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Belize Red Cross Society

Annual Report 2013

 International Federation
of Red Cross and Red Crescent Societies

MAABZ001

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**This report covers
the period
01 January 2013 to
31 December 2013.**

*Belize Red Cross Society's
Volunteer Encounter
December 2013. Source:
Belize Red Cross Society*



Overview

Under the framework of the 2011-2015 Strategic Plan, the Belize Red Cross Society (BRCS) continued building on the achievements of 2012. The main areas of work in 2013 included disaster management (preparedness, response and recovery) within communities, first aid and cardiopulmonary resuscitation (CPR) trainings and HIV and AIDS. Smaller programmes continue in the areas of psychosocial support and environmental awareness in institutionalised populations. The BRCS continues to be available to respond to all natural disasters and provides communities, families and individuals with the necessary relief assistance to survive over a period of time while working with them to restore their normal living conditions.

Overcoming the challenge of the abrupt resignation of the National Society president in 2012, a new president was appointed in 2013 and underwent an orientation at the Americas zone office in Panama. In 2013, under the United Kingdom's Department for International Development (DFID) funds, the National Society began taking necessary steps to improve weak areas identified during their Organizational Capacity Assessment and Certification (OCAC) exercise carried out in 2013. As a result of an organizational restructuring, the National Society increased its capacity and ability to meet the demands through the appointment of an Acting Deputy Director.

Functional staff under the new structure expanded to address the National Society's operational needs and to build capacity. In 2013, a Communications Officer and a Volunteer and Youth Development Officer were appointed. Efforts to hire a resource mobilization officer continue.

In 2013, the BRCS continued strengthening the relationships with partners and stakeholders, particularly with government agencies. This was reflected in a project supported by the IFRC and the Norwegian Agency for Development Cooperation (NORAD) under the Urban Risk Platform. With this project, the National Society worked together with the Belize City Emergency Management Organization (CEMO) and the National Emergency Management Organization (NEMO). The project

involved the use of the recommendations of CEMO to establish signage indicating the newly established evacuation routes and evacuation assembly points as well as the implementation of a public awareness and education campaign and the early warning system.

Additionally, through a successful horizontal cooperation initiative supported by the IFRC, the Norwegian Red Cross and the Irish Red Cross Society reviewed and refined the volunteer management system. Under this initiative, a volunteer management advisor of the Irish Red Cross Society visited the BRCS for two weeks to assist the National Society with the volunteer management system. Recommendations from this initiative continue to be implemented.

Fundraising continues to be a major activity in the BRCS, in order to keep implementing the programmes and sustain operational costs. In 2013, the National Society started restoring the snack shop supported through the IFRC/NORAD funds. The objective of this project was to renovate and revitalise the resource mobilization capacity of the National Society through the re-establishment of the snack shop. The success of this project will be monitored and reported in 2014.

Working in partnership

| Operational Partners | Agreement |
|----------------------|---------------------------------|
| Norwegian Red Cross | bilateral cooperation agreement |
| American Red Cross | bilateral cooperation agreement |

Progress towards outcomes

Business Line I: Humanitarian Diplomacy

Outcome 1.1: The Red Cross is better positioned to lead and demonstrate the Federation-wide contribution to reducing vulnerability, the exposure to risks and the ability of most vulnerable people to deal with their daily challenges; and capture learning and knowledge management to improve the quality of Red Cross work.

Output 1.1.3: Urban risk reduction, climate change adaptation, migration, violence prevention and non-communicable diseases are better understood and promoted within the National Societies:

| Indicator | BL | Annual Target | Implementation to date |
|--|----|---------------|--|
| The National Society health staff participate on interagency platforms and in regional/global events related to key trends and emerging health issues. | 0 | N/A | In 2012 there was limited implementation. In 2013 the BRCS participated in five events. |

Comments on progress towards outcomes

In 2013, the BRCS participated in regional and global events related to key trends and emerging health issues that involved the following:

- Community-based health and first aid (CBHFA) training in Panama. Two new modules (violence prevention and non-communicable diseases-NCDs) were rolled out during the training.
- Regional Pre-hurricane meeting in Bogota, Colombia.
- Annual Cooperation Meeting for Caribbean National Societies (Port of Spain): issues on violence and NCDs were discussed. The BRCS presented on the National Society's ongoing street mediation project to deal with youth conflict. Also, the National Society presented an overview of this project at the Violence Prevention Forum in San Salvador.
- Participated in the IFRC General Assembly 2013.

