A BOLD VISION FOR WHAT WE WILL ACHIEVE TOGETHER

Canadian Red Cross,
Working to Serve Humanity

2010–2015
What guides our work?

Mission

To improve the lives of vulnerable people by mobilizing the power of humanity in Canada and around the world.

Vision and Values

VISION

The Canadian Red Cross is the leading humanitarian organization through which people voluntarily demonstrate their caring for others in need.

VALUES

Our actions and decisions will be based upon our organizational values:

- Humanitarian values, as expressed in our Fundamental Principles;
- Respect, dignity and care for one another within and outside of Red Cross and,
- Integrity, accountability, effectiveness, transparency and adaptability.
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, co-operation 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 only be 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 world-wide.

Our Duty as Auxiliary to Government

Canadian Red Cross focuses on building relationships with public authorities and develop policies and processes that are captured in formal agreements with federal, provincial, territorial and regional/municipal levels.

Agreements outline the auxiliary roles that the Society "supplement or substitute" and address the program, preparedness and response activities that characterize a cohesive relationship between the Society and the public authority.
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A letter from the President & Secretary General

Strategy 2015 – What will Canadian Red Cross achieve in the next five years?

As you know, the Canadian Red Cross is 100 years old this year. Justifiably, we look back and celebrate 100 years of hard work and compassion that have helped to improve the lives of millions of people, here and throughout the world.

But as we begin our second century, we must also look forward. To help us do so, we have developed Strategy 2015, a strategic plan for the next five years which will bring us maximum efficiency, accountability and success in our mission to prevent and alleviate suffering.

Resulting from scores of interviews both in and outside the Red Cross family and a careful evaluation of our capabilities and our financial and human resources, this strategy focuses our attention on six key areas of excellence; the places and programs Canadians and people around the world have come to expect from us.

You’ll see that much of what we have in the plan for the next five years is to do what we already do even better. We’ll do more of some things, perhaps less of others. We will measure more, share more information and best practices, and welcome more partners in our pursuit of humanitarian excellence.

A hallmark of the Canadian Red Cross has been our capacity to adapt to new threats, to new causes of suffering. Likewise, this strategy is intended to be flexible, a “living” document, subject to on-going review and fine-tuned to meet whatever new challenges arise.

What doesn’t and will never change is our commitment to continuously earn the respect and support of Canadians during times of crisis and conflict. In the face of climate change, natural disasters, economic instability, and civil unrest – we will be there. We will be prepared as Strategy 2015 helps set the stage for our next 100 years of mobilizing the power of humanity to, succinctly, do what we do best.

We thank all those whose thoughtful comments went into the creation of this strategy. And we thank our outstanding volunteers and staff whose dedication and talents will help ensure we execute it.

As always, we welcome your observations and questions.

Warm regards,

Mario Dionne
President

Conrad Sauvé
Secretary General
Our changing world

An environmental scan of six key issues that guide our decision-making

CLIMATE CHANGE

The Red Cross/Red Crescent Movement recognizes climate change as one of the main global issues of the 21st century. Scientists project an increase of extreme weather events like floods and droughts, more intense hurricanes, the spread of diseases such as malaria and dengue, and a rise in sea level. Tens of millions of people, in particular in developing countries, will be affected every year.

In addressing the issues related to climate change in our corporate strategy, Red Cross will seek to improve its capacity to address the humanitarian impact of climate change on vulnerable communities in Canada and around the world.

HEALTH

The health of people living in middle and low income countries has significantly changed over the last few decades. A number of factors including: rapid urbanization; global climate change; industrialization; longer life expectancy; and changes in lifestyles have contributed to a transition from infectious and deficiency diseases to chronic non-communicable diseases such as diabetes, hypertension and cancer.

The rapid growth in urbanization (from 29% in 1950 to 47% in 20001) forewarns that large segments of the world’s urban poor will have little to no access to primary health care services, clean water, and sanitation, particularly in Africa and Asia where the urban population almost doubled between 1950 and 2000. Along with this, the global change in climate, resulting in extreme variances in weather and increasing frequency of weather events, is shown to be responsible for a significant rise in infectious diseases such as malaria and dengue fever, etc. At the same time, in many countries with longer life expectancy and changes in lifestyle, the surveillance data has shown significant increases in non-communicable diseases.

