Anguilla Red Cross

Strategic Plan 2021-2025

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Introduction

Anguilla is a UK Overseas Territory located at the top of the Caribbean's Lesser Antillean island chain. The Anguilla archipelago is comprised of Anguilla and several uninhabited offshore cays, including Anguillita, Scilly Cay, Scrub Island, Little Scrub, Sandy Island, Prickly Pear East and West, and Sombrero which sits on its own island bank. The Anguilla mainland is 36mi^2, stretching 16 miles in length and being 3 miles at its widest.

According to the results of the last census, conducted in 2011, the island's population is 13,572. The 2020 estimate, however, shows an increase in population to 15,125. Life expectancy is 81.3 years (79.7 men and 84.0 for women). The 2020 estimated birth rate for Anguilla was estimated at 12.2 births per 1,000 individuals while the death rate was estimated at 4.8 deaths per 1,000. Main health issues are primarily related to noncommunicable diseases, including cardiovascular disease, cancer, and diabetes.

With an economy highly dependent on tourism, the per capita gross domestic product in 2014 was USD21,493 while the per capita gross national income was USD21,188. Anguilla is therefore considered high-income, but the island is still developing.

As a low-lying, limestone-based small island developing state, Anguilla is particularly vulnerable to climate change, prone to both powerful tropical storms and lengthy droughts. In 2017, the island experienced its worst hurricane season on record, with three hurricanes passing over the island within a two-week period. The most devastating of the three was the Category 5 Hurricane Irma with its maximum sustained winds of 185mph. Hurricane Irma caused catastrophic damage to infrastructure and the nature environment: peoples' homes, businesses, and livelihoods were destroyed while coastal and in-land environments were devastated by both strong winds and associated storm surges.

Although hurricanes have always been a threat to Anguilla, Hurricane Irma served as a reminder of a critical need to be always be prepared for the worst and the importance and value of well-coordinated post-disaster response.

In addition to droughts ad hurricanes – which are expected to increase in frequency and strength as the climate continues to change – Anguilla is also at risk from tsunamis, earthquakes, and as COVID-19 has shown us, pandemics. Individuals who are particularly are often most affected by these disasters and emergencies are the most vulnerable: Anguilla's older persons, those living with disabilities, and undocumented individuals.

Since its establishment as an overseas committee of the British Red Cross in 1976 and later as a registered organisation in 2000, the Anguilla Red Cross has been seen as an organisation that not only cares, but responds. We are a humanitarian not-for-profit agency that focuses on helping vulnerable people in Anguilla and abroad to prepare for, withstand, and recover from emergencies. We are also committed to working with public and private sector partners address wider community needs.

This five-year strategic plan speaks to this commitment and outlines how we will work towards creating a stronger, more resilient Anguilla.

List of Acronyms

ARC.	Anguilla Red Cross
BRC.	British Red Cross
CERTs.	Community Emergency Response Teams
GOA.	Government of Anguilla
NDMC.	National Disaster Management Committee
NECN.	National Emergency Communication Network

Mission

To build national capacity through education and training, reduce vulnerability by supporting communities to meet their needs, and efficiently and effectively respond to crisis.

Vision

A strong and resilient Anguilla, where the needs of our people are met and our well-being is secured.

Fundamental Principles of the International Red Cross and Red Crescent Movement

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 continue 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 one 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.

Values of the Anguilla Red Cross

Quality of service. We are committed to addressing the needs of our partners and the communities we work with through innovative, proactive, and effective policies and programmes, provided at the highest possible standard. Our services are accessible to all and we maintain the Fundamental Principles of the Red Cross and Red Crescent Movement.

Integrity. We act with professionalism and honesty, showing fairness and equity and avoiding discrimination. We respect the privacy of individuals, discretely managing privileged information.

Accountability. We take ownership and responsibility for our actions and their consequences.

Respect and dignity. We are committed to building positive relationships within our organisation, with our partners, our clients, and the communities with which we work. We respect the dignity of all regardless of age, gender identify, sexual orientation, religion, race, ethnicity, political opinion, national or social origin, or economic, immigration, or employment status.