Output 1.1.4. The capacity of the National Societies to provide professional qualifications and competencies to volunteers and staff at all levels is strengthened.

| Indicators | BL | Annual Target | Implementation to date |
|--|----|------------------|---|
| By mid-2013, the BRCS has a training registry for volunteers and staff members and will integrate their registry for staff and volunteers into a volunteering management database. | 0 | 1 | In 2012, the training registry for volunteers and staff members was put in place. In 2013, the training registry was updated. The training registry is being integrated into a newly developed volunteer management database. |
| Online learning is facilitated from the IFRC is afforded by staff and volunteers. Promotional materials and online meeting continued to be held to support learning Platform use. | 0 | Undefined target | As of 2013, a mechanism was put in place for the BRCS staff and volunteers to receive timely online learning in various areas. A total of 42 users were registered on the learning platform in Belize. Promotion needs to be continued. |

Comments on progress towards outcomes

In 2013, the IFRC's learning platform was introduced throughout the entire National Society. To date, six people actively participated in the courses in 2012. The branches are at a disadvantage since not all of the seven branches are computerised and of the four that are, only two have internet access. However, all staff from the headquarters, as well as the central committee members and a few branches have access to the learning platform on the internet.

A volunteer encounter was held in December 2013, in order to increase camaraderie and identify common interests to create opportunities for the sharing of expertise and experiences amongst volunteers countrywide. Through the implementation of new projects, more than 100 new volunteers were included in the activities. These include community disaster response teams (CDRT) that were trained and equipped to work with NEMO and who are interested in becoming National Society volunteers as well.

The BRCS continues to seek highly skilled volunteers to enhance the work of the National Society. While it remains a challenging process, the National Society was successful in attracting and benefiting from some 19 skilled volunteers who were resident in the country from many places including Germany, United States of America, United Kingdom, Spain, Holland and Belize.

While volunteers are enticed to the work of the BRCS, there is more to be done in the area of volunteer management. Recruitment of a volunteer manager was a priority for the National Society in 2013.

The BRCS staff and volunteers have been participating in external and local meetings with partners, stakeholders and the community, and have gained experience and increased knowledge in several areas of the Movement. Some of these areas include project development and management, disaster risk reduction and disaster preparedness, health, fundraising, community-based health and first aid (CBHFA), volunteer management, youth and violence prevention.

Further training of staff was included in the BRCS plan for 2013. In 2013, both BRCS staff and volunteers were involved in project management training. Efforts have been increased to achieve public awareness of the work of the National Society, as is evident in the production of two more videos, bringing the total of videos produced by the National Society to four. These videos are published on social networks such as YouTube, Facebook and on the IFRC website. Additionally, information over a period of two years was gathered and published in a biennial report which is shared with governmental and quasi-governmental agencies, as well as partners, stakeholders,

donors, staff, volunteers and beneficiaries.

The National Society has not yet been able to upgrade the training facilities at the headquarters, but this is a work in progress. The plan is to renovate the entire ground floor to accommodate conference and training facilities, with the capability to generate income through rental and to provide a safe space for the community youth and adults to meet from time to time as well as suitable commodities for the existing feeding program. Presently the youth group holds weekly meetings in the current conference facilities.

Training costs have been reduced by a small amount as the headquarters facilities are used sometimes for training activities. Rental of the training facility to partners is done on an ad-hoc basis for a nominal fee.

National Society staff participates in trainings offered by partners or through projects. These trainings were carried out in 2013 in the areas of supervisory management and project management.

Business Line II: To grow Red Cross Red Crescent services for vulnerable people

Outcome 2.1. Red Cross National Societies, through their network of branches, have enabled communities to better understand trends (urban risk, climate change, migration and violence) that increase the impact of disasters and crises in their lives, and to develop appropriate integrated responses.

Output 2.1.3: Climate change adaptation is integrated into disaster and crisis management.

| Indicator | BL | Annual Target | Implementation to date |
|---|----|------------------------------------|---|
| Involvement of the development of an early warning system on epidemics established through the health Network and linked to the Disaster Management network | 0 | Early warning system for epidemics | No progress reported for 2012 nor for 2013. |

Comments on progress towards outcomes

Since there was no funding for this activity no progress was made.

Output 2.1.5 Violence prevention is integrated into disaster and crisis management.

| Indicators | BL | Annual Target | Implementation to date |
|---|----|------------------|---|
| By the end of 2013, the BRCS is knowledgeable on best practices in violence prevention, linked to tools and programs being established with the support of the Norwegian Red Cross. | 0 | Undefined target | The BRCS was exposed to violence prevention practices through projects supported by the Norwegian Red Cross. A new project targeting youth conflict management began in 2013. This project built upon previous work the BRCS carried out in 2012, when a new module was added in the Protected Schools Programme. The new module included violence prevention, social inclusion, peace and dignity. |

Comments on progress towards outcomes

A youth and violence prevention project "Youth as Agents for Change(YAC)" was implemented in

June 2013. The training of the BRCS youth focused on street mediation as a tool for dealing with conflict. This was a NORAD-supported project. The project is ongoing and is expected to be completed in 20154. The objective is to increase resilience of most at-risk youth in Belize to cope with their daily challenges and enable healthy decision-making. The violence prevention strategies used included health education, behavioural change and support and safe spaces.

