TRINIDAD & TOBAGO RED CROSS SOCIETY

STRATEGIC PLAN

2019-2022

Trinidad & Tobago Red Cross Society
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FOREWORD
MESSAGE FROM THE PRESIDENT

I am pleased to present the Trinidad & Tobago Red Cross Society’s Strategic Plan for 2019 - 2022 which is in alignment with Strategy 2020 of the International Federation of Red Cross Red Crescent Societies (IFRC).

This strategic plan provides a framework that encapsulates the collective direction of the Trinidad & Tobago Red Cross Society (TTRCS). It is a guiding tool to help the TTRCS succeed in the face of any challenges and find opportunities for strengthening our institutional capacity and supporting innovation. It defines our purpose and mission with a clear outline of our long-term strategic goals and the strategies and programmes through which these goals will be achieved.

To achieve success, we will need to invest in our staff and volunteers, who are best placed to make a real difference in the lives of the vulnerable and the communities we serve. Our plan is not just about reaching communities with disaster relief, but also about enabling communities to become more resilient by implementing impactful programmes and activities.

We want to increase our member and volunteer base and improve our financial and Monitoring and Evaluation systems to build a stronger National Society. We also want to strengthen our influence by working more closely with our stakeholders and partners.

My sincere appreciation to everyone who engaged in our strategic planning process. Your participation provided us with invaluable feedback which helped in ensuring the development of focused and realistic goals that align with the needs of our communities.

I am confident that with effective teamwork and collaboration we will achieve the goals set out in this plan.

**Jill De Bourg**
**President**
WHO IS THE RED CROSS?

The Trinidad & Tobago Red Cross Society is part of the International Red Cross and Red Crescent Movement. Recognized as the world’s largest humanitarian network, the Movement’s mission is to prevent and alleviate human suffering wherever it may be found.

The Red Cross & Red Crescent Movement is made of of three parts:

**National Red Cross and Red Crescent Societies.**
There are 190 around the world, including the Trinidad & Tobago Red Cross Society. The National Societies embody the work and principles of the movement. They act as auxiliaries to the public authorities in their own countries in the humanitarian field and provide a range of services including disaster relief, health and social programmes.

**International Federation of Red Cross and Red Crescent Societies (IFRC)**
works to inspire, facilitate and promote all humanitarian activities carried out by member National Societies to improve the situation of the most vulnerable people.

**International Committee of the Red Cross (ICRC)** is an impartial, neutral and independent organization whose humanitarian mission is to protect the lives and dignity of victims of war and other situations of violence and to provide them with assistance.
The Red Cross and Red Crescent Movement is guided by seven fundamental principles:

**Humanity**

The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

**Impartiality**

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.
Neutrality
In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence
The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary Service
It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity
There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality
The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.
Our Vision

We will create a nation where present and future generations are empowered, resilient and self-reliant.

Our Mission

To mobilize the power of humanity through volunteerism and by being a beacon of hope that supports and connects people to regain control of their lives.

Our Purpose

The Trinidad & Tobago Red Cross Society’s duty is to carry out humanitarian efforts that impact and protect vulnerable communities and save lives.

The Trinidad & Tobago Red Cross Society is committed to the following Core Values:

- Diversity
- Innovation
- Integrity
- Professionalism
- Unity
- Service
- Results-Oriented
The Following Strategic goals commit us to actions which build the resilience of vulnerable communities and people.

**Strategic Goal 1:** Building Community Resilience
- Main Outcomes:
  - Disaster Management Programme
  - Health, Wellness & First Aid Programme
  - Community Education Programme

**Strategic Goal 2:** Promoting Peace, Non Violence & Social Inclusion
- Main Outcomes:
  - Migration Programme
  - Prison Outreach Programme

**Strategic Goal 3:** Developing Youth Resilience
- Main Outcomes:
  - Youth Agents as Behaviour Change Programme
  - Capacity Building Programme
  - Entrepreneurship

**OUR FOUR SUPPORTING STRATEGIC AIMS**

1. WELL FUNCTIONING NATIONAL SOCIETY
2. VOLUNTEER MANAGEMENT
3. COMMUNICATIONS
4. KNOWLEDGE MANAGEMENT
HOW will the Trinidad & Tobago Red Cross Society achieve its targets by the end of 2022?

STRATEGIC GOAL 1: Building Community Resilience

The Trinidad & Tobago Red Cross Society (TTRCS) will move to a branch-focused model of working, away from a headquarters-led, project by project work model. Programming will be consolidated under an overarching resilience framework, leading to a more integrated and coordinated way of working, which will be easier to measure and will lead to a more resilient community.

