OPERATIONS PLAN 2022

Contents

A. Background

National Context[1]

Geography and Topography

The twin-island nation of Trinidad and Tobago (T&T) is located in the southern end of the Caribbean, just off the coast of Venezuela. Trinidad is the fifth largest island in the Caribbean and has a total land area of 4828 sq. km. The region is home to 430 species of birds and more than 100 mammal species, including red howler and capuchin monkeys, ocelots, and small deer. Tobago is located 38 km off the north-eastern coast of Trinidad, and at 300 sq. km, it is significantly smaller in size. Tobago is largely hilly and mountainous with the highest point, Pigeon Peak, reaching 550 metres above sea level.

The climate on both islands is tropical, and temperatures do not vary significantly, averaging 26.5°C throughout the year. There is a dry and wet (rainy) season, with rainfall averaging 2200 mm per year. The dry season runs from January to May and the rainy season from June to December. Although tropical storms occasionally affect the archipelago, their position to the south of the North Atlantic hurricane basin isolates them from the brunt of most of the region's major storms.

Economy and economic impacts of Covid-19

Developmentally, the World Bank categorizes T&T as a high-income country, with the fourth-highest GDP per capita in the Americas in terms of purchasing power parity after the US, Canada, and the Bahamas. T&T is the largest producer of oil and gas in the Caribbean, however, like many hydrocarbon-producing nations worldwide, the slump in global energy prices beginning in 2014 negatively affected broader growth.

According to a November 2021 IMF Concluding Statement: Trinidad and Tobago faced "unprecedented challenges" in 2020-21 as Covid-19, energy-production cuts, and price shocks all pushed the country further into recession and derailed an incipient recovery. Measures to curb Covid-19 severely impacted non-energy activity, while energy production declined significantly with energy exports and revenues substantially lowered. Overall, GDP fell by 7.4 percent in 2020 and by and additional one percent in 2021. However, the report forecasts a strong economic recovery for 2022, with GDP growth expected at 5.7 per cent, reinforced by continued policy support and the anticipated recovery in oil and gas production. Nonetheless, output will remain below pre-Covid-19 levels well into the medium term and risks to economic recovery remain, including possible new virus strains which could weaken global energy demand and prices, supply-chain issues and residual effects of the recession. The IMF advised, "….. Defeating the pandemic and supporting the economy are the immediate priorities."

Building a climate-resilient economy

The T&T Government's multilateral agreements include a commitment to reduce emissions from power generation, transportation, and industrial operations by 15 percent, by 2030 and encourage the use of renewable energy, upgrading climate-resilient infrastructure and the regulatory framework for green financing and renewable energy.

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[1]   http://www.imf.org/en/News/Articles/2021/11/19/trinidad-and-tobago-staff-concluding-statement-of-the-2021-article-iv-mission

National Society Profile

Who we are:

Trinidad and Tobago Red Cross Society (TTRCS) is "Mission Based, People Focused, Community Driven" and works to support and empower the most vulnerable in our society.

We are driven by 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 Vision is to create a nation where present and future generations are empowered, resilient and self-reliant, and this in turn powers our mandate to carry out humanitarian efforts that impact and protect vulnerable communities and save lives.

Our International Network:

Established as a local non-profit organization in 1963, we are part of the International Federation of Red Cross and Red Crescent (IFRC) Movement which comprises over 190 national societies and is recognized as the world's largest humanitarian network, with a mission to prevent and alleviate human suffering wherever it may be found

As part of this Movement with its long history and international reputation for professional and rapid response during health emergencies and disasters, the TTRCS is able to draw on its global network to mobilize or further enrich its expertise and best practice in applying the highest standards in its work locally and in its role as an auxiliary in the humanitarian field to the Government of Trinidad and Tobago.

B. Strategic Priorities and Supporting Aims

Humanitarian Programmes
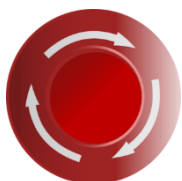
Crisis Management – Strategic Priority One

SP1.1: Livelihoods and Food Security

Assessment and Analysis

After 24 months of the COVID-19 pandemic, the global and national effects on livelihoods remain a constant burden for the most vulnerable who continue to be more severely affected as a result of the economic downturn resulting in high unemployment, business closures and lack of continued social support systems from government. As COVID-19 continues to be a relevant issue – with cases continuing to rise at exponential rates and the advent of a new and more contagious strain of virus - there is a continuing need to develop appropriate livelihoods programming to ensure the vulnerable, including the migrant population, are able to adapt effectively and continue to earn an income to meet their nutritional needs.

The TTRCS will continue to develop new and innovative approaches to combat food insecurity and promote small enterprise and entrepreneurship opportunities for individuals and communities to provide essential items for their families. The Garden-to-Kitchen Initiative will be expanded to have wider reach - such as within urban areas with vertical farming and development of the Kitchen-to-Shelf programme - to expand the productivity of beneficiaries who can transition their produce from phase 1 in to sustainable products to sell at market.

Intended Result

Vulnerable populations are able to create secure and sustainable sources of food for self-use as well as create new sources of income.

Outcome 1: *Livelihoods are protected through capacity building programming to develop skills and reserve employability*

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 1. 1 – Entrepreneurial skills and marketability training are offered through direct programmes hosted by TTRCS and through referral pathways
- Output 1.2 – Community education workshops on Livelihood topics are offered

Indicators:

- # of people provided with new skills, knowledge to strengthen, diversify or protect their livelihoods

Outcome 2: *Reduced food insecurity among vulnerable households*

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 2.1 – Development of the TTRCS Farm at the Arima Race Club to produce crops by the 3rd quarter of 2022.
- Output 2.2 – Supply of home gardening kits to families and community groups
- Output 2.3 – Pilot vertical farming programme for at least two urban communities

Indicators:

- # of families benefiting from produce grown at the TTRCS farm
- # of home gardening kits distributed
- # of community gardening kits distributed
- # of vertical gardening kits distributed

Outcome 3: Immediate food needs of the affected vulnerable population are met.

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 3.1 – Assessment of the most vulnerable families who cannot meet daily nutritional needs to determine eligibility for food support
- Output 3.2 – Food support vouchers are provided to the most vulnerable families
- Output 3.3 – Emergency food parcels are distributed to families who are in home quarantine and do not have any support mechanism.