As implementers, the BRCS learned how to be flexible and to understand the challenges of working with young people and the challenges of working with at-risk young people. The BRCS learned how to be aware of the emotional and psychological needs of the target group and was able to change the plans to adapt depending on how they were feeling. It was challenging to ensure the staff did not get emotionally involved in the experiences of the participants. In some circumstances it was extremely painful.

The Norwegian Red Cross supported the BRCS in targeting the youth in the management of conflict. Violence prevention is new to the BRCS, therefore in addition to learning how to deal with urban communities the BRCS is now learning new interventions for preventing violence. The initial stages of the project focused on developing the capacity of the staff who would be working in the project as well as meeting with stakeholders in the area to learn the knowledge and skills from their experiences.

Output 2.1.6 Support the development and measurement of the National Society's logistics capacity, in order to help strengthen the National Society and articulate the global capacity and effectiveness of the IFRC logistics.

| Indicators | BL | Annual Target | Implementation to date |
|---|----|---------------------|--|
| By the end of 2012, the BRCS has identified its logistics capacities and needs. In 2013, the CRRO in collaboration with the Zone Logistics Unit (ZLU) has directly supported the BRCS to apply the global National Society Logistics Capacity Enhancement (NSLCE) diagnostics toolkit. | 0 | Unidentified target | In 2012 there was full implementation. In 2013, there was full implementation |

Comments on progress towards outcomes

The Readiness for Response project was financially supported by the Japanese Red Cross Society and technically supported by the Zone Logistics Unit and the Caribbean Regional Representation Office (CRRO) in 2012. The BRCS carried out a complete assessment which identified its logistics capacities and needs. The National Society also identified a logistics focal point and training was carried out by the ZLU team in Panama on all aspects of the IFRC logistics guidelines and procedures.

In 2013, the project continued and the main activities included:

- A logistics and warehouse management training was conducted for all the National Society branches. All staff and volunteers were trained on the National Society's logistics procedures and protocols.
- Monthly reporting on stock and finances.

- The National Society started the procurement process with the ZLU for relief items. In addition, the National Society began working on the maintenance of the warehouse and the tropical mobilized storage unit prepositioned in the country. A framework agreement was drafted between a local supplier and the BRCS for goods and services.

Outcome 2.2. An efficient and effective Red Cross disaster and crisis management system in the Americas will lead and inspire through strengthened capacity and coordination of all components focusing on increased shared operational responsibility with National Societies, improved mapping, the inclusion of innovative technology, creating new approaches and tools to address external trends in the zone and improve early warning/early action.

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 available throughout the Red Cross network.

| Indicators | BL | Annual Target | Implementation to date |
|---|----|---------------------|--|
| By the end of 2012, the BRCS improved the development of mechanisms for DREF in disaster situations. By the middle of 2013, the National Society can execute the mechanisms for DREF in disaster situations. | 0 | Unidentified target | By the end of 2012 this was achieved, however, there was no need to exercise capacities to access DREF in 2013 |

Comments on progress towards outcomes

The National Society successfully responded to the effects of Hurricane Ernesto in the north of Belize in close partnership with NEMO. The mechanisms for DREF were put in place with the help of PADRU. In response to floods in 2013 in central and western Belize, there was no need to activate the mechanisms for DREF

Output 2.2.5. Migration is integrated into all levels and scales of disaster and crisis planning and operations.

| Indicator | BL | Annual Target | Implementation to date |
|--|----|---------------|---|
| Migrant health needs are included in 100% of health assessments, appeals, and plans of actions in 2012 | 0 | 100% | It has been 100% implemented. The BRCS has an integrated approach for assessments and in 2012 migrant health related issues were taken into consideration as part of the overall health assessment. |
| Migrant health and security needs are included in health and disaster assessments, for inclusion in appeals and their related plans of action during 2013. | 0 | 1 | Full Implementation through continuous assessments. |

Comments on progress towards outcomes

In 2012, the BRCS continued with an integrated approach for assessments and migrant health was included as part of an overall health assessment. In 2013, the integrated approach in treating health issues was continued. Through results of the ongoing community assessments, the migrant population in the country was factored in all the plans and interventions. The BRCS makes no distinction of the vulnerable communities, and migrants are included in their programming, but not necessarily singled out.

Business Line III: To strengthen the specific Red Cross Crescent contribution to development.

Outcome 3.1 Red Cross National Societies, through their network of branches, demonstrate leadership through adopting policies, procedures and practices which promote social inclusion, non-discrimination and a culture of peace in the manner in which they work internally, with communities and with other beneficiary groups.

Output 3.1.1 National Society leadership and institutional capacity for partnership exist.

| Indicator | BL | Annual Target | Implementation to date |
|--|----|------------------|--|
| Provide support to the BRCS to formalize at least two partnerships through Memorandums of Understanding (MoUs) by the end of 2012. | 0 | Undefined target | 100% implemented (operational agreements with the Norwegian Red Cross and the American Red Cross). |
| By 2013 the BRCS will engage in strengthening of staff and volunteer capacities to identify and form key partnerships for resource mobilization and programme delivery. | 0 | 1 | The BRCS established a new relationship with the Caribbean Community Climate Change Centre (5Cs) in November 2013. |
| The baseline document of the national plan or of the strategic health plans and institutional partnerships for health are developed and are in line with the regional health strategy by the end of 2012 | 0 | 1 | Not implemented. The indicators have been integrated in the Strategic Plan for 2015. |

Comments on progress towards outcomes

Stakeholders' consultations were also held for the HIV and AIDS programme's roll-out for 2013.