We will improve our understanding of vulnerability, with branches mapping and documenting vulnerability in their own communities which will lead to knowledge being developed and retained at all levels. Our Traditional programme work in disaster risk reduction, disaster preparedness, health, first aid and special education will continue but will be more branch focused and led. Headquarters staff will have technical and contractual responsibilities to support branches to deliver services.
As we restructure our way of working Trinidad & Tobago Red Cross will continue to work in step with the aims of the broader Red Cross Movement:

- Empower Communities to reduce their risk, prepare for disasters and recover more quickly after disasters.

- Save lives through the provision of health, hygiene, water and sanitation programmes.

- Ensure coordination of programmes with the State, emphasizing our auxiliary role to fill gaps where needed.
STRATEGIC GOAL 2: Promoting Peace, Non-violence and Social Inclusion

This goal focuses on the elements which will secure an economically, socially and environmentally secure future for Trinidad & Tobago. The elements of poverty eradication, gender equity and social equality will be the premise upon which we build our programmes in this area.

Our main objectives under this strategic goal will be to:

- Address the humanitarian concerns of the migrant population through integrated assistance, protection and advocacy, working towards inclusion of migrants in irregular situations.

- Provide support through comprehensive services, training and skill building initiatives to inmates via our prison outreach programme.

- Strengthen our capacity to deliver on these thematic areas through our movement resources.

The TTRCS will continuously explore ways to counteract the impact of violence by using actions around peace and non-violence as part of its strategy.
STRATEGIC GOAL 3: Improving Youth Resilience

When young people join the Trinidad & Tobago Red Cross Society, we instill in them the values of honesty, integrity, commitment and resourcefulness. We hope that, through training and support, those who are employed develop the skills that make them promotable and empowered and those who are unemployed develop the skills and knowledge that make them marketable.

Our Priorities for youth include:

- Build the capacity of young people, both inside and outside the school system (Youth Link) to prepare and respond to disasters, adapt to and mitigate the effects of climate change and adopt healthier lifestyles.

- Establish Red Cross Club and Club 25 in schools from primary to tertiary level.

- Support young people to be active participants in humanitarian issues.
• Build the capacity of youth volunteers through training, mentoring, recognition and exchange programmes

• Work with partners to provide life skills training to youth in areas such as leadership, ethics, financial literacy, communication and entrepreneurship.

• Act as a referral point for youth to access employment opportunities, livelihood projects, education and training services

• Train and empower Youth Champions to act as leaders, trainers and educators in their communities.
Supporting Pillar 1
Building a Well-Functioning National Society

The pillar focuses on developing a strong, accountable, and well-functioning National Society that is able to support decentralization of its service delivery to branch level. The focus is on ensuring those branches are supported, resourced and accountable.

The Executive committee must focus on ensuring that accountability is systematic at all levels of the organization throughout the restructure. The Compliance Committee under the guidance of the Executive Committee should also ensure the National Society complies with all relevant laws and policies.

Management will review the role and functioning of core programmes. We will aim to improve our financial management to produce on-time audited accounts and branch financial, branch financial statements with an aim to identify core costs across the organization. Management will drive the development of the resilience framework and a more coordinated working approach and the branch development process.
Supporting Pillar 2
Volunteer Management

Our biggest asset is our volunteers and the TTRCS will be more systematic and strategic in how it recruits, manages, trains and retain volunteers. We will focus on the volunteer development cycle to ensure the implementation of improved measures and that volunteers are treated as the valued resource they are. It is essential to ensure that their ethics and purpose are aligned to the TTRCS mandate and that their behaviour emulates the 7 fundamental principles.
Supporting Pillar 3
Communications

Visibility is a critical component to the TTRCS and therefore TTRCS will utilize a range of strategies that work together to create awareness, produce a positive image, and communicate effectively with our targeted audience.

We recognize the importance and value in sharing the great work of TTRCS and raising awareness of our brand. We are therefore committed to strengthening how we tell our story and to design and operationalize a website and communication platform which dynamically meet the needs of our internal and external stakeholders.
Supporting Pillar 4
Knowledge Management

Effective use of knowledge will be crucial to the success and survival of the TTRCS. Mastery of crucial and up-to-date knowledge for continuous organizational improvement will be our primary emphasis. The TTRCS will align its knowledge management approach with the organizational policy, strategies, culture and structure, and provide an environment with well disciplined, value-added and relevant knowledge to generate and introduce innovation and challenging ideas.

1. The organization structure will be networked to provide opportunities for employees to interact and communicate with others and support knowledge-related actions.

2. Knowledge management systems and other supportive technology products will be sourced and invested in to effectively manage knowledge. Technology is merely a tool, but our people will be key to effective and efficient knowledge management.

3. Our Organizational structure will align with our strategies towards a learning environment where there is a connection between individual improvement and organization improvement.
We will aim to ensure that the TTRCS:

- Provides continuous learning opportunities.
- Uses learning to reach goals.
- Links individual performance with organizational performance.
- Fosters inquiry and dialogue, making it safe for people to share openly and take risks.
- Embraces creative tension as a source of energy and renewal.
Contact Us

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