Networking), Resource Mobilization, Humanitarian Affairs and Partnerships, Humanitarian Access.

National Society Approach

It is critical that the National Society maintains a high profile and a strong reputation amongst its stakeholders, partners, the government and with the general public. To this end, all initiatives in communications, fund-raising and interactions with external agencies will have a standard approach, with a special focus on maximizing the Red Cross's intent to develop a space for addressing humanitarian issues that align with our fundamental principles.

The BRC will continue to strengthen its auxiliary role, promoting the dissemination of humanitarian norms and addressing the key humanitarian trends especially at the level of communities. The IFRC will provide technical support the National Society to engage in these activities, particularly focusing on its participation and interaction with various government agencies. It is expected that the IFRC will facilitate the BRCS by supporting the national society in the developing of an agenda for engagement of relevant government agencies to ensure that the BRCS is positioned to play a key national role while increasing its visibility.

Outcomes and Outputs

The Barbados Red Cross has indicated that lack of financial capacity is one of its biggest challenges. The expected outcomes for this period therefore aim to ensure that the CRRO continues to support the BRCS in the development of a resource mobilisation strategy to meet the needs of the National Society. It is recognised by the National Society that there also needs to be a defining of the auxiliary role of the BRCS given its resources and capacity. The AZO, along with the CRRO will play a more definitive role in supporting the national society to perform its auxiliary role and to effectively position itself to gain more leverage.

Outcome 4.1.: National Society leadership capacities are enhanced to use their auxiliary role to influence public policies to ensure they are seen as credible and preferred source of information on humanitarian issues by the general public, media and other actors.

Output 4.1.2 The secretariat and the National Societies actively use social network capacities

Outcome 4.2.: Strong links are fostered with governments, the public (including) especially opinion leaders), academia, private sector and other partners of the Red Cross who work at local and

national levels. Including representation in key forums to address humanitarian challenges and trends.

Output 4.2.1 National Societies have a higher profile as auxiliary to government.

Outcome 4.3. National Societies and donors invest in increasing financial and human resources to improve National Societies`abilities to deliver services and programmes.

Output 4.3.1. Resource mobilisation and accountability capacities of the national Societies are enhanced to attract more reliable contributions to the Red Cross and Red Crescent movement in an effort to ensure a higher level of sustainability.

Business Line V: EFFECTIVE JOINT WORKING AND ACCOUNTABILITY

Areas of Concentration

Movement Cooperation, Administration Support, Finance Development, Human Resources Development,

National Society Approach

The CRRO will continue to support and encourage the National Society staff and volunteers to engage in Communities of Practice through FedNet and to utilize information-sharing tools to further strengthen its support services including administration, finance, human resources, planning, monitoring, evaluation and reporting (PMER) and IT. The CRRO will also seek opportunities for the National Society to benefit from peer-to-peer initiatives in the exchange of support service skills.

As well, technical support will be made available to the National Society for participating in the Federation-wide Reporting System with the objective of building up data collection skills for increasing the National Society accountability as well as its communications and marketing of The Barbados Red Cross Society and the issues it chooses to champion.

Outcomes and Outputs

As part of its customized support to the BRCS, the CRRO will facilitate opportunities for information and technical exchange between Movement and non-Movement partners. It is envisioned that funding would be identified to have the BRCS participate in and benefit from peer-to-peer support, horizontal exchanges and regional platforms with an aim to build capacity of its staff and volunteers.

Outcome 5.1.: Movement components have strengthened relationships, common aims and improved access to knowledge and shared learning.

Output 5.1.1.: Red Cross National Societies facilitate greater peer-to-peer support, horizontal initiatives, regional exchange, and shared learning.

Output 5.1.2. The National Societies in the Americas and the Secretariat successfully organised the XIX Inter-American Conference to define our key priorities and strategic orientations for the Americas over the next four years and follow up the outcomes

A full results matrix can be found under Annex 4

7. What are some of the key risks/assumptions?

Amongst the potential risks for achieving the deliverables would be a reduction in financial support from government and other partners due to the continuing, global economic downturn. Further, a concerted "brand-building" initiative needs to be taken to overcome the impression amongst some members of the public of the Barbados Red Cross Society as a non-dynamic organization. Further, competition from other agencies working in similar areas poses a potential threat to the mobilization of resources for the Red Cross work.