Indicators:

- # of persons who receive food security vouchers
- # of families in quarantine who receive emergency food hampers
- # of households which have enough food to meet their survival threshold

SP1.2: Migration

Assessment and Analysis

The COVID-19 pandemic continues to have negative effects on the migrant community as national economic hardships make it difficult for migrants to obtain work. While government-imposed restrictions have been relaxed in an effort to promote economic growth, migrants continue to face stigma and discrimination resulting in limited or no access to livelihoods, causing evictions and preventing them from ensuring basic needs. Although the government has instituted various financial and economic measures to provide income, food, and rental support to vulnerable nationals and permanent residents financially affected by the pandemic, the vast majority of asylum-seekers and migrants cannot benefit from these social programs. The principal needs are communication, food security, multipurpose cash, integration, protection, access to education, access to medical and psychosocial health services, livelihood opportunities, and shelter.

Intended Result

Reduce the vulnerability of the migrant population in Trinidad and Tobago while creating opportunities for self-sufficiency

Outcome 1: Improve the overall health and wellbeing of the vulnerable migrant population

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 1.1 - Provide basic primary health care and screening for NCDs through the clinic and at community outreach events
- Output 1.2 – Create access pathways to sexual reproductive health services
- Output 1.3 – Establish monthly wellness (mental, physical and emotional) online sessions
- Output 1.4 – Use social media to communicate COVID-19 prevention techniques and wellness information

- Output 1.5 – Proper hygiene and sanitation practices are enforced through PHAST methodology and training.
- Output 1.6 – Providing health screening and support vouchers through clinic facility for children of the most vulnerable situations.

Indicators:

- # of migrants accessing the clinic
- # of SRH referrals made
- # of persons attending online sessions
- # of COVID-19 prevention messages shared
- # of communities benefitting from PHAST training
- # of health support vouchers issued

Outcome 2: Mental health assistance is provided for the migrant population

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 2.1 - Provide professional counsellor / psychologist for bi-monthly live online health and wellness sessions.
- Output 2.2 – Develop a referral system that links victims of domestic violence, abuse, human trafficking and other emergency cases to professional support.
- Output 2.3 - Strengthen PSS support capacity via enhanced engagement and training of bi-lingual volunteers
- Output 2.4 - Create child friendly spaces
- Output 2.5 - Distribute TTRCS child and adult coping kits to selected migrants

Indicators:

- # of participants in the online health and wellness sessions
- # of domestic violence referrals made
- # of new Spanish-speaking volunteers trained to provide PSS
- # of child friendly spaces built
- # of adult coping kits distributed
- # of child coping kits distributed

SP1.3: Disaster Risk Reduction

Assessment and Analysis

Our nation's ability to survive major hazard impacts are significantly low, based on the poor resiliency programming being done at the state level and within civil society. Too many short-term interventions are done without ever truly assessing the fundamental problems of community risk and vulnerability and working in tandem with development plans established for communities by state entities such as the Ministry of Local Government, Ministry of Community Development, and Ministry of Planning.

Moving forward into 2022 the TTRCS will continue to improve the engagement with communities from a risk-informed and data driven process where all interventions are developed based on solid assessments that can justify the type of programming, as well as validate the previous investments made in these communities. We understand that the process is not achievable in the short term as no resilience programming can be done in the short term. Development of systems, standard operating procedures and the population of databases will lay the foundation for all future work. This will ensure the strategic and operational goals of the TTRCS are met and they truly contribute to building community resilience.

Intended Result

To build the capacity of the TTRCS to support the enhancement of resilience of communities to prepare, respond and recover from disasters and crisis.

Outcome 1: *Improved capacity for disaster preparedness and response at the community and national level*

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 1.1 – 2 Communities are engaged in the Roadmap to Resilience
- Output 1.2 – 800 new Community Emergency Response Team members are trained, resourced and integrated into municipal level response mechanisms.
- Output 1.3 – 4 Community Response Plans are developed in collaboration with community representatives and are informed by vulnerability and capacity assessments.
- Output 1.4 – 4 Communities have a functioning Community EWS that is known and respected by all and is supplemented by the official EWS. The CEWS is tied into the responsibility of actions of the CERT and there is an SOP for the activation of the CEWS to the community and first responders.
- Output 1.5 – 2 Simulation exercises are conducted in the most at-risk communities for the specific hazards they face and the results of the simulation are used to revise existing SOPs.
- Output 1.6 – 400 new Shelter Managers are trained and integrated into the municipal level response mechanisms.
- Output 1.7 – 2 Incident Command System trainings are held.
- Output 1.8 – Develop age-appropriate education materials and videos to improve the training of the youth arm (Links, Trailblazers, Heroes) in disaster preparedness and response skills.
- Output 1.9 – Conduct train-the-trainer workshops for teachers and principals in disaster preparedness and response curricula.
- Output 1.10 - Online free e-Learning courses on disaster preparedness and response skills

Indicators:

- # of communities that participate in the Roadmap to Resilience process
- # of new CERT members certified
- # of Community Response Plans completed
- # of Communities with functional EWS systems
- # of Simulation Exercises conducted
- # of new Shelter Managers certified
- # of Incident Command System trainings conducted
- # of TTRCS Youth that are certified in Teen CERT
- # of Teachers and Principals who complete Disaster Preparedness and Response ToT workshops
- # of e-Learning courses developed and hosted on the LMS

Outcome 2: *TTRCS and its stakeholders will be able to identify community level vulnerabilities, capacities, needs and actions to improve the level of disaster risk reduction.*

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Conduct at least three (3) e-VCAs by the end of 2022
- Conduct Damage Assessment and Needs Analysis in 10 communities
- Conduct feasibility assessment on the use of the ODPM's online database for processing e-VCA and DANA information
- TTRCS is included in the national DANA pilot project
- TTRCS acquires a GIS License, software and associated hardware

Indicators:

- # of e-VCAs conducted
- # of DANA Assessments conducted
- GIS system established

Outcome 3: Improved TTRCS response to disasters through institutional system upgrades at all TTRCS facilities.

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Business Impact Analysis completed for all TTRCS facilities
- Complete fire risk assessments for all TTRCS facilities
- Complete fire safety and evacuation procedures for all TTRCS facilities
- All staff participate in at least one fire drill
- At least one additional staff at each TTRCS facility is trained in the emergency plan
- A Security Plan developed for each TTRCS facility
- A security system installed at each TTRCS facility
- All staff familiarized with the security plan
- Structured document management and backup system implemented
- Important TTRCS documents secured in fire-proof storage and electronic copies stored in the cloud
- All TTRCS facilities are equipped to deal with emergency response and supplies are available on-hand at each facility
- Emergency and Relief Supplies audit conducted for headquarters and three branches
- Expanded list of suppliers for procuring and shipping relief items in times of emergency
- Approved lines of credit and framework agreements with suppliers of essential relief items
- At least one additional member of the Crisis Management Team is trained to handle the responsibilities of the Crisis Management Coordinator

Indicators:

- # of BIAs completed
- # of fire risk assessments completed
- # of fire safety and evacuation plans completed
- # of fire drill completed
- # of staff trained in the emergency plans
- # of security plans implemented
- # of security systems installed
- # of staff trained in the security procedures
- # of emergency supply audits completed
- # of new suppliers added to pre-qualified list
- # of new framework agreements signed

Outcome 4: TTRCS will form valuable partnerships with stakeholders, creating access to opportunities that may not have been available before.