1 http://www.prb.org/presentations/g_trends-in-urban-reg.ppt#283,1, Trends in Urbanization, by Region
VIOLENCE

Violence, whether physical, sexual, or psychological, is a universal phenomenon. It is a leading cause of injury, disability and death around the world. According to the World Health Organization, each year, globally, more than 1.6 million people (4,200 per day) lose their lives to violence: 54% from self-directed violence, 35% from interpersonal violence and 11% from war and conflict. The most vulnerable to violence are children and youth. While violence is widespread, it is not inevitable. Violence can be prevented; evidence-based approaches have proven to reduce its incidence.

MIGRATION

191,000,000 people live in a country other than the one in which they were born. People will continue to move around the globe in increasing numbers driven by economic, social, environmental and political pressures. Governments will increase border control measures in an attempt to manage access to their territories, and migrants will become more vulnerable to abuse and exploitation as they are forced to take riskier routes and more desperate measures to cross borders. In Canada we are likely to see a continuing increase in the number of migrants who are detained. As demographic and economic pressures increase, we may see increased tensions between new migrants and local communities. Newcomers familiar with the Red Cross or Red Crescent in their own countries will turn to us for help in negotiating the challenges they face.

SHIFT IN POPULATION

Canada faces significant aging of its population as the proportion of seniors increases more rapidly than all other age groups. In 2001, one in eight Canadians was aged 65 years or over. By 2026, one in five Canadians will have reached age 65. Aging is a complex issue that concerns not only the well-being of today’s older Canadians but also broader areas and sectors affecting the total population, such as health, labour markets and public finances. It affects every community, all levels of government and sectors of society.

ECONOMY

According to the International Monetary Fund (”World Economic Outlook Update” report), we are in the midst of a global economic crisis largely rooted in the rapid changes the economy has undergone in the last several years. World growth is projected to fall to 0.5 of a percentage point in 2009, its lowest rate since World War II. The main changes to the global economy are the increase in leverage, the loosening of economic regulations, and the rise of middle class consumers, especially in China and India. While each of these elements spurred economic growth for the past decade, the economy expanded too quickly. What makes this a ‘crisis’ and not simply a ‘contraction’ is that the growth was extraordinarily rapid and it was driven by extraordinary leverage. Now, as the effect unwinds, we are faced with one of the largest contractions in the history of capitalism.

While markets typically work out of contractions and back into growth cycles, which eventually lead to higher amounts of economic activity than before, the effects of the contractions are immediate and consequential. As unemployment rises, financial security decreases, and criminal activity increases. Many countries seize the opportunity to create work and social programs to alleviate the suffering; however, many people around the world will not have access to such programs and will face a number of hardships head on.

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Strategy 2015 Framework

1. Mission
   - Who we are

2. Areas of Excellence
   - What we do

3. Goals & Strategic Directions
   - Where we want to go

4. Means
   - How we get there

5. Success Indicators
   - How we know we have arrived
1 What guides our work?

Mission

To improve the lives of vulnerable people by mobilizing the power of humanity in Canada and around the world.

2 Looking to the future

Building on our areas of excellence

The Canadian Red Cross is a leader in Canada and within the Movement in direct intervention, and takes action to make a difference.

These capabilities are exemplified within our six areas of excellence:

- Disaster Management
- Community Resilience and Capacity Building
- Health and Social Programs
- Violence and Abuse Prevention
- Injury Prevention
- Humanitarian Issues and International Humanitarian Law

These are the cornerstones of our work. They are where we need to focus our attention, our resources and our time and must continually improve and evolve to meet the needs of those we serve.

The six areas of excellence share equal importance within Canadian Red Cross. In any given year however, one or several areas may hold the spotlight more than others. This depends on the maturity of the program, needs in the community and other factors such as financial sustainability and global considerations. All zones may not have programming in each area of excellence as programming is based on the needs of the community.
Our strategic goals — where we want to go

**Canadian Red Cross Goals**

**GOAL 1** Disaster Management
People will have their basic needs met and their living conditions restored and improved in the event of crisis, conflict and disasters.