The impact of large-scale international disasters always pose a risk that could overshadow the need for supporting local interventions. And given the history of funding received to date, an over-reliance on short-term project funding must be avoided so as not to create an imbalanced reliance upon external funding sources. For example at the end of 2012, with the discontinuation of the DIPECHO funding, the BRCS lost the ability to sustain disaster risk management staff, supported by this project. This has resulted in the disaster risk management and related programmes being discontinued in most instances.

Given that Red Cross is inherently and integrally a volunteer-driven organization, more effective efforts must be invested in attracting and building a base of volunteers who will dependently deliver identified programs and services.

It is also recognized that the National Society's organizational structure and internal systems, including financial, human resource and project management, must be strengthened in order to provide consistency in programme delivery, accountability and, importantly, in capacity to scale up in the delivery of on-going programmes and services

Through continual monitoring and evaluation of operations, the BRCS will implement suitable measures necessary to manage key risks/challenges as identified above. Appropriate strategies will be identified and agreed through departmental, management and Governing Council meetings.

Vulnerability to climate change and environmental degradation continue to be risks that demand more and better attention.

Changing demographics that include an increasingly aging population are increasing the need for more targeted types of humanitarian services being provided by BRCS.

8. Promoting Diversity

In everything that the BRCS does including via public education campaigns, seeks to uphold and promote respect for all persons. Through its programmes, the Barbados Red Cross Society will promote the Federation's Fundamental Principles and Values, as well as respect for dignity and equity.

9. How much will it cost?

Annex 3 provides a more detailed four-year outlook for funding for the plan.

10. Results Matrix

See **Annex 4** for a Results Matrix comprising the objectives of the plan, indicators to track their achievement and targets for the four years period covered by the plan.

How we work

All IFRC assistance seeks to adhere to the <u>Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations</u> (NGO's) in Disaster Relief and the <u>Humanitarian Charter and Minimum Standards in Disaster Response (Sphere)</u> 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.¹

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.⁴

MIGRATION: The Americas are home to 27 per cent of the World's migrants ². 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.³ 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 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.

¹ 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.

² 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*

³ UN ECLAC with UNICEF, Children and International Migration in LAC, 2010

⁴ Inter-American Development Bank) Research Department Working Paper #613: Social Exclusion and Violence in Latin America and the Caribbean Heather Berkman October 2007

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 beneficiary 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 news 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 county and will act independently from donor pressures and interests.

Annex 3

IFRC Secretariat

Business group/unit:

Barbados Red Cross Society

Long-term Planning Framework 2012-2015

Four-year outlook of funding required (all amounts in CHF)

Version: 1

	Business Line	Sub- sector code	Sub-sector	2012 *	2013*	2014	2015
1	Raise humanitarian	1NSPD	National Society performance development	N/A	N/A		
	standards	1NSLK	Learning and knowledge development		IN/A		
		2DMDM	Disaster management				
		2DMDR	Disaster response				
		2DMEP	Emergency preparedness				
2	Grow RC/RC services for	2DMFS	Food security	N/A	N/A		
	vulnerable people	2DMIL	International Disaster Response Law	T IN/A	IN/A		
		2DMLG	Logistics				
		2DMRC	Recovery				
		2DMSS	Shelter				
		3DMRR	Disaster risk reduction			200000	200000
	Strengthen RC/RC	3HSBD	Voluntary non-remunerated blood donation				
3	contribution to	3HSFA	Community-based health and first aid	N/A	N/A		
	development	3HSHA	HIV and AIDS				
		3HSHL	Health				