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- MoU signed with the Supermarkets Association
- MoU signed with the Ministry of Rural Development and Local Government
- Partnerships established with disaster financing organizations

Indicators:

- # of new MoUs signed
- # of new Partnerships

SP1.4: Climate Change and the Environment

Assessment and Analysis

Climate Change poses an existential threat to people and the planet. The science is unambiguous: human activities have driven an increase in atmospheric greenhouse gases to a concentration only seen 3.6 million years ago, and unless the global community achieves carbon neutrality before 2100, there will be unprecedented losses for all. It is imperative therefore that all individuals, organisations, and governments transition to renewable energy, reduce their consumption of non-renewables, and offset emissions that cannot be avoided.

As global climate warms, the risk of climate-related natural disasters increases. Although Trinidad and Tobago has traditionally been spared from the direct path of hurricanes, it is still subject to high bursts of rainfall which leads to perennial flooding. Data from the Trinidad and Tobago Meteorological Services indicate that the highest values of one-day intense rainfall are increasingly occurring within the dry season. Paradoxically, rainfall has shifted resulting in some areas such as south-west Trinidad becoming drier. Thus, the country can expect to face floods, drought, and storm surge among others.

Intended Result

The TTRCS will understand its ecological footprint and implement strategies to reduce solid waste produced, reduce its overall carbon footprint and improve national education on climate change and environmental issues.

Outcome 1: *Improved awareness of measures to improve energy efficiency, reduce energy costs and solid waste production at TTRCS.*

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 1.1 – Energy Audits completed for all TTRCS facilities
- Output 1.2 – Action plan to improve energy efficiency and reduce consumption
- Output 1.3 – Installation of PV system at the TTRCS Clinic
- Output 1.4 – Complete analysis of solid waste generation across the TTRCS and its broader ecological footprint
- Output 1.5 – Action plan for the implementation of a recycling programme across the TTRCS
- Output 1.6 – Staff workshops on reducing energy costs and waste
- Output 1.7 – Feasibility Study on the transition to paperless operations

Indicators:

- # of energy audits completed
- % reduction in KWh used at the TTRCS Headquarters
- # of solid waste audits completed
- # of Lbs/Kgs of materials sent for recycling

Outcome 2: *Improved national awareness of climate change and environmental issues*

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- TTRCS Youth (Links, Trailblazers and Heroes) have access to age-appropriate education and video materials regarding renewable energy, energy efficiency, low-emissions lifestyles, and practical residential demand-side management (DMS) techniques.
- Teachers and Principles of TTRCS supported schools participate in train-the-trainer workshops
- Online free e-Learning courses on climate change and environmental issues are developed and hosted on the TTRCS LMS system
- 4 Communities engaged in the e-VCA process
- Web-based platform developed for receiving e-VCA data from engaged communities
- At least 40 community members trained in participatory GIS based eVCA
- Create an eVCA network among civil society organizations
- Conduct one train-the-trainer workshop in participatory GIS based eVCA

Indicators:

- # TTRCS youth who can correctly answer basic questionnaire on climate change
- # of teachers and principals who complete ToT workshop
- # of courses uploaded to the LMS
- # of participants who successful complete the online courses
- # of communities engaged in eVCA
- # of community members training in participatory GIS based eVCA
- # of organizations that are part of the TTRCS eVCA network
- # of certified Trainers in participatory GIS based eVCA

SP1.5: COVID-19 Response

Assessment and Analysis

High COVID-19 infections in the hundreds have become the norm for Trinidad and Tobago since November 2021. Government-imposed restriction are virtually non-existent at this time, resulting in free movement of persons, which further fuels the excessive numbers. A high death rate has been predominant since early December 2021, when Trinidad and Tobago recorded the highest global per-capita death rate for three consecutive days when daily deaths exceeded 30, the highest since the start of the pandemic. The government's approach like many well-developed states has not been to impose restrictions, but create supporting mechanisms to promote vaccinations, the creation of "safe zones" which are open only to vaccinated persons and strengthening of the parallel health system to ultimately treat with severe cases. As national vaccination rates climb slowly to 48%, the push to encourage the majority of the population to become vaccinated is becoming even more difficult. The TTRCS conducted a national perception survey on COVID-19 and Vaccinations in September 2021 in two formats and online survey and several focus groups. The online survey was answered by over 700 persons from nationals and migrant communities with the majority of persons within the age group of 18 to 49. Based on the online survey the majority of respondents said they were willing to take the vaccine if it became available to them, however in high contrast was the responses from the focus group sessions where the majority of persons were not directly opposed to vaccination, however the most common trend was that they did not trust the information being reported by the government on the safety and efficacy of vaccinations and remain vaccine hesitant until a trusted source of information was received.

Intended Result

Reduce the incidence of new COVID-19 infections and increase the uptick of vaccinations by providing reliable trusted facts to those who need it.

Outcome 1: Reduced positive COVID19 cases

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 1.1 – Education campaigns (Stronger Together) targeting high risk populations on COVID-19 safety and prevention, 3Ws etc.
- Output 1.2 – Distribution of Personal Protective Equipment i.e. masks, sanitizers, cleaning supplies to vulnerable groups
- Output 1.3 – Support to the Ministry of Health with contact tracing and other activities related to the national coordinated fight against COVID-19
- Output 1.4 – Promotion of WASH through PHAST methodologies to improve hygiene practices
- Output 1.5 – Improve access to potable water where possible in water scarce communities

Indicators:

- # of social media and digital posts created
- # of TV Spots aired with TTRCS COVID-19 PSAs
- # of Radio Spots aired with TTRCS COVID19 Radio PSAs
- # of communities reached with Miking Initiative
- # of Newspaper Articles published
- # of PPE distributed
- # of communities who benefit from PHAST training
- # of communities who benefit from improved access to water

Outcome 2: Increased uptick in COVID19 vaccinations

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 2.1 – Education campaigns (Stronger Together) targeting high risk populations on vaccine facts to combat vaccine hesitancy
- Output 2.2 – Support the Ministry of Health and other partners in the national vaccination campaign by providing ambulances, EMTs, vaccinators and other support.
- Output 2.3 – Increase community feedback mechanisms to improve on-the-ground access to information and near real time feedback from the community.