**GOAL 2** Community Resilience and Capacity Building
Communities will have increased capacity and resilience to address their basic needs.

**GOAL 3** Health and Social Programs
People will have improved health status through community-based actions.

**GOAL 4** Violence and Abuse Prevention
Children and youth will be protected from violence and abuse through the creation of safe environments.

**GOAL 5** Injury Prevention
People will have the skills and knowledge to make safe choices, prevent injuries and respond in emergency situations.

**GOAL 6** Humanitarian Issues and International Humanitarian Law
Humanitarian issues will be addressed in order to protect life and health and to ensure respect for the human being.

**Strategic Directions**

Within each of our six strategic goals, the Canadian Red Cross will work to achieve specific strategic directions. The strategic directions help set objectives for each area of excellence in the process of planning and further defining the goals.

**Disaster Management**
- Reduce vulnerabilities by providing effective and appropriate resources to emergency and recovery programs.
- Support people in preventing, preparing for and mitigating disasters.

**Community Resilience and Capacity Building**
- Improve the capacity of communities and National Societies to assist vulnerable people, particularly to anticipate, cope with, resist and recover from disasters and crises.

**Health and Social Programs**

**Domestic**
- Enable the elderly, the ill or injured to live more safely and independently.

**International**
- Improve the health status of vulnerable populations, in particular mothers and children.

**Violence and Abuse Prevention**
- Ensure safe environments, free of violence and abuse, in Canadian Red Cross programs and services.
- Support communities, governments, corporations and organizations to cultivate environments free of violence and abuse.

**Injury Prevention**
- Reduce injuries by reaching more people with quality first aid and water safety training and programs.

**Humanitarian Issues and International Humanitarian Law**
- Identify and advocate on key humanitarian issues and International Humanitarian Law.
4 Means — how we get there

To achieve our strategic directions, the Canadian Red Cross has articulated a common and consistent approach called the means.

These are:

1. Fundamental Principles and Humanitarian Values
2. One shared vision
3. The best team: volunteers and staff
4. Communication and influence
5. Financial health and sustainability
6. Partnership and networking

Using the means as criteria for evaluating the work we undertake

Each of these means is vital to achieving the goals of Strategy 2015. Within each mean, there are criteria that will be used to evaluate new and existing programs and services, including any internal services.

Humanitarian Values and Fundamental Principles

a. Red Cross Fundamental Principles and Humanitarian Values referenced and demonstrated in all we do.

One Shared Vision

a. One integrated organization at local, national and international levels:
   i. Six areas of excellence with specific goals
   ii. Common programs related to the six areas of excellence and common standards across Canada
   iii. Red Cross action focused on activities that will add value to our work and our accomplishments
   iv. Integration across program areas (training, materials, etc.)
   b. Systematic monitoring and evaluation of each program and decision to maintain, expand, decrease or exit
   c. Programs tailored to meet the needs of the most vulnerable
   d. Innovation and learning by having a suitable mix of developing and maturing programs
   e. Common standards, measurements and evaluation
   f. Common program and technology support platform

The Best Team: Volunteers and Staff

a. Right people in the right positions
b. Top talent recruitment and retention
c. Red Cross Fundamental Principles and Humanitarian Values training and support
d. Succession planning
e. Training and mentorship
f. Diversity of staff and volunteers
g. Youth engagement

Communication and Influence

a. Emblem recognition and reputation among stakeholders
b. Government influence at key levels of policy and strategy
c. Consistent and credible voice in Canada and within the Movement on key humanitarian themes
d. Marketing and communication principles when promoting our work
FINANCIAL HEALTH AND SUSTAINABILITY

a. Revenue streams that support programs
b. Fiscal position to balance short and long-term objectives
c. Financial and statistical information to support sound decision making
d. Self-sustaining programs/services

PARTNERSHIP AND NETWORKING

a. Mutual exchange of knowledge and expertise
b. Strategic partnerships in different areas and sectors
c. Partnerships with:
   • The Movement
   • Government – federal, provincial, territorial, municipal
   • Foundations
   • Universities
   • Corporations
   • Non-governmental organizations (NGOs)
   • Community-based organizations (CBOs)
   • Suppliers
### 5 Success Indicators — how we know we’ve arrived

**EVALUATING OUR SUCCESS**

The following success indicators are measurable and are intentionally broad. The operating plan is where specific key performance indicators will be articulated. Measurable targets and benchmarks will be set during the implementation of the strategy.