The BRCS staff learned about the 5Cs through the Climate Change Toolkit in development by CADRIM, the work of the IFRC in the Caribbean on climate change and the work of the National Society. A meeting with the 5Cs management to discuss potential funding in climate change and community resilience was held. The CRRO will work closely with the BRCS and other National Societies to submit a proposal for funding.

The IFRC will continue to provide support in alignment with the BRCS strategic and operational plans. Additionally, the IFRC will support the initiatives and framework that engage the BRCS leadership with other National Societies and partners.

Output 3.1.2 Urban risk is integrated into National Society programming

| Indicator | BL | Annual Target | Implementation to date |
|---|----|------------------|--|
| By 2012, the National Society makes use of the urban risk tools available. | 0 | Undefined target | 100% implemented. The following tools were made available: VCA, CDRT training, PHAST, Protected Schools (we have added 2 new modules – violence prevention and Inclusion and Peace). Within the CDRT tool there is violence prevention, community First Aid, Disaster Emergency planning, evacuation and shelters, vector control, water and sanitation, communications, livelihoods assessments and alternatives, food security, search and rescue. |
| By the end of 2013 the BRCS continues to and increases the use of available urban risk tools | 0 | Undefined target | The BRCS collaborated with the Caribbean Resource Centre (CADRIM) and the resource centre in El Salvador for the sharing of necessary and relevant tools. |
| The National Society has introduced the concept of urban risk into its national health plan by the end of 2012. | 0 | Undefined target | 100% implementation |
| The National Society has introduced the concept of urban risk into its strategic plan by mid-2013. | 0 | Undefined target | The urban risk concept has been included in the BRCS Strategic Plan and is operational. |

Comments on progress towards outcomes

Effective programme planning and implementation is supported and facilitated through enabling access to tools and resources on urban health and disaster risks and related programmes. The BRCS has expanded their interventions in urban communities in 2013. In 2013, in collaboration with the Urban Risk and Community Resilience Unit, the CRRO supported the integration of urban risk components into the National Society operational plans, including the National Intervention Team (NIT) and Community-based Health and First Aid (CBHFA) training curriculum. The NIT and CBHFA have been integrated into the disaster operational plans and the National Society operational plans.

The BRCS aimed to increase public awareness and deliver education of hurricane evacuation routes and early warning systems in Belize City through funding from the IFRC and NORAD under an Urban Risk Platform project which began in September 2013 and ended at the end of the year. The BRCS worked closely with the Belize National Emergency Management Organization to increase public awareness and deliver education routes and early warning systems in Belize City.

The main activities carried out until December 2013 were:

- increasing the capacity of communities in Belize City to respond to disasters
- establishing early warning systems, evacuation routes and assembly points.

Developing evacuation plans with City Emergency Management Office (CEMO).

Output 3.1.3 Climate change is integrated into the National Society programming.

| Indicator | BL | Annual Target | Implementation to date |
|--|----|------------------|---|
| In 2012, the National Society introduces the concept of climate change inside the health planning, management and implementation. | 0 | Undefined target | 100% implemented. |
| In 2013, the climate change concept is introduced for inclusion in disaster risk reduction and health planning, management and implementation. | 0 | 1 | The BRCS has integrated climate change adaptation into disaster risk reduction and urban risk reduction (including health). |

Comments on progress towards outcomes

The BRCS has integrated climate change adaptation into disaster risk reduction and urban risk reduction and this includes health and water and sanitation as it pertains to community resilience through education and training in hygiene good practices, vector control, safe water and water security. This also includes food security and livelihoods.

Output 3.1.4 Migration is integrated into the National Society programming

| Indicator | BL | Annual Target | Implementation to date |
|---|----|---------------------|--|
| Provide access to information on issues related to migration and health through regional networks for improved programme planning and implementation in 2012 | 0 | Unidentified target | Not implemented |
| Provide access to information on issues related to migration and health through the regional health networks for improved programme planning and implementation by the end of 2013. | 0 | 1 | Access and information was provided through the Learning Platform and attendance at regional meetings in 2013. |

Comments on progress towards outcomes

Facilitate access to information on migration for improved programme planning and implementation to support migrant populations in times of health epidemics and disasters.

The BRCS president and the director general participated at the Cooperation Meeting of the Caribbean National Societies in August 2013, allowing the National Society to be exposed to discussions and issues on migration and health. More information on migration needs to be provided. Peer-to-peer sharing should be encouraged, for example learning from the Bahamas Red Cross Society.