Indicators:

- # of social media and digital posts created
- # of TV Spots aired with TTRCS COVID-19 PSAs
- # of Radio Spots aired with TTRCS COVID19 Radio PSAs
- # of communities reached with Miking Initiative
- # of Newspaper articles published
- # of vaccination related activities supported
- # of new and existing community feedback mechanisms implemented
- # of community feedback messages received through any platform or source

SP2.1: Henry Dunant Clinic

Assessment and Analysis

Health clinics respond to their community by keeping abreast of changing demographics, emerging health trends, and population shifts – and then planning and executing strategies to serve all. Providing care in languages other than English, monitoring disease hotspots (like influenza outbreaks or sexually transmitted infection spikes) and working in conjunction with local social service organizations and the faith community - the health clinic can be an integral part of a community's service offerings, in a way that makes care affordable and accessible. We also hope to offer additional support to the Ministry of Health by providing HIV testing and counselling services to communities, HIV Self testing analysis and support for persons living with NCDs and other lifestyle diseases.

We continue to recognise that COVID-19 overwhelms our health care systems and persons with NCDs and other lifestyle diseases may be having challenges navigating within the new health care dynamics, as priority is given to persons presenting with COVID-19 and other flu like symptoms, as the need to contain the virus remains paramount to the safety of all citizens. The Henry Dunant Clinic has been active since April 1st 2021 and has served primarily the migrant community. In 2022 the Clinic will be expanded to its intended target of all vulnerable groups through more weekly schedules and out reaches to engage last-mile communities across Trinidad & Tobago.

Intended Result

Primary Health Care and HIV testing is more accessible to vulnerable groups and to persons with NCDs and lifestyle diseases.

Outcome 1: *The clinic is strategically positioned to provide health care access to vulnerable persons*

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 1.1 – Basic primary health care services offered and NCD testing completed at the Clinic in Port of Spain, Satellite Clinics at South and Tobago Branches and community outreach events
- Output 1.2 – The Clinic is identified and approved as an HIV testing site
- Output 1.3 – Improved partnership with MOH, NACC and HACU
- Output 1.4 – Advocacy Campaign around HIV and Health care is developed and disseminated to increase access to the Clinic
- Output 1.5 – Contribution to achieving the 95-95-95 United Nations 2030 goal in conjunction with HACU
- Output 1.6 – Reliable tele-medicine services available at least three days per week

Indicators:

- # of new clients in 2022
- HIV testing site approval
- Satellite Clinic open at Tobago Branch
- Satellite Clinic open at South Branch
- MoU with Ministry of Health
- MoU with HACU
- MoU with NACC

- # of persons reached with advocacy campaign
- # of persons accessing tele-medicine services

SP2.2: Mental Health and Psychosocial Support – Health Mind Healthy Me

Assessment and Analysis

All National Societies, the IFRC and the ICRC should guarantee the basic level of psychosocial support, as described in the Movement´s MHPSS framework, and assess needs, refer and advocate in relation to the full spectrum of this framework (see resolution 5). This is a precondition for achieving other actions set out in the Movement policy and resolution 2. Integrating MHPSS across sectors will allow the components to reach more people and ensure that persons in need of more specialized MHPSS services are identified and properly referred. Integration is also critical to reducing stigma, discrimination and exclusion.

The COVID-19 pandemic may be stressful for people. Fear and anxiety about a new disease and what could happen can be overwhelming and cause strong emotions in adults and children. Public health actions, such as physical distancing, can make people feel isolated and lonely and can increase stress and anxiety. The PSS Programme "Healthy Mind, Healthy Me", aims to protect or promote psychosocial well-being and/or prevent or refer mental disorders in times of disasters and emergencies.

Intended Result

Persons are more confident and empowered to discuss issues of mental health and can identify their stress and psychosocial triggers and are using healthy approaches to manage their mental health.

Outcome 1: *The TTRCS will have established programmes that meet the requirements of the mental health and PSS support framework for internal support to staff and volunteers and external to communities.*

Outputs (Activities, Budget and Timelines

in the annexed Activity Work Plan)

- Output 1.1 – Prepare programs that target the Movement's mental health and psychosocial support framework using the recommended multi-layered approach
- Output 1.2 – Provide psychological support to staff and volunteers
- Output 1.3 – Preparation of a train-the-trainer manual and guide for empowering TTRCS staff to train community members on proper PFA techniques
- Output 1.4 – Undertake at least 4 pilot community/school-based workshops on implementing PFA
- Output 1.5 – Measures developed to tackle stigma, discrimination and exclusion.

Indicators:

- # of MHPSS Programmes
- # of clients reached with MHPSS services
- PFA Manual
- # of staff/volunteers trained as PFA practitioners
- # of community members/youth who benefit from PFA training

SP2.3: Sexual Reproductive Health, Rights and Health Education

Assessment and Analysis

Good sexual and reproductive health is a state of complete physical, mental, and social wellbeing in all matters relating to the reproductive system. It implies that people are able to have a satisfying and safe sex life, the capability to reproduce, and the freedom to decide if, when, and how often to do so.

To maintain one's sexual and reproductive health, people need access to accurate information and the safe, effective, affordable, and acceptable contraception method of their choice. They must be informed and empowered to protect themselves from sexually transmitted infections.

Health education aims to engage and empower individuals and communities to choose healthy behaviours and make changes that reduce the risk of developing chronic diseases and other morbidities. Within this pillar, these are addressed by the workshops developed to present communities with information and habits that can prevent the occurrence of Chronic Non-Communicable Diseases (CNCDs) such as diabetes, heart disease, cancer and HIV. Addressing CNCDs are especially important considering their prevalence in Trinidad and Tobago. HIV testing is also critical to ensure the achievement of the United Nations' 95-95-95 target.

Intended Result

The population is better educated about healthy lifestyles and take a proactive approach to improving their health and wellbeing by having impartial access to SRH and Health Education services.