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| **Disaster Management** | • Build a volunteer surge capacity to increase our reach and impact during crises, conflicts and disasters.  
• Maintain core capacity of volunteers trained to adhere to a high level of standards.  
• Increase the number of people who will know the risks existing in their community and implement appropriate actions to prevent, prepare for and mitigate crises and disasters.  
• Maintain our position as one of the top 5 financial and human resource contributors to the humanitarian response action of the ICRC, the IFRC and sister National Societies.  
• Strengthen Restoring Family Links (RFL) network and integrate national and international RFL solidly into disaster response, and outreach to new communities. | **Health and Social Programs (Cont’d.)** | **International**  
• Demonstrate improvements in key health indicators for targeted population groups.  
• Implement the recommendations of the Creating Safe Environments Committee.  
• Increase recognition and use of RespectED resources and education programs by communities, governments, corporations and organizations and in Canada and internationally including other National Societies.  
• Increase number of people per year that receive RespectED education.  
• Implement Canadian Red Cross responsibilities in detention monitoring as outlined in the memorandum of understanding with the Canada Border Services Agency.  
• Increase in the number of people trained annually in first aid and water safety programs.  
• Increase in the capacity to influence policy makers and implementers on key humanitarian concerns in Canada and within the Movement.  
• Implement the ‘Youth Engagement Strategy’ in Zones. |
| **Community Resilience and Capacity Building** | • Improve the ability of communities and National Societies to respond to the needs of those they serve. | **Injury Prevention** | • Increase in the number of people trained annually in first aid and water safety programs. |
| **Health and Social Programs** | **Domestic**  
• Develop and adhere to quality standards for homecare.  
• Implementation of a national Health Equipment Loan Program business plan that creates a quality, sustainable and revenue positive program. | **IHL and Humanitarian Issues** | • Increase in the capacity to influence policy makers and implementers on key humanitarian concerns in Canada and within the Movement. |
| **Society-wide** | | **Society-wide** | |
Our accountability

OUR COMMITMENT TO OUR PEOPLE

As a humanitarian service organization, people are the key to achieving our mission. Staff, volunteers and delegates are the foundation of the Canadian Red Cross. We commit to: offering interesting and meaningful work; supporting and encouraging people to develop their skills and talents; providing safe environments in which to work; and engaging youth across the organization.

Our commitment to the members of the Canadian Red Cross is to uphold the rights of the membership.

OUR COMMITMENT TO OUR BENEFICIARIES

Imperative to our accountability is our commitment to our beneficiaries. We commit to quality programming delivered by appropriately trained and supported staff and volunteers. We will treat those we serve with respect and dignity, and provide safe environments. We commit to transparency and measurability.

OUR COMMITMENT TO OUR DONORS

Donors are vital to sustaining our programs and allowing the Canadian Red Cross to prepare for and respond to disasters. As an organization, we are committed to providing accountability to our donors. This includes integrating and upholding the Donor Bill of Rights, which outlines what donors are entitled to as well as providing donors with transparent access to our financial records. Donors are provided with updates as to how their financial contributions were spent and fundraisers conducted or supported by the Society must abide by a Code of Conduct to further ensure accountability and ethical behaviour. We will process financial contributions in the most cost-effective manner in order to maximize the impact to our beneficiaries. Most importantly, the Canadian Red Cross only accepts donations we can use. This means donors can be sure that their funds are well spent.

Our commitment to our donors must also coincide with safeguarding our Fundamental Principles. We have established public partnership and donor screening guidelines to ensure our partners’ values are in accordance with our Principles. Furthermore, our Corporate Gift Acceptance Policy provides guidelines around the criteria for accepting gifts from corporations.

OUR RESPONSIBILITY AS A PARTNER

In the Movement

Our partnerships will continue to be built on the Movement’s Code of Good Partnership and abide by the Fundamental Principles and Statutes of the Movement.

We will recognize expertise in others and be clear about what capacities and resources we bring and require in a partnership.