Co-operation and collaboration. We believe in partnerships and their value in effective implementation of programmes and activities and in bringing about sustainable solutions. We build relationships with communities, national, regional, and international organisations, and the Government of Anguilla Ministries and Departments. We promote open dialogue and meaningful participation.

Safeguarding. We create and provide safe environments for everyone and protect the vulnerable from harm. We are committed to providing people with the skills they need to feel safe and to have more control over their personal situations when things go wrong. We listen to the people that we support and involve them in the work that we do. We ensure that their wellbeing is supported and that their views, positions, feelings, and beliefs are respected.

Anguilla Red Cross Programme Areas, Objectives, and Indicators

I Disaster Risk Manamenet Preparedness.

ARC's key purpose is to assist the most vulnerable in times of emergency. Therefore, we must ensure that we remain in a state of preparedness to respond appropriately and effectively.

Our main goal is to ensure that communities better understand how to manage their vulnerabilities and capacities by providing support to communities to increase their resilience and recovery from disasters and emergencies.

It is therefore our mandate to ensure that all of our staff, volunteers, and stakeholders are trained in key aspects of emergency response, including communications, First Aid, shelter management, relief distribution (including cash disbursements), and psychosocial support. We are committed to maintaining a stock of supplies that we can distribute to the most vulnerable households immediately following an emergency. We will work with the GOA and other stakeholders to ensure that our emergency response is coordinated and complimentary.

Objective	Indicator
To build capacity of ARC and stakeholders for emergency response	Emergency response drill facilitated annually with volunteers and stakeholders
To maintain capacity to provide First Aid response and psychosocial support, in collaboration with partners, to individuals affected by disaster or other emergency at activated emergency shelters, as part of mass casualty response, and whenever requested by the GOA's Health Disaster Coordinator	At least 18 ARC volunteers trained and maintained annually in First Aid and psychosocial support, as part of emergency response
To manage and maintain relief stock for distribution post disaster, in collaboration and coordination with the NDMC	Relief packs maintained for 500 households
To manage and maintain ARC communication system to support the NECN	ARC communication system tested at least twice a year and maintained in a state of readiness for emergency use by trained staff and volunteers (on-going)
To maintain the capacity of ARC to restore family links	Restore Family Links kit maintained annually in a state of readiness for emergency use by at least 12 trained volunteers

I Disaster Risk Manamenet
Community Resilience.

The Anguilla Red is committed to ensuring that all communities develop and maintain their resilience and their ability to withstand and recover from the negative impact of hazards.

ARC is committed to working with communities to ensure that their resilience is increased and maintained to reduce both the time it takes for them to recover from emergencies and the resources needed to support that recovery.

ARC will therefore identify priority areas to ensure that communities better understand and know how to manage their vulnerabilities and capacities. To effectively do this, ARC must better understand the existing vulnerabilities and capacities of each community and identify priority areas for enhancement. To achieve this, ARC will actively work with the CERTs and other community members and stakeholder groups to implement, monitor, evaluate, and review plans that clearly identify community needs and actions that will effectively build their resilience.

Objective	Indicator
To assess the vulnerability and capacity of at least 1 community annually by trained staff and volunteers	Community assessments conducted in 4 communities by 2025
To increase community preparedness to be more resilient to disasters and emergency and to effectively respond to emergency	9 action plans (developed in collaboration with community partners) and mitigation projects monitored, completed, and evaluated within 9 communities
To support the mobilisation of CERTs within communities most affected by emergency	ARC engaged with all Community Emergency Response Teams post-disaster to provide resources and training as needed

II Community Services

ARC recognises that the needs of vulnerable communities and individuals change. Therefore, in our quest to recognise and value that change in collaboration with the Government of Anguilla and other community groups, we have strived and will continue to strive to provide key services to assist the most vulnerable within our society.

We aim to provide vulnerable individuals and communities with essential services aimed at meeting their individual needs. To that end, over the years we have provided transportation services, First Aid coverage at events, and community-based psychosocial support and training by working with partners to address the causes and impacts of domestic or community-based violence.