Outcome 1: *The SRHR Programme is positioned to provide up to date information surrounding SRHR with a clear referral pathway.*

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 1.1 – Create a referral network and database
- Output 1.2 – Adoption and updating relevant TTRCS policies to address SRHR
- Output 1.3 – Education material developed and integrated into the broader health education programme
- Output 1.4 – Community data is collected within the context of the TTRCS M&E framework

Indicators:

- # of persons whose awareness of SRHR Services have increased
- # of persons accessing SRH services
- # of persons referred to other organizations

Outcome 2: *Improved access to health education by vulnerable populations*

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 2.1 – Preparation of a train-the-trainer manual and training of TTRCS Staff and Volunteers so that they can train community members on Chronic Non-Communicable Diseases (CNCD) prevention, Water, Sanitation and Hygiene (WASH), Sexual and Reproductive Health (SRH), and Pandemic and Epidemic preparedness
- Output 2.2 – Undertake 2 pilot Community-based workshops on CNCD prevention and WASH practices and implement relevant health screening services at community level
- Output 2.3 – Undertake 2 pilot Community-based workshops on Sexual and Reproductive Health and HIV/AIDS Prevention and implement relevant HIV testing services at community level
- Output 2.4 – Undertake 2 pilot Community-based workshops on Pandemic and Epidemic preparedness

Indicators:

- Train-the-Trainer Manual in CNCDs
- Train-the-Trainer Manual in WASH

- Train-the-Trainer Manual in SRH
- Train-the-Trainer Manual in Pandemic and Epidemic Preparedness
- # of communities that participate in CNCDs workshops
- # of communities that participate in WASH workshops
- # of communities that participate in SRH workshops
- # of communities that participate in Pandemic and Epidemic Preparedness workshops

Youth – Strategic Priority Three

SP3.1: Developing youth resilience

Assessment and Analysis

The National Youth Policy (2020) of Trinidad and Tobago defines youth as persons below 35 years of age. Youth are an integral part of the Red Cross Red Crescent Movement with 50% of volunteers and members being young people. Young people are some of the most vulnerable in society with them being disproportionately being affected by climate change, violence, substance abuse, mental health issues and unemployment. Despite these challenges, youth have the opportunity and capability to excel and act as agents of change. Recognizing the pivotal role young people play in building resilience of vulnerable communities and people the TTRCS has sought to develop youth resilience through our three youth engagement programmes; Links in Primary School, Trailblazers in Secondary Schools and Heroes in Communities.

Intended Result

By 2023, all TTRCS-supported primary and secondary schools along with youth heroes will have access to education materials regarding renewable energy, energy efficiency, low-emissions lifestyles and, ways to achieve practical residential demand-side management (DMS) techniques, healthy lifestyles, balanced diet, importance of mental health, good lifestyle practices and their personal development and job-hunting skills will be enhanced through workshops and training.

Outcome 1: *Students would be informed and take action to reduce electricity consumption at the household level and understand the importance of reducing emissions and ways they can do this through lifestyle practices.*
Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 1.1 -2 consultations with staff to validate the information being presented in these media
- Output 1.2 - Age-appropriate video materials prepared
- Output 1.3 - Age-appropriate activity e-books prepared
- Output 1.4 - Age-appropriate activity books prepared
- Output 1.5 - At least 2 train-the-trainer workshops carried out, focused on teachers and principals from TTRCS-supported schools

Indicators:

- # of video materials produced.
- # of activity books created.
- # of students engaged with materials.
- # of meetings undertaken.
- # of workshops undertaken.

Outcome 2: *Students would be informed about healthy eating habits and the importance of exercising, healthy coping mechanisms to manage stress, anxiety, mental health, alcohol and drug abuse, safe sexual practices and overall, they will become happier and healthier individuals.*

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 2.1 - 2 consultations with staff to validate the information being presented in these media.
- Output 2.2 - Age-appropriate video materials prepared.
- Output 2.3 - Age-appropriate activity e-books prepared.
- Output 2.4 - At least 2 sessions annually targeted at youth focused on understanding mental health, alcohol, and drug abuse.
- Output 2.5 - Consultations with staff to validate the material being covered.
- Output 2.6 - Education material prepared.
- Output 2.7 - Annual sessions held for appropriate age group on importance of safe sexual practices.
- Output 2.8 - At least 2 train-the-trainer workshops carried out, focused on teachers and principals from TTRCS-supported schools.

Indicators:

- # of video materials produced.
- # of activity books created.
- # of students engaged with materials.
- # of students engaged.
- # of sessions held
- # of workshops undertaken.

Outcome 3: *Primary and Secondary school children are informed on the importance of financial planning and how to effectively budget, to understand their emotions and ways to cope, to deal with conflicts in a safe healthy manner and how to effectively communicate.*

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 1.1 - Education packages containing activities and learning materials for each targeted school level.
- Output 1.2 - 2 consultations with staff to validate the information in each package.

Indicators:

- # of Education packages produced.
- # of primary school students exposed to education package.
- # of Secondary school children exposed to education package.
- # of meetings conducted.

Outcome 4: *The TTRCS supported youth will have well-crafted resumes, will be more confident when job hunting, be well prepared for interviews and equipped to develop a professional identity.*

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 4.1 - At least 1 resume workshop annually
- Output 4.2 - At least 2 consultation meetings with staff
- Output 4.3 – Feedback from workshops

Indicators:
- # of youth engaged in workshops
- # of workshops conducted

Business Unit

Financial Sustainability – Strategic Priority Four

Assessment and Analysis

The TTRCS has two main income generators which are Non-Restrictive: First Aid Services and Ambulance Services and a third emerging income source which will be developed from sales at the Red Corner Cuisine Kitchen, located at the TTRCS Headquarters. The Ambulance services is divided into Ambulance Duties and Ambulance Contracts. These services are offered to the public, companies, organizations and schools.

The TTRCS continues to experience the negative effects of the COVID-19 pandemic which is evident by the drastic decrease in income generation. While COVID-19 restrictions limit the number of persons in in-person first aid classes, the TTRCS was able to maintain some classes at its Headquarters with no more that 10 persons per class.

All branches of the TTRCS (North Branch, South Branch and Tobago Branch) are now under management of the Headquarters in an effort to streamline operations in a time of low revenue resulting from the impact of COVID-19, to ensure continuity of operations.

There have been attempts to increase revenue though other avenues such as sales of:
1. Face Mask
2. First Aid Kit
3. Branded Apparel

However, while most of these did bring in revenue it did not make a sufficient impact when compared to the revenue lost.

Intended Result

The TTRCS has a diverse portfolio of income sources that meets its long term operational and strategic requirements.

SP4.1: First Aid

Outcome 1 - *First Aid Service is diversified and functions as an effective and efficient product line that contributes to the National Society's sustainability.*

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 1.1 - Corporate sector clientele is increased by 15% in 2022
- Output 1.2 - Business First Aid package for Corporate clientele is developed.

Indicators
- # of New Corporate clients obtained.
- # of Business Packages sold.