		3HSIP	Avian and human influenza pandemic				
		3HSMA	Malaria				
		3HSMC	Maternal, new-born and child health				
		3HSNT	Nutrition				
		3HSPM	Measles and polio				
		3HSPS	Psychosocial support				
		3HSRS	Road safety				
		3HSSS	Social services				
		3HSTB	Tuberculosis				
		3HSWS	Water and sanitation				
		3NSBD	National Society branch development				
		3NSFD	National Society financial development				
		3NSFS	National Society financial sustainability				
		3NSLD	National Society leadership development				
		3NSOD	Organizational development				
		3NSVD	Volunteering development			8000	8000
		3NSYD	Youth development			8000	8000
		3PVMG	Migration				
		4COCO	Communications				
		4COIR	International relations				
	Heighten influence and	4CORM	Resource mobilisation				
4	support for RC/RC work	4PVAD	Anti-discrimination	N/A	N/A		
	Сарронно поло	4PVGD	Gender				
		4PVPV	Humanitarian principles and values				
		4PVVP	Violence prevention and reduction			2500	2500
		5COAD	Administration				
	Joint working and	5COAR	Audit and risk management				
5	accountability	5COCC	Cooperation and coordination	N/A	N/A		
	,	5COFM	Finance management				
		5COGM	General management				

	5COGV	Governance				
	5COHR	Human resources				
	5COIT	Information technology				
	5COLS	Legal services				
	5COPM	Planning, monitoring and evaluation			2500	2500
	5COSC	Security				
	5NSIC	ICT Capacity Building				
•		TOTAL	N/A	N/A	221000	221000

^{*}For 2012 and 2013, a consolidated outlook for funding was developed for the Americas Zone per Business Lines, therefore, no disaggregated outlook for funding figures are available per country LTPFs for 2012 and 2013.

Annex 4

Results Matrix

Business Line 1: Raise humanitarian standards

Outcome: Uplifted thinking that inspires and underpins our services to maintain their relevance in a changing world, along with increased magnitude, quality, and impact.

			Measurement		
Outputs (specific SG objectives)	AZ Outcome	AZ Output	Indicators	BL 2012	2015 Targets
1.2.Federation-wide databank reporting system of factual national Society Information established and maintained	Outcome 1.2. A collective understanding of the capacities, resources and services of the national	Output 1.2.1. Federation- wide databank System is established in the national Societies of	BRCS populates the FDRS with its strategic plan information and annual report.	N/A	BRCS information is recoded in the FDRS (strategic plans, and annual report)
	Societies in the Americas have been improved	Americas	BRCS has provided data on at least two FDRS key performance indicators.	0	BRCS has populated the FDRS with at least two key performance indicators.
		Output 1.1.2.: Key humanitarian trends are better understood and	Barbados NS has participated in regional or national platforms related to the key humanitarian trends.	TBC	50% increase in participation
		promoted within National Societies	Barbados RC has submitted project proposals based on guidelines and case studies that focus on key trends and other areas related to increased vulnerability.	1	BRCS has incorporated at least 1 key humanitarian trend in their plans and will be able to advocate for it based on knowledge gained, reviewed and
			BRC is responding to effects of at least one of the key humanitarian trends in their countries.	1	updated with existing guidelines.
			At least 2 lessons learnt documented that contribute to risk reduction attributed to key humanitarian trends.	0	At least 2 lessons learnt

1.4. A learning research and knowledge sharing network to strengthen the professional qualifications and competences of staff and volunteers is established. 1.4. The professional qualifications and competences of staff and volunteers is established. 1.4. The professional qualifications and competencies of the Re Cross volunteers and staff are strengthened enabling National Societies to take the leading addressing new risks and vulnerabilities.	knowledge-sharing platforms are mainstreamed in the national Societies for staff and volunteers	BRCS staff and volunteers increase the number of courses taken on the learning platform by 10%	TBC	Learning platform participation increased by 10%
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Business Line 2: Grow Red Cross Red Crescent services for vulnerable people

Outcome: Increased share of consistent and reliable Red Cross Red Crescent action in support of communities affected by disasters and crises.