Output 3.1.5 Violence prevention is integrated into National Society programming

| Indicator | BL | Annual Target | Implementation to date |
|--|----|---------------|------------------------|
| Enable access to information on issues related to violence prevention through regional networks, IFRC policy papers and best practices for improved programme planning and implementation in 2013. | 0 | 1 | Ongoing progress. |

Comments on progress towards outcomes

The National Society was engaged in Street Mediation and Conflict workshops through the Norwegian Red Cross.

Information was obtained through partnering with stakeholders and by sharing and participating in projects of the BRCS including the implementation of the BRCS Youth as Agents for Change (YAC) project. The National Society participated in the Cooperation Meeting of Caribbean National Societies.

Outcome 3.2. The 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 and safety, as well as the environmental and socio-economic conditions.

| Indicator | BL | Annual Target | Implementation to date |
|--|----|---------------------|------------------------|
| In 2012, the BRCS validates the Global non-communicable disease module and community tools. | 0 | Module validated | 100% |
| Support the BRCS to develop the MNCH framework in 2012 | 0 | 1 | 0% |
| Support the BRCS to improve capacity in non-communicable disease prevention and behaviour change in 2012. | 0 | 1 | 0% |
| The CRRO provides support to the Belize Red Cross to scale up HIV programming in the Global Alliance on HIV in 2012. | 0 | Unidentified target | 100% |

Comments on progress towards outcomes

In 2012 the BRCS had the opportunity to validate the global non-communicable disease module and community tools and in 2013 BRCS participated in the validation of the CBHFA non-communicable disease module, through its attendance at a workshop in the Americas zone office in Q4 2013.

For 2013 no action was were undertaken in the area of HIV programming, due to a lack of funding.

Output 3.3.3 Building Society financial sustainability

| Indicator | BL | Annual Target | Implementation to date |
|---|----|---------------------|--|
| Increase the income of the National Society through training in community first aid in 14 communities by the end of 2012 | 0 | 14 | Exceeded the target. More than 23 communities were trained. |
| Receive CRRO support to improve resource mobilization for youth projects by the end of 2012. | 0 | Unidentified target | 100% |
| In 2013, CRRO will continue support the National Society in resource mobilization to facilitate funding for at least one key programme. | 0 | Unidentified target | The CRRO supported the BRCS in resource mobilization, and Global DFID funds were received for a management development project in 2013. |
| Enhancing the capacity of BRCS to generate income | 0 | Unidentified target | 100% |
| CRRO has provided support to the BRCS to in its auxiliary role | 0 | Unidentified target | There has been some progress made in establishing relationships between the government and the BRCS. This activity will be carried over to 2014. |

Comments on progress towards outcomes

Building on the limited efforts in resource mobilization for 2012, the BRCS snack shop revamping project aimed to improve sales and generate revenue in 2013. The shop was restored and restocked with one month's supplies and the systems and procedures for management, monitoring and reporting were improved. All the activities were implemented and completed by end of December 2013. A full understanding of the successfulness of the snack shop for increasing revenue will be assessed in 2014, after the shop has been functional for at least six months. A resource mobilization officer was recruited but resigned after two weeks, which has slowed down the implementation of the resource mobilization initiative. The snack shop project was funded by the Norwegian Red Cross at a cost of 5,500 Swiss francs. The BRCS expects to expand this project in 2014.

The CRRO's support in addressing the humanitarian role of the Red Cross is a work in progress. The president of the National Society was present in meetings held with local authorities. There have been some positive changes since the recent floods in Toledo District. The BRCS and NEMO worked together to carry out assessments and to provide relief for the people affected. Reports on both were shared between the two entities. In August 2013, the BRCS and the Ministry of Education co-facilitated a workshop on HIV and AIDS for 26 life skills teachers and school counsellors.

Outcome 3.5 Volunteers of National Societies, representing all sectors and ages and involved in all aspects of National Society life from decision making to programme implementation, are key actors in demonstrating the added value of the work done by the Red Cross network and in expanding National Society humanitarian access.

| Indicator | BL | Annual Target | Implementation to date |
|---|----|------------------|---|
| By mid-2013, the BRCS has strengthened its capacity to manage | 0 | Undefined target | 100% A volunteer and youth development |

| | | | |
|---|---|------------------|---|
| volunteers in emergencies | | | officer was recruited and 22 new volunteers were recruited and were certified as NITs. |
| By end of 2013, the BRCS has strengthened its capacity to manage volunteers by updating its strategic plans and volunteer management procedures and strategy. | 0 | Undefined target | 100% By the end of 2013, the BRCS strengthened its capacity to manage volunteers by updating its strategic plans and volunteer management procedures and strategy. |
| A volunteer management database system has been developed in 2013. | 0 | 1 | 100% A volunteer management database system was developed in 2013. |