Outcome 2 – *Delivery of first aid training is expanded to include blended and e-Learning, Wilderness first aid training, Advanced First Aid, Psychological First Aid and Emergency Medical Response*

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 2.1 - Corporate and public clientele have a diversity in the selection of their training.
- Output 2.2 - Packages are tailored to meet the needs of the customers.

Indicators

- # of Trainers certified on expanded program.
- # of increased classes.
- $ increase in revenue.

Outcome 3 *Marketing strategy is developed to increase the awareness of First Aid Training and customized products.*

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 3.1 - Customized products are sold to our Corporate and public clientele.

Indicators
- % increase in sales of courses and customized products.

Outcome 4 - Increased income by 25% through diversified offering of first aid related trainings.

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 4.1 - Business Development Strategy has been finalized and rolled out throughout the National Society.

Indicators
- Business Development Strategy
- % increase in sales

SP4.2: Ambulance Service

Outcome 1 - Increase the number of ambulance service contracts by 1

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 1.1 - Ambulances are upgraded and outfitted to meet industry standards.
- Output 1.2 - Attendants and drivers are sensitized and retrained on daily care and maintenance practices of procedures of the organization.
- Output 1.3 - Recruit certified EMTs to staff the ambulance service
- Output 1.4 - Conduct quarterly appraisals and refresher training for all ambulance personnel

Indicators
- # of industry-standard, equipped and managed Ambulances.
- # of signed updated Contracts.
- # of qualified personnel recruited
- # of policies updated and enforced

SP4.3: Red Corner Kuisine

Outcome 1 – Completed Market Feasibility and Business Plan for the TTRCS RCK Kitchen to determine long term sustainability and revenue generation from this new product.

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 1.1 – Market assessment
- Output 1.2 – Survey of catchment area
- Output 1.3 – Development of marketing strategy
- Output 1.4 – Investment into staff, raw materials and consumable supplies

SP4.3: Red Corner Kuisine

National Society Development

SSA1 - Well-Functioning National Society
Supporting Strategic Aim One

Intended Result

To obtain the elements of a well-functioning national society that is driven by an evidence-based approach, a resilience framework for operations and more coordinated and team-based approaches that incorporates branch development.

Outcome 1 - Policies and Plans

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 1.1 - Organizational Policies are reviewed and updated, developed, and rolled out across the organization
- Output 1.2 - Operational plans are completed annually and utilized for the development of Individual/Team Objectives
- Output 1.3 - Disaster Policy is reviewed in tandem with National Disaster Laws (IDRL component)

Outcome 2 - Relevance & Advocacy

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 2.1 - Auxiliary role of the TTRCS is well communicated and solidified with state agencies and all partners
- Output 2.2 - Update and review the TTRCS Constitution to ensure relevance, functionality, and legal operability within current context
- Output 2.3 - Enhance partnership with state agencies through our auxiliary role

SSA2 - Communication and CEA
Supporting Strategic Aim Two

Assessment and Analysis

Community engagement and accountability (CEA) is an integral part of the Red Cross movement's way of working and must be at the foundation of all TTRCS' work - recognizing and valuing community members as equal partners, ensuring their opinions are heard, captured and used to design and guide our interventions and collaborations. This must be supported by effective communications, both internal and external, to hone the skills and resources needed and to ensure that those we serve and those who fund our work - have clear information about our goals, scope of work, delivery and impact and the tools available to ensure our transparency. As the TTRCS continues to expand its research-driven programmes and projects in 2022, we will work to solidify our communications and CEA approach, ensuring sustainable and systematic practices are in place to seek out, listen to, act on, and respond

to the voices and needs of the communities we serve and to share information about our vital humanitarian work to specific target audiences – be it beneficiaries, donors, business clients, volunteers or other supporters.

Intended Result

National Society-wide integration of meaningful CEA principles and practices, with mechanisms to listen to and act on feedback within all programme areas and operations, supported by strong internal and external communications practices and CEA trained staff and volunteers.

Outcome 1: *Meaningful community participation is successfully integrated into all TTRCS projects as a result of increased understanding of* community *engagement and accountability practices and capacity at all levels in the National Society, with best practice methods actively being deployed, by March 2022.*

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 1.1 - Audit of National Society CEA practices: Tobago, South Branch and HQ - to assess gaps
- Output 1.2 - Programme and Operational staff and volunteers undergo IFRC CEA training to strengthening knowledge, skills and competencies at all levels
- Output 1.3 - A community feedback mechanism for the National Society, with processes for managing sensitive complaints established with input from communities and put into action by March 2022
- Output 1.4 - Three additional measures that actively address gaps raised in the CEA gap analysis, initiated and in use by March 2022
- Output 1.5 – A report that captures community feedback is prepared quarterly and used to impact project design and/or direction

Indicators:

- Completion of CEA gap analysis within the scheduled timeframe.
- *Agreed percentage of staff and volunteers receive IFRC CEA training; and monitoring mechanisms in place to determine that they are actively and effectively putting it to practice*
- *Positive feedback from communities re: the functioning of the community feedback mechanism*
- *Measures addressing gaps in CEA practice are operational and being monitored*
- CEA report produced on time

Outcome 2: *Internal communications mechanisms and practices are strengthened and used to keep staff and volunteers informed about the NS' work and CEA best practice and the training available, to ensure all have the relevant knowledge, skills and competencies to perform to the highest standards. Internal communications will also be used to support motivation, a healthy work/life balance and to keep staff and volunteers informed about available psychosocial support and avenues for feedback.*

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 2.1 – Newsletter to staff, volunteers, members and the executive issued bi-monthly via email
- Output 2.3 – A committee of staff members established to generate ideas and organise activities that support staff bonding and recognise outstanding staff and volunteers
- Output 2.3 – Feedback mechanism for staff and volunteers developed using the CEA model

Indicators:
- Newsletter produced and circulated within planned deadline with feedback from targeted internal audience indicating it is opened and read.
- Staff committee established and holding regular planning meetings
- At least two staff-bonding extra-curricular events planned and organised by staff representatives each quarter and one event recognising outstanding staff and volunteers planned annually

- Feedback mechanism developed and being used by staff and volunteers, and management using feedback to help strengthen policy or internal communications

Outcome 3: *External communications mechanisms and practices are strengthened and used to provide clear information about our mission, scope of work, delivery, impact accountability and avenues for feedback - to those we serve and those who fund our work.*

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 3.1 – Development and roll out of an external communications plan that supports the work of the programmes and business unit, with monitoring and evaluation mechanisms to measure reach and impact
- Output 3.2 – Quarterly report on TTRCS; social media analytics and website visits produced to help strengthen on-going communications
- Output 3.3 – Stories about TTRCS' work that illustrates best practice and or lessons learned, shared with IFRC colleagues and donors via the NewsWire digital newsletter, every month
- Output 3.4 – Quarterly digital newsletter highlighting key TTRCS projects produced for donors and potential donors

Indicators:
- Communications plan produced and being executed within deadlines and budget
- Quarterly evaluation of external communications shows percentage increase in social media engagement, website visits and publication of stories in traditional media
- TTRCS stories published in NewsWire
- Digital newsletter for donors produced and receives positive feedback from donors
- Number of people accessing project and business services increase, with feedback naming TTRCS
- external communications channels as their source of information about the service

SSA3 - Logistics & Warehouse Management
Supporting Strategic Aim Three

Intended Result

To create an effective logistics and warehouse management system that is backed by approved Standard Operating Procedures to streamline the receipt, storage and dispatch of items that reduces waste and loss.