Therefore, to ensure that we are adequately meeting the needs of the communities, we will develop, implement, and monitor the success of our programming in collaboration with our stakeholders and our clients. We will adopt best practices in programming development and delivery, and we will ensure that programming is adaptive and iterative to ensure that it is relevant and effective.

Objective	Indicator
To identify community programming needs and priorities for action (for example, medical equipment rental, transportation services, violence prevention, safeguarding vulnerable persons)	Community programming assessments conducted by mid-2022
To provide community programming that addresses identified priority needs	At least 4 programmes designed, completed, monitored, and evaluated as successful

III Organisational Development Capacity & Accountability.

To effectively work and engage with communities and partners and to develop and implement programmes that speak to our mission, vision, and principles, we must ensure that our organisation is operating at the highest levels of professionalism and accountability and that we are open and transparent in our governance.

Our duty, therefore, is to ensure that ARC is a well-managed and administered organisation and that there are the necessary systems and processes in place to allow for accountability, transparency, and effective governance. Therefore, to effectively work and engage with communities and partners, we will develop and implement programmes that speak to our mission, vision, and principles, to ensure that our organisation is operating at the highest levels of professionalism and accountability and that we are open and transparent in our governance.

We will therefore strive over the next five years to update, develop and increase our Operational policies, procedures, and guidelines, based on best practice, which will be developed (when and where necessary). These policies and procedures will be and shared with all Board members, staff, and volunteers. All Board, staff, and volunteers will be equipped with the necessary training to ensure compliance with policies, procedures, and guidelines as well as effective programme delivery. We will meet national and the BRC standards for operation.

Although ARC is a volunteer-based organisation, we recognise the critical need for adequate staffing to develop and manage work programmes. We will therefore review our staffing structure, identify gaps, and work to fill critical positions. We also begin to create a plan to secure funding to acquire our multi-purpose facility that will adequately and effectively support our programmes.

Objective	Indicator
To ensure all staff, volunteers, and Board members understand the work of ARC	100% compliance rate for all staff, volunteers, and Board members to have completed induction (basic) training within six months of signing up with ARC
To provide support to all staff, volunteers, and Board members to ensure successful delivery of programme objectives	Programme-relevant training provided to all ARC staff, key volunteers, and Board members, based on role descriptions and programme training requirements
To ensure that ARC management systems and operational processes are relevant, fit-for-purpose, and provide value for money	100% of minimum standards for governance and accountability as agreed with the BRC met and maintained by mid-2023
To ensure that the ARC has the necessary personnel to effectively and efficiently conduct its work programmes	ARC personnel requirements (staff and volunteers) assessed by end of 2021 and positions filled according to established human resources plan
To secure an operational centre for ARC	A comprehensive plan to acquire a permanent fit for purpose facility developed by 2025

III Organisational Development
Fundraising & Resource Mobilisation.

To maintain its commitments to its volunteers, stakeholders, and partners both nationally and internationally, the ARC must remain financially sustainable.

The ARC recognises the importance and need to diversify and enhance our revenue streams. Financial sustainability therefore is a priority of the organisation and remains relevant effective and respected. To achieve this, the Board and the Director is committed to implementing a robust fundraising resource mobilisation plan that focuses on strengthening and expanding the revenue streams of ARC to ensure that the organisation remains viable and that we receive value for money for operational and programme expenditure.

Objective	Indicator
To develop and maintain effective, productive, and reciprocal partnerships with public, private, and third sector partners	Public/private partnerships established, supporting ARC priorities and programmes
To ensure that ARC is financially sustainable and can meet core management and administration costs	Entire ARC core operational budget secured annually
To ensure that funding and support for ARC programmes are diverse, sustainable, and effective	10% of programme costs covered with secured independent funding by 2022, and increased to 40% by 2025

III Organisational Development
Communications.

The work of the Anguilla Red Cross is dependent upon its volunteers, partners, and stakeholders. As such, to ensure that these various stakeholders and partners understand our services (what we offer), we must communicate effectively our message of commitment.