Comments on progress towards outcomes

In line with its strategic plan, the BRCS recruited a volunteer and youth development officer in 2013. Additionally, 22 new volunteers were recruited and are now certified NITs. The BRCS was able to achieve all targets set to manage and scale up its volunteering mandate in 2013. With the financial and technical support of the IFRC and the Norwegian and Irish Red Cross a Volunteer Development Adviser was recruited to provide technical support and assistance to the National Society to further streamline its volunteerism initiatives. Under this arrangement, the adviser worked with the BRCS to achieve the following:

- Review of the strategic plans and volunteer management procedures in the BRCS;
- Meet with key stakeholders.
- Support the development of a Volunteer Strategy—identifying key areas that need development
- Assist in developing an implementation plan for volunteer manager
- Review of existing networking mechanism – upcoming meetings and dates, online platforms and informal sharing.
- Evaluate existing volunteer database and identify areas for improvement.

Key Points of the National Society volunteer strategy summarized:

- Increased volunteer engagement: A commitment at all levels of the BRCS is needed to ensure that volunteers are engaged in the planning, designing and implementation of activities, workshops and trainings. The inclusion of volunteers in the planning and implementation of BRCS programmes inevitably gives them a better sense of ownership of goal and mission of the organisation.
- Communication: Much of the feedback from branches related to a lack of connection between the staff and volunteers. The development of a website, use of emails and a social media site is recommended to improve the dialogue between headquarters and the volunteer base. It is also recommended that the volunteer and youth officer regularly visit branches to consult on programmes, carry out trainings and build relationships with the branches.
- Youth Engagement: The empowerment of youth members will revitalise branches. Ensuring that young people have a real and meaningful role in the governance of the organisation will not only assist the organisation in developing suitable activities for young people but it will ensure that the organisation remains relevant and vibrant at local level. A number of new initiatives are coming on stream which will re-engage existing young members and it is recommended that the training and development of youth leaders at branch level is prioritised.
- Role development: One of the recommendations for this strategic aim is the development

of standardized role descriptions for all volunteers. The development of these role descriptions is an important part of the planning process for all BRCS programmes. Defining the number and skill sets of the volunteers required to implement a project is a key part of the programme planning. It also allows the organisation and the volunteer to have a mutual understanding of what is expected from both sides.

Business Line IV: To heighten Red Cross Red Crescent's influence and support for our work

Outcome 4.1. National Society leadership capacities are 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.

Output 4.1.1. National Societies become a source of reference information for humanitarian issues and vulnerability reduction.

| Indicator | BL | Annual Target | Implementation to date |
|---|----|------------------|--|
| The BRCS is seen as an active partner in the promotion of women and children as the driving force for community resilience in 2012 | 0 | Undefined target | Not Implemented. For the BRCS women and children are not singled out but form part of a wider vulnerable group and their particular issues are addressed in the BRCS programming. |
| In 2013, the BRCS is recognized as an active partner in promoting women and children as the driving force for community resilience by active participation in national, regional and global platforms | 0 | Undefined target | 100% The BRCS through the implementation of its VCAs has identified the needs of their most vulnerable including women and children, especially youth through its HIV awareness and violence prevention programmes. |

Comments on progress towards outcomes

Key messages and suggested activities are provided to the BRCS to highlight the importance of women and children in raising community resilience. Communication guidance is provided to the BRCS for the International Day for Disaster Risk Reduction. The BRCS through the implementation of its VCAs identified the needs of the most vulnerable including women and children, especially youth through its HIV awareness and violence prevention programmes. No specific funding was identified.

Output 4.1.2. The IFRC in the Americas and the National Societies actively use social networks capacities

| Indicator | BL | Annual Target | Implementation to date |
|--|----|------------------|---|
| The Belize Red Cross Society has increased the use of social media in health programming by the end of 2012. | 0 | Undefined target | 100% |
| The BRCS uses social media in its profile building and promotional activities in 2013. | 0 | Undefined target | 100% In 2013, the BRCS used social media (in particular Facebook) to build its |

| | | | |
|--|--|--|--|
| | | | online profile and promote its activities. |
|--|--|--|--|

Comments on progress towards outcomes

The National Society has developed own guidelines for the use of the BRCS' Facebook account. The IFRC has shared its social media guidelines with the BRCS. Extended link for Red Cross Youth Group Facebook Page.

Outcome 4.2. Strong links are fostered with the government, the public (especially opinion leaders), academia, the private sector, and other partners of the Red Cross who work at the local and national levels. The National Society is represented in key forums to address humanitarian challenges and trends.

| Indicator | BL | Annual Target | Implementation to date |
|---|----|---------------|---|
| The BRCS participates in at least one regional and/or global meeting/forum on key humanitarian trends and emerging health issues by the end of 2012. | 0 | 1 | The target was exceeded. The BRCS participated in three meetings on humanitarian trends. |
| The National Society participates in at least one regional and/or global meeting or forum on key humanitarian trends and emerging humanitarian issues by the end of 2013. | 0 | 1 | The target was exceeded. The BRCS attended at least five meetings with the support of the IFRC. |

Comments on progress towards outcomes

The CRRO target to have at least one National Society staff to participate in global and regional meetings on key humanitarian issues and in forums on trends and challenges was met. The director general attended the Pre-hurricane meeting in Bogota Colombia in June 2013. The director general and the president of the BRCS attended the cooperation meeting in Trinidad. In addition, the director general and president of the National Society participated the American Red Cross Cooperation Meeting in September 2013, the General Assembly in Sydney November 2013 and the deputy director general in the Global Human Resources Seminar in October 2013.