Outcome 1 – A well-defined logistics system that meets the IFRC minimum requirements

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 1.1 – Logistics SOPs approved
- Output 1.2 – Implementation of an inventory management system
- Output 1.3 – Monthly reporting and monitoring of stocks
- Output 1.4 – Bi-annual audit of stock reports

Outcome 2 – *Improved warehousing capacity*

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 2.1 – Warehousing space more effectively utilized
- Output 2.2 – Improved container storage with shelves to maximize space use
- Output 2.3 – Add one temperature control container for storage of medical supplies and PPE to reduce degradation due to heat.

SSA4 - Finance & Procurement
Supporting Strategic Aim Four

Intended Result

To create a financial management system that effectively oversees financial planning, budgeting, forecasting, reporting, compliance and risk analysis of the TTRCS with an aim of meeting all statutory requirements, promoting transparency and increasing the ability to obtain additional funding.

Outcome 1 – Improved financial reporting and procedures

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 1.1 - Completed audited financial reports from 2016 to 2021 by December 2022
- Output 1.2 - Complete updated finance procedure manual by June 2022
- Output 1.3 – Systematize process for collecting information from operational units to complete reports

Outcome 2 – Improved procurement systems to enhance TTRCS financial efficiency and transparency

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 2.1 - Completed supplier database
- Output 2.2 – Facilitate the creation of MoUs and framework agreements with highly used suppliers
- Output 2.3 – Implementation of the procurement software

SSA5 - Fleet Management
Supporting Strategic Aim Five

Intended Result

The TTRCS maintains a fleet of mechanically safe vehicles that are sufficient in number and scope to meet the daily and emergency demands of the organization.

Outcome 1 – A well maintained fleet of vehicles

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 1.1 – Older or derelict vehicles are removed from the fleet

- Output 1.2 – A digital system is created to document, analyse and monitor the performance of each vehicle in the fleet with the intention of creating effective warning against break-downs.
- Output 1.3 – Driver orientations, trainings and monitoring is effectively managed to avoid driver influenced damage to the fleet.

Outcome 2 – The TTRCS has upgraded, and outfitted the Ambulance Service to become competitive and more patient friendly thus ensuring a world class delivery of our service to the public.

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 2.1 – The entire ambulance fleet is replaced in a manageable and financially responsible manner.
- Output 2.2 – The ambulance service is managed inline with the Emergency Medical Response Act.
- Output 2.3 – Effective training is conducted for all ambulance staff at least quarterly.

Outcome 3 – TTRCS Service vehicles meet the needs of the organization

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 3.1 – An assessment of the need's requirement for types of service vehicles (all other vehicles of the TTRCS, excluding Ambulances)
- Output 3.2 – Resource mobilization plan to procure additional vehicles.

SSA6 - Planning, Monitoring, Evaluation and Reporting Supporting Strategic Aim Six

Intended Result

Strengthen the TTRCS capacity to operate from a results-based approach, improving accountability and transparency and shaping a community-centred approach to programming.

Outcome 1 – Improved assessments and data-gathering with direct community involvement in the design and reshaping of ongoing and new projects.

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 1.1 – Baseline studies and needs assessments
- Output 1.2 – Develop project framework with indicators
- Output 1.3 – Community validation of proposed project design

Indicators

- # of baseline studies
- # of needs assessments
- # of project frameworks developed and implemented
- # of community consultations

Outcome 2 – A TTRCS-wide monitoring system is designed and implemented for all projects/programmes, across all departments.

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 2.1 – Relevant staff are trained in M&E best practice and implementation
- Output 2.2 – M&E template develop and shared with all departments
- Output 2.3 – Monthly departmental reports are submitted to M&E focal point
- Output 2.4 – Quarterly reports are generated by M&E focal point and shared with all departments
- Output 2.5 – Bi-annual lessons learnt workshops with stakeholders and beneficiaries
- Output 2.6 – Data for all projects is analysed and collated for annual report

Indicators

- # of staff trained and implementing M&E best practices
- # of departments submitting monthly reports
- # of quarterly reports generated
- # of lessons learnt workshops conducted
- Annual Report published

SSA7 - Administration & Knowledge Management
Supporting Strategic Aim Seven

Intended Result

To become a learning and sharing organization, where systems, policies and procedures are streamlined, accessible and protected.

Outcome 1: *Tools and systems that foster internal learning and sharing*

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 1.1 - Implementation of file management system and document control structure across the organization
- Output 1.2 - Development of the resource hub on website portal
- Output 1.3 - Development of a mapping tool that adequately maps collection analysis and use of data across all thematic areas inclusive of financial risks

SSA8 - Volunteer and Membership Management
Supporting Strategic Aim Eight

Intended Result

To align volunteer and membership activities across TTRCS, government, community sector and other stakeholders to re-energise and increase levels of volunteering and persons becoming members. To create an enabling environment in which volunteering activity within TTRCS can develop and flourish. To position TTRCS as the local and regional leader in volunteer management, leading to increased membership.

Outcome 1 - *Leading, contributing and responding to volunteering trends*

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 1.1 - Understand contemporary volunteering trends via annual reviews of best practice.
- Output 1.2 - Increased engagement of youth (ages 18-35) via establishment of volunteer programs of social action and civic engagement throughout tertiary level institutions and professional groups.
- Output 1.3 - Engagement of older people (over 60) by encouraging older people to include volunteering in their retirement planning. A volunteer information package can be created and shared via appropriate distribution channels.
- Output 1.4 - Harness technology and digital transformation in volunteering by:

    1. Matching highly skilled volunteers with virtual projects that support the strategic pillars of TTRCS.

    2. The Introduction of "micro-volunteering" where volunteers can volunteer for approx. 30 mins or less from their laptop or smartphone. (Micro-volunteering takes a simple idea – that people are more likely to volunteer their time in short and convenient, bite-sized chunks – and turns it into a new approach to community action. It offers volunteers a series of easy tasks that can be done anytime, anywhere, on your own terms.)