Therefore, in our quest to ensure that we can deliver on our commitments to Government and our other partners, we vow to create, develop, and implement a communications plan to support internal and external relationships and to foster clear understandings of how we do the work that we do. Our goal is to ensure that we promote a sense of pride amongst the individuals that work with, and volunteer on behalf of, the Anguilla Red Cross.

We will only be able to achieve our mission if the communities and our partners also believe in the organisation. We are only as strong and effective as our reputation. We will strengthen the presence and image of the organisation both through our words and actions. A communications plan will be developed and implemented that promotes our work, draws on our successes, and clearly shows what we can offer.

We will develop and maintain partnerships with communities and other stakeholders and will assess and pursue networks and collaborations that will help support and facilitate programme delivery in a mutually beneficial manner.

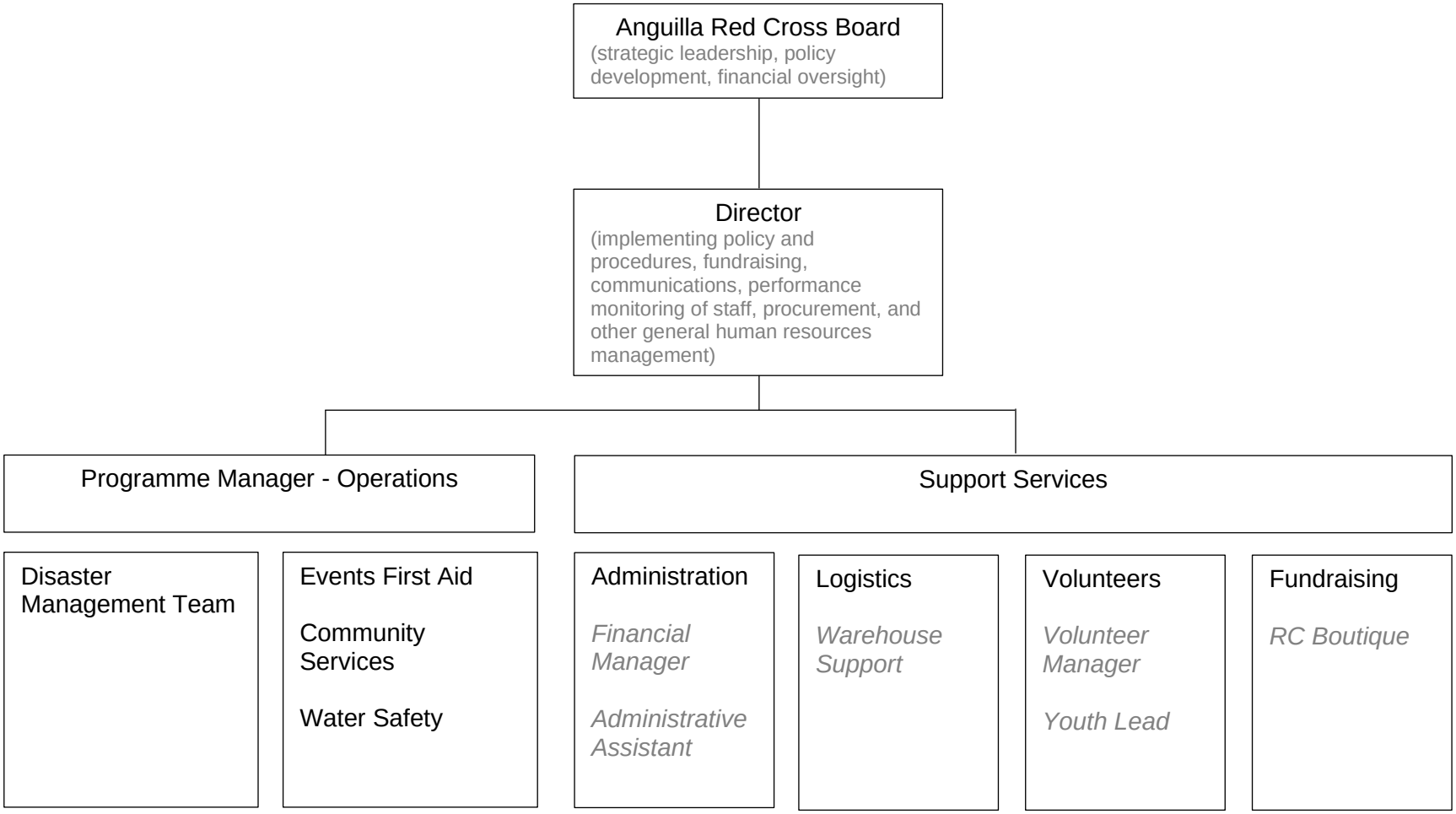
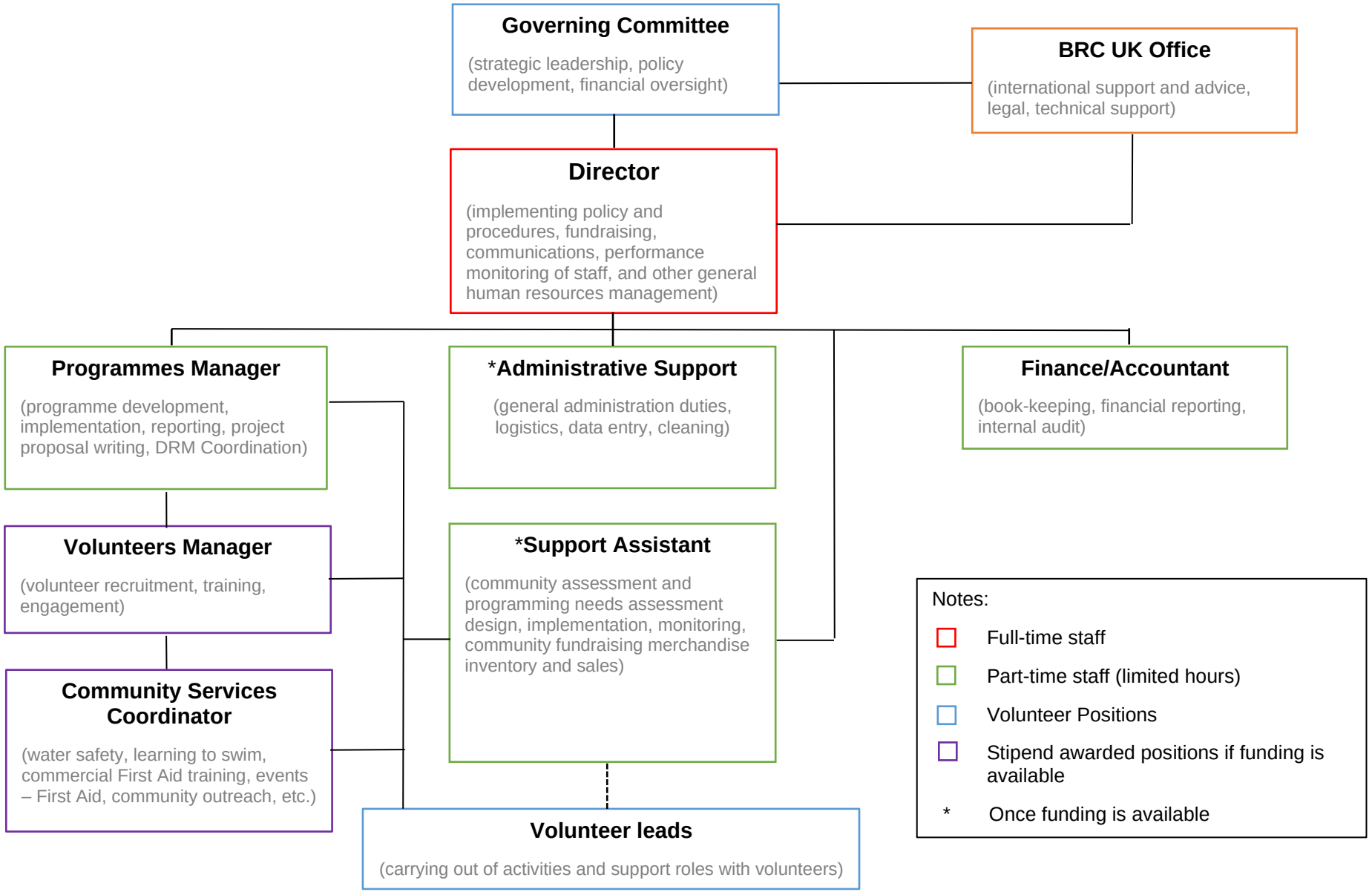
Objective	Indicator
To strengthen the ARC presence and image	Positive public perception demonstrated through increased volunteer numbers, donations, social media traffic, and community/focus group meetings, using 2020 results as baseline
To enhance relationships with partner agencies and beneficiaries	Improved relationships demonstrated through successful partner agreements and comprehensive evaluation of those agreements, using 2020 results as a baseline
To enhance communication and relationships within the ARC organisation	Staff, Board, and volunteer survey completed annually regarding the work and operations of the ARC