			Measurement		
Outputs (specific SG objectives)	AZ Outcome	AZ Output	Indicators	BL 2012	2015 Targets
2.1.Robust essential preparedness, response and recovery systems built in National Societies	Outcome 2.1. National Societies through their network of branches, adopt integrated sectorial	Output 2.1.2.: Support the development and measurement of National Society logistics capacity, to help strengthen National Societies	Barbados NS is able to plan and track activities that contribute to their logistics capacity.	Planning and tracking not in place	16 NS that are able to plan and track activities that contribute to their logistics capacity
	approaches that strengthen essential Red Cross preparedness; response and recovery systems and enable communities better to understand trends that	and articulate the global capacity and effectiveness of the Federation logistics.	Barbados NS has applied technical logistics guidelines in procurement, logistics, warehousing and fleet. Barbados NS has received systems support (fleetwave, logic, DMDS) to their logistics processes.	None applied	BRC that have applied technical logistics guidelines in Procurement, Logistics, warehousing and fleet
	increase the impact of disasters and crisis in their lives.		Barbados NS has developed a framework to measure the effectiveness of their activities.	No frame work in place	BRC has developed a frame work to measure the effectiveness of their activities

management system is further developed An efficient and effective regional Red Cross disaster and crisis management system in the Americas en route. An efficient and effective response and early action within a context of greater coordination, including increased activity by military forces and corporate interests	N/A No of BRCS staff ar benefiting from the support to the NSs in yearly Think Tank integrated delivery	e DCRER-PADRU s to ensure an
	the DRCER/PADRU internship programme	
	S is using innovative tools for disaster N/A BRC using at least MS, MEGA V).	st 1 tool
	S will implement volunteering in emergency N/A Al least 1 initativ	ve

Business Line 3: Strengthen the specific Red Cross Red Crescent contribution to development

Outcome: Appropriate capacities built 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.

Outputs			Measurement		
Outputs (specific SG objectives)	AZ Outcome	AZ Output	Indicators	BL 2012	2015 Targets
3.1.Increased and improved red Cross Red Crescent action for longer-term sustainable development	Outcome 3.1.National Societies through their network of Branches, demonstrate leadership in promoting the Red Cross Red Crescent model of sustainable development.	Output 3.1.1. National Society leadership for partnership exist in order to improve integrated programme delivery	At least 1 community-based development programme is being carried out with key stakeholders	1programme (4 communities) under DIPECHO VIII	At least 2 community -based programmes established and operational
3.2. Initiatives established that aim to heal divisions within communities.	Outcome 3.2. Red Cross National Societies, through their network of branches have enabled communities to better understand trends that impact their lives and take action to improve their health, safety, environmental and socio-economic conditions	Output 3.2.1 The key humanitarian trends (urban risk, climate change, migration and violence prevention are integrated into community- based development programme	YABC initiative in BRCS continues. At least 1 new YABC programme addressing social inclusion and a culture of non-violence and peace through community outreach.	2 YABC programme initiatives in the BRCS	YABC initiatives, forming a core part of the BRC programming.
3.3 National Societies strengthen their capacities to provide sustainable services to vulnerable people, thereby contributing towards the strengths of the IFRC and civil society.	Outcome 3.3.: Red Cross National Societies have forward thinking leadership with the skills and capacity to deliver services to vulnerable people in a sustainable manner.	Output 3.3.1.: Red Cross leadership is recognized by government and other key stakeholders	Barbados NS participation in national platforms is scaled up Barbados NS with strategic coordination agreements with governments. # of multi-stakeholder events.	TBC N/A	At least 1 per year At least 1 more agreement finalised At least 1 per year

3.4 The Red Cross Crescent share of volunteering among all ages is expanded.	3.4. Outcome: Volunteers of National Societies, representing all sectors and ages and involved in all aspects of national Society life from decision making programme implementation, are key actors in demonstrating the added value of work done by the Red Cross network in expanding national Society humanitarian access.	Output: 3.41. National Societies have improved their voluntary service, formalizing the status, rights and constitutions, and strengthening and their volunteer base	The BRCS has developed a Volunteer development plan in place The BRCS has an effective volunteer management system in place		BRCS Volunteer development plan in place and operational Volunteer to the BRCS are engaged throughout the year (outside of emergencies) and involved in all BRCS programmes Database of Volunteers current and in use.
3.5. Involvement of young people at all levels in national Societies increased.	3.5. Outcome: Youth, as agent for change of the Red Cross network, are a leading voice for joint actions with different sectors of society for inclusion, peace and innovation	Output 3.5.1: Red Cross Youth will be provided opportunities to learn innovate and develop leadership skills, contributing to generational change within the Red Cross Network	Barbados NS has 1 or more young ⁵ person in a management position other than the youth department. (3.5a) Barbados NS that has adapted youth engagement policy and/or strategy. # of Youth trained in YABC and follow-up activities.	N/A 0 N/A	At least 1 young person in a management person Youth strategy adapted Barbados NS have defined a plan and strategies for generational change including the creation or revision of youth policies, establishing mechanisms for inter-generational learning and developing innovative youth programmes

⁵ Young person is under 30 years old.