Outcome 2 - An inclusive and diversified volunteer programme

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 2.1 - Increased socially inclusive volunteering opportunities in communities.
- Output 2.2 - Increased targeted outreach to diversify volunteer pool.
- Output 2.3 - Introduction of the PGI survey to measure TTRCS' diversification of its volunteer program.

Outcome 3 - Creating an enabling environment for volunteering

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 3.1 - Annual Volunteer & Membership Database maintenance (paid for and up to date)
- Output 3.2 - Development of a Volunteer Handbook
- Output 3.3 - Development of Volunteer information package including catalogue.
- Output 3.4 - Volunteer insurance or alternative solution for volunteers.
- Output 3.5 - Recruitment of 4 Volunteer Managers for HQ and 3 Branches.
- Output 3.6 - Development of a promotional strategy in conjunction with the Communications Unit.
- Output 3.7 - Development of a clear volunteering strategic plan which sets out priority areas for development, reinforcement and – where necessary – cessation over the next three years.

Outcome 4 - Improving Advocacy through Partnerships

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 4.1 - Build a stronger alliance with the Government and its bodies to better support TTRCS' programs, strengthen TTRCS' capacity to advocate to government on volunteer-related issues, and deliver a joint national approach to volunteering,
- Output 4.2 - Further develop corporate volunteering as well as partner/ network with affiliates and new markets.

SSA9 - Human Resources
Supporting Strategic Aim Nine

Intended Result

To create and promote a culture of productivity within the staff of the TTRCS at all levels.

Outcome 1 - *Structure, Organization and Systems*

- Output 1.1 – Promote organizational change to support leadership initiatives in mentoring
- Output 1.2 – Standardize Change Management strategies and interventions to enhance organizational culture
- Output 1.3 – Develop internal staff communications
- Output 1.4 – Performance Management Systems is developed, rolled out and utilized across the organization
- Output 1.5 – Training and Development opportunities are developed and linked to performance by objectives
- Output 1.6 – Conduct an analysis of current market rates in comparable sectors to develop plan on adjusting salaries.

SSA10 - Digital Transformation
Supporting Strategic Aim Ten

Assessment and Analysis

The IFRC 2021 Digital Transformation Quickscan report was done to assess the current state of the Trinidad and Tobago Red Cross digital maturity. The report aimed to measure the ability of a Red Cross/Red Crescent National Society for continuous improvement of its humanitarian operations through the application of data analytics and digital technology. The current state of TTRCS digital transformation maturity is at Step 1. The TTRCS utilizes computer technology for most tasks with standalone and disparate systems to perform daily operations in their business and delivery of humanitarian services. This does not allow interoperability, integration, collaboration and timely sharing of information and resources. Therefore, the need to change the current state is essential for digital transformation. The network system is limited and currently is not entirely connected to allow greater expandability and scalability of network resources. There is some level of support by an external contractor; however, network maintenance and operations support are not available to allow network domain services such as DHCP, DNS and backup services.

Intended Result

Deploy technology, tools, resources and professional development that promote learning and engagement, improved productivity and efficiency to support decision making, improve business services and resources to develop financial stability for the TTRCS.

Outcome 1 – *Technology systems are acquired and staff use them for the organizational services*

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 1.1 – ICT operational technology procured
- Output 1.2 – Staff training on the proper use of the technology procured
- Output 1.3 – Branches, headquarters and staff connected through technology

Outcome 2 – *Increased capacity for operational efficiency, delivering service in humanitarian action*

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 2.1 – Increased efficiency in data management and reporting
- Output 2.2 – Recruitment of relevant staff to drive the digital transformation agenda

Outcome 3 – Business Unit services are available with the use of technology and an e-Learning platform

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 3.1 – Request for training can be accessed through an online portal
- Output 3.2 – A TTRCS mobile services app is developed
- Output 3.3 – Digital certifications are issued and can be verified online
- Output 3.4 – The ambulance service is fully digitalized to include vehicle monitoring, fuel usage, repair and maintenance schedules and staff rostering.
- Output 3.5 – digital catalogue of all services

Intended Result

Capture data in a central repository for ongoing data analytics, reporting and digital development and digitalize services to beneficiaries to support the delivery of aid to the most vulnerable in society.

Outcome 1 – Centralized repository for protected data storage and computing resources and analytics to generate reports that are accessible to all key decision makers.

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 1.1 – Implementation of a database management system
- Output 1.2 – Recruitment of software analysis/developer to manipulate data
- Output 1.3 – Data reports can be accessed from all locations and offsite by authorized users
- Output 1.4 – Staff have end-user devices with remote connectivity
- Output 1.5 – Reporting services are implemented to allow standard reports to be generated
- Output 1.6 – Reports are used to inform the delivery of services provided to communities
- Output 1.7 – Data security policy and controls are implemented
- Output 1.8 – Usernames and Passwords are created to access the system
- Output 1.9 – Security features such as two-factor authentication are implemented

Outcome 2 – Digital value cases identified to ensure that the global challenges are addressed through digital transformation.

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 2.1 – Digital value cases are resources and budgeted
- Output 2.2 – Digital value cases are implemented
- Output 2.3 – Beneficiaries have received support through the implementation of value cases

Outcome 3 – Beneficiary Management System implemented and accessibility improved

Outputs (Activities, Budget and Timelines are in the annexed Activity Work Plan)

- Output 3.1 – Beneficiaries can request aid through an online portal
- Output 3.2 – Mobile app access is developed
- Output 3.3 – Online kiosk can facilitate registration of beneficiaries without end-user devices
- Output 3.4 – Beneficiary management system linked to logistics system to close loop on distributions.

C. FUNDING REQUIREMENTS

The TTRCS Funding requirements of 2022 is found in the TTRCS Aspirational Budget of 2022.

Contact information
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How we work
We seek to adhere to the **Code of Conduct** for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGO's) in Disaster Relief and the **Humanitarian Charter and Minimum Standards in Humanitarian Response (Sphere)** in delivering assistance to the most vulnerable.

The Trinidad & Tobago Red Cross Society's vision is to "create a nation where present and future generations are empowered, resilient and self-reliant."

The TTRCS' work is guided by Strategy 2030 which puts forward three strategic goals:

1. That people anticipate, respond to, and quickly recover from crises
2. That people lead safe, healthy, and dignified lives and have opportunities to thrive
3. That people mobilize for inclusive and peaceful communities