Appendix 1. SWOT Analysis

S Strengths	W Weaknesses	O Opportunities	T Threats
Strong brand recognition of the International Red Cross and Crescent organisation	Need to strengthen ARC brand: ARC should be proactive and not wait until emergency to become more visible	To be national certifying body for first aid and water rescue	Precarious financial position of the ARC and heavy reliance on BRC
Long-standing history of working and interfacing with communities	Not enough engagement of communities in time of crisis	To re-engage with existing and to connect with potential volunteers	Unsigned Memorandum of Understanding with the Government of Anguilla that does not currently include provision for a subvention
Staff and volunteers trained in vulnerability and capacity assessments and are positioned to assist communities and the Government of Anguilla in delivery of programming and projects	Insufficient programming targeting children, elderly, vulnerable people	To provide on-going training and performance evaluation of volunteers to ensure that the ARC team is as strong as possible	As a Red Cross organisation, fundraising can only take place within territory and amongst the Anguilla diaspora
Staff and volunteers trained in First Aid, Basic Water Rescue, psycho-social support and are able to certify additional persons	Limited follow-through in delivering on commitments as identified in vulnerability and capacity assessments, community engagement programmes, organisational development programmes, reporting)	To develop meaningful and functional relationships with other agencies, organisations, and stakeholders, including communities	Heavy reliance on volunteers, may limit ARC's ability to engage in programming and projects as it is directly tied to their willingness and ability to participate
Staff and volunteers trained in emergency drills and have capacity to coordinate these drills	Micro-management of ARC by Board	To influence disaster/emergency response from within the system through role in National Disaster Response Committee (and sub-committee)	Competition with other agencies for a limited funding pool in Anguilla
Staff and volunteers trained in how to restore family links	Inconsistent ARC Board meetings	To develop key evidence-based programmes that can have significant positive impacts on stakeholders	
Only national non-governmental agency able to provide First Aid response at national and community events	General Committee rulebook and Chart of Authority not being followed/implemented	To develop stronger relationships/networks with other regional Red Cross agencies	
	Out-of-date ARC by-laws		
	Limited staffing	To generate revenue through multiple revenue streams	

S Strengths	W Weaknesses	O Opportunities	T Threats
Only national non-governmental agency that can offer psycho-social support to persons in need Volunteers include persons who are medically-trained Offers programmes that are popular amongst the community and have strong support (for example, Learn to Swim programme, ARC Boutique) Positioned to provide training to additional persons (not necessarily only ARC volunteers) in disaster/crisis response Position on National Disaster Management Committee (including on subcommittees: Health and first aid, Relief, Education, Shelters) Position on Community Emergency Response Team Ability to mobilise volunteers Recognised by the Government of Anguilla as key support agency in times of emergency/crisis Ability to access assistance from across the Red Cross and Red Crescent network	Limited funding Limited communication amongst the various levels of ARC management and other levels of the organisation as well as with external stakeholders Inability to retain volunteers and lack of commitment amongst some Limited coordination, cooperation, and communication with external agencies (including Government of Anguilla Departments) during times of emergency RC Boutique not managed well and not generating as much revenue as it possibly could		

Appendix 2. Organisational Structure



Appendix 3. Organisational Structure – Proposed