Business Line 4: Heighten Red Cross Red Crescent influence and support for our work

Outcome: Evidence-based humanitarian diplomacy conducted 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.

Quitnute			Measurement		
Outputs (specific SG objectives)	AZ Outcome	AZ Output	Indicators	BL 2012	2015 Targets
4.1 Advocacy effectively used to promote a strong and positive RCRC image, brand and message.	4.1. Outcome: National Society leadership capacities are enhanced to use their auxiliary role to influence public policies to ensure they are seen as credible and preferred source of information on humanitarian issues by the general public, media and other actors.	Output 4.1.2 The secretariat and the national Societies actively use social network capacities	BRCS Facebook page regularly updated and website fully developed and operational	N/A	Facebook and website fully functional
4.2. Auxiliary partnership role of national Societies is promoted and supported	4.2. Outcome: Strong links are fostered with governments, the public (including) especially opinion leaders), academia, private sector and other partners of the Red Cross who work at local and national levels. Including representation in key forums to address humanitarian challenges and trends.	Output 4.2.1 National Societies have a higher profile as auxiliary to government.	Barbados NS receiving direct support for enhancing or leveraging their auxiliary role. Barbados NS receiving direct support for enhancing or leveraging their auxiliary role.(4.2a) Barbados NS disseminated the Guide to Parliamentarians among national parliamentarian's.(4.2b)	N/A N/A	Barbados NS proactively promoting auxiliary role in their countries At least 1 Meetin per year is held with government authorities to enhance the NS' auxiliary role which favours the development of a tripartite cooperation agenda

4.3. Resource	4.3. National Societies and	Output 4.3.1. Resource	BRCS benefitting from at least 1 new funding source.	0	Funding in place from new Donor.
Mobilisation capacities	donors invest in increasing	mobilisation ad			
and efforts are scaled up	financial and human	accountability capacities	BRCS has acquired at least 1 new ambulance for the provision of an		1 new ambulance
to inspire more reliable	resources to improve	of the national Societies	ambulance service to the country.		
contributions to the red	National Societies	are enhanced to attract			
Cross Red Crescent.	'abilities to deliver	more reliable			
	services and programmes	contributions to the Red			
		Cross and Red Crescent			
		movement in an effort to			
		ensure a higher level of			
		sustainability.			

Business Line 5: Deepen our tradition of togetherness through joint working and accountability

Outcome: More effective work among National Societies through modernised cooperation mechanisms and tools, and a greater sense of belonging, ownership, and trust in our International Federation.

Outputs (specific SG objectives)	Measurement						
	AZ Outcome	AZ Output	Indicators	BL 2012	2015 Targets		
5.1 Capacities and resources are shared to improve coherence, alignment and accountability within the IFRC.	Outcome 5.1.: Movement components have strengthened relationships, common aims and improved access to knowledge and shared learning.	Output 5.1.1.: Red Cross National Societies facilitate greater peer-to-peer support, horizontal initiatives, regional exchange, and shared learning.	The BRCS engages in at least 3 peer-to-peer/horizontal initiatives that have been carried out in the Americas Zone. BRCS Organisational Strategy to be aligned with the IAFA. And Strategy 2020		BRCS staff and volunteers have increase learning as a result of participating in peer-to-peer horizontal initiatives BRCS Organisational Strategy aligned		
		Output 5.1.2.: The National Societies in the Americas and the Secretariat successfully organised the	XIX Inter-American Conference has been completed.		BRCS participated in XIX Inter- American Conference in 2014		

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XIX Inter-American Conference to define our key priorities and strategic orientations for the Americas over the next four years and follow up the outcomes BRCS monitoring their progress against the IAFA.	BRCS has a system in place for monitoring progress against the IAFA.
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