Business Line V: To deepen our tradition of togetherness through effective joint work and accountability

Outcome 5.1 A knowledge network is established to provide a framework to disseminate innovations; promote horizontal cooperation and improve programming capacities in administration and finance, IT/Telecom, human resources, logistics and planning, monitoring, reporting and evaluation.

Output 5.1.1: A network of practice is established through FedNet and other information-sharing tools in each support services area (administration, finance, human resources, logistics, PMER and IT/Telecom).

| Indicator | BL | Annual Target | Implementation to date |
|---|----|-------------------------------------|------------------------|
| Become member and actively participate in the Support Services Networks as they come on stream in | 0 | Membership and active participation | 0% |

| | | | |
|--|---|-----------------------|--|
| 2012. | | | |
| BRCS actively participates in the outreach of the Americas Zone office support services (HR, Finance, Logistics) in 2013. | 0 | Undefined target | In 2013, the BRCS participated and delivered a presentation at the human resource seminar in Geneva. The BRCS has a logistics focal point in place. |
| An Americas human resource zone contact list including the human resource focal persons is established by March 2012, and an HR working group is created by November 2012. | 0 | Working group created | A human resource focal person was identified in 2012. |
| Americas zone human resource contact list established with human resource focal persons by March 2013, and a human resource working group established. | 0 | Working group created | The BRCS' focal point has received the IFRC contact list |
| The National Society has been identified to facilitate sharing of best practices, and is represented and active in the HR network in 2012 | 0 | Unidentified target | 0% |
| The National Society has been identified to facilitate sharing of best practice and is represented and active in the human resource network in 2013. | 0 | Unidentified target | The BRCS attended a human resource seminar in Geneva in October 2013 and remains in contact with the network |

Comments on progress towards outcomes

Building on the developments in human resource management inside the National Society in 2012, the BRCS identified the human resource focal point and received the IFRC contact list. The BRCS actively participated in the global human resource seminar in Geneva in 2013. The deputy director of the BRCS participated in this seminar and presented the BRCS restructuring experience to the participants. The National Society is now chairing a sub-working group of the IFRC, the ICRC and the National Society members. This group will examine an action tool for restructuring of National Societies in order to present the results in 2014.

In 2013, at the end of the preparedness for response project funded by the Japanese Red Cross Society, which started in 2012, the BRCS had the opportunity to hire a logistics focal point, which will facilitate the management of the prepositioned stock.

Output 5.1.3 The National Societies participate in the Federation-wide communication strategy.

| Indicator | BL | Annual Target | Implementation to date |
|---|----|---------------------|------------------------|
| The communications capacity of the Belize Red Cross Society is strengthened to enable it to build its own visibility in 2012. | 0 | Unidentified target | 100% |
| By mid-2013 the communications | 0 | Unidentified target | 100% |

| | | | |
|---|---|---------------------|---|
| capacity of the BRCS is strengthened to enable the National Society to build its own visibility. | | | The communications capacity of the National Society was strengthened by recruiting a communications officer in mid-2013. |
| By the end of 2012, the National Society communications focal point has the confidence to innovate and deliver on key communications initiatives. | 0 | Unidentified target | 100% A communication strategy is in place |
| By the end of 2013, the National Society communications focal person has the capacity to deliver on key communications initiatives. | 0 | 1 | 100% By the end of 2013, the communications officer delivered key communication initiatives by participating in two regional trainings. |
| By the end of 2012, the National Society has deepened stakeholder and corporate responsibility relationships. | 0 | Unidentified target | 100% |
| By the end of 2013 the National Society has developed one new stakeholder and corporate social responsibility relationship. | 0 | 1 new relationship | Work is in progress. In 2013 the BRCS partnered with the Belizean National Emergency Management Organization (NEMO) to implement a public awareness and early warning systems project in Belize City. |

Comments on progress towards outcomes

The communications officer was recruited in August 2013. The communication strategy (2010 to 2015) was developed and implemented in the National Society. The National Society produces and distributes monthly e-newsletters. The *Stauros* e-newsletter is a monthly newsletter produced by the BRCS and includes information on the work of the management, staff and volunteers. The communications officer participated in the communications bootcamp in Sri Lanka in November 2013 and the ICRC workshop on Restoration of Family Links (RFL) held in the same month. The National Society continues to receive regular media coverage.

In 2013, the BRCS was able to meet its target on increasing the stakeholder base when it partnered with NEMO to implement a NORAD-funded public awareness and early warning systems project in Belize City. The fact that the project was focused in the urban areas of Belize City meant that the BRCS ventured into continuing conducting work in disaster preparedness in an urban context, which started for the first time in 2011.

Outcome 5.2 Alliances and partnerships are built that maintain unity and achieve higher value from our work together as a Movement.

Output 5.2.1. Peer-to-peer initiatives and support services (finance, administration, human resources and PMER) are promoted among National Societies and disseminated through the knowledge network.

| Indicator | BL | Annual Target | Implementation to date |
|---------------------------------------|----|---------------|------------------------|
| The skills of staff and volunteers in | 0 | Unidentified | 100% |

| | | | |
|--|---|---------------------|--|
| terms of support services are developed by the end of 2012. | | target | |
| Finance, human resources and administrative skills and competencies of staff and volunteers are enhanced by the attendance of at least two appropriate trainings by the end of 2013. | 0 | Unidentified target | The BRCS attended and presented at the human resource seminar in Geneva, enhancing the HR skills and competencies of BRCS staff. The staff and branch officials from the BRCS increased their management skills through trainings. |

Comments on progress towards outcomes

The BRCS played a significant role in the human resources seminar held in October 2013 in Geneva. The seminar attracted approximately 90 participants from the IFRC, the ICRC and National Societies. The theme of the seminar was “The role of human resources in managing diversity. The BRCS presented its restructuring process of the BRCS. The BRCS will chair one of the four working groups set up as a result of the seminar to develop a plan of action (for a restructuring process) to which they committed to producing results to present in the 2014 human resources seminar.

Outcome 5.4 National Societies have a strategic plan aligned with Strategy 2020 and report to their stakeholders on their results.

Output 5.4.1 National Societies in the Americas have a plan aligned with Strategy 2020 and report data on Federation wide reporting (FWRS) indicators.

| Indicator | BL | Annual Target | Implementation to date |
|--|----|-----------------------------------|---|
| The BRCS has implemented systems and procedures to capture information for the FWRS in 2012. | 0 | Systems and procedure implemented | 100% |
| The implementation of systems and procedures to capture information for the FWRS in 2013. | 0 | Systems and procedure implemented | The BRCS has a strategic plan aligned with the Strategy 2020 and in 2013 the information was updated in relation to the 7 proxy indicators to the FWRS. |

Comments on progress towards outcomes

The BRCS is complying with a minimum set of information, and is strengthening step by step its accountability mechanisms. The 2013 target was reached, with the National Society providing its financial statements audited by an external agent, as per their financial closing periods. In addition, the National Society reported updated information against the 7 proxy indicators of the FWRS. The National Society maintains updated information by conducting monthly monitoring of the information.

Outcome 5.6 IFRC’s policies and best practices on support services are increasingly adopted and implemented by National Societies.

Output 5.6.1 IFRC policies on support services (Finance, Administration, HR and PMER) are disseminated among National Societies.

| Indicator | BL | Annual Target | Implementation to date |
|---|----|-----------------------|---|
| Incorporate the IFRC policies on support services in the National Society's routine functioning by the end of 2012. | 0 | Policies incorporated | 100% |
| Incorporate the IFRC policies in the standardized and routine functions of support services (finance, administration, human resources, monitoring, reporting and evaluation) by 2013. | 0 | Policies incorporated | Not achieved. The IFRC policies in relation to some support services have been disseminated and integrated into the operations of the BRCS in some areas. |
| By the end of 2012, at least six human resources procedures and guidelines have been developed, discussed and disseminated among the National Societies' network. | 0 | 6 | 100% |
| By the end of 2013, the human resources procedures and guidelines have been developed and discussed and disseminated among the National Society Network. | 0 | Procedures developed | Not achieved in 2013. It is planned to be executed on 2014. |

Comments on progress towards outcomes

For 2012, the BRCS developed the Volunteer Policy and Handbook and revised the following policies:

- Staff Policy
- Code of Conduct

These policies were implemented and have become integrated in the running and management of the Headquarters and the branches.

Staff and Volunteers have received training in PMDP pro. In 2012 only one person was trained. In 2013 there were three more staff were trained. Moreover, nine National Society staff were trained in Supervisory Management

Lessons learned and looking ahead

- Every year the BRCS seeks to improve its organizational capacity. Increasing the capacity of staff and volunteers is always on the front burner of all plans. Staff and volunteers benefit from every opportunity that presents itself, either initiated by BRCS or by another stakeholder or partner. The need to restructure came about after having done the OCAC exercise and weak areas were identified. The National Society immediately sprang into action to improve the weak areas that were highlighted, managing organizational restructuring.
- In order to continue building the capacity of their human resources countrywide, the BRCS will focus mainly on HR development (including volunteer and youth development), resource mobilization, communication, branch development and strengthening their auxiliary role in Belize.

Financial situation

Click [here](#) to go directly to the financial report.

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 \(NGOs\) 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.

www.ifrc.org

Saving lives, changing minds.



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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