Our system for demonstrating performance

In order to fully evaluate our performance, a variety of elements will be implemented to enhance processes and procedures. This will include establishing a common process for evaluating our programs, processes and projects accompanied by cohesive methodology for quality management. We will improve our decision-making processes and the consistency of our programs across Canada. In addition, a strong, synchronized and regular results-based planning cycle will be implemented into our operations. Finally, there will be ongoing monitoring and evaluation of our progress towards achieving the above-stated strategic goals.
Glossary of terms

**Advocate**: Pleading in support, supporting or speaking in favour of a person, cause or policy.

**Armed Conflict**: An armed conflict is said to exist when there is an armed confrontation between the armed forces of States (international armed conflict) or between governmental authorities and organized armed groups or between such groups within a State (non-international armed conflict). Other situations of violence, such as internal disturbances and tensions are not considered to be armed conflicts.

**Auxiliary Status**: The formal textual recognition, required by article 4.3 whereby the duly legal government of a country recognizes on the basis of the Geneva Conventions and of the national legislation, a National Society as a voluntary aid society, auxiliary to the public authorities in the humanitarian field. The auxiliary status of the Society, serves as a reminder to States and their citizens that States created and recognized National Societies to aid in humanitarian matters. It also preserves the imperative for National Societies to recognize that their humanitarian mandate may exceed their auxiliary role.

**Auxiliary Roles**: The roles outlined in an agreement with the public authorities whereby the National Society supplements or substitutes public humanitarian services.

**Capacity Building**: Used to integrate two distinct but interrelated concepts:

i) Improving the ability and capacity of National Red Cross and Red Crescent Societies to develop and make the most efficient use of new or available resources to achieve the humanitarian aims of the Movement in a sustainable way.

ii) Improving the ability and capacity of communities, families and individuals to become less vulnerable and enjoy fuller and more productive lives.

**Community Resilience and Capacity Building**: A community that understands potential local risks (earthquakes, floods, disease or extreme temperatures, for example) can then prepare its residents, stock the right materials and get the training needed to be ready to respond swiftly and effectively.

**Canadian Red Cross**: Helps train families and communities to be ready and resilient.

**Disaster**: A situation in which a threat exposes the vulnerability of individuals and communities to a degree that their lives are directly threatened or sufficient harm has been done to economic and social structures to undermine their ability to survive.

**Disaster Management**: Understanding risks domestically and internationally and helping individuals and communities prepare for and recover from floods, fires, earthquakes, severe weather and more.

**Disaster Preparedness**: Activities that contribute to the pre-planned, timely and effective response of individuals and communities to withstand, reduce the impact of and deal with the consequences of a (future) disaster.

**Emergency Response**: Actions taken in anticipation of, during, and immediately after an emergency to ensure that its effects are minimized, and that people affected are given immediate relief and support.

**Health**: A state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.

**Health and Social Programs**: Community based initiatives as well as health programs delivered locally and internationally.

**Humanitarian Issues**: Through humanitarian leadership development and public engagement initiatives around selected global humanitarian issues and crises, the CRC promotes Humanitarian Issues in order to empower an active, informed and compassionate civil society to take action toward alleviating human suffering.

**Humanitarian Values**: The values which shape humanitarian action. Values based on the Fundamental Principles of the Red Cross/Red Crescent Movement, which include the protection of life, health and human dignity, respect for others and the acceptance of responsibility to help others without discrimination based on nationality, race, gender, religious beliefs, class or political opinions.
Injury Prevention: Canadian Red Cross helps Canadians stay safe through first aid, swimming and water safety training and public education.

International Humanitarian Law: The body of laws that seeks to protect civilians and other non-combatants in times of international and internal armed conflict. Commonly known as “the laws of war” and largely set down in the Geneva Conventions of which the International Committee of the Red Cross (ICRC) is the organizational guardian.

Membership: The members of the Society are those volunteers and other persons who, through a process of application for membership, formally agree to uphold the Fundamental Principles of the Red Cross and Red Crescent Movement, to support the conditions of membership as required under the Society’s by-laws, and to promote the Society’s mission.

Mission: The overall purpose of an institution, defining what it stands for and what it aims to achieve.

Mitigation: “Sustained action that reduces or eliminates long-term risk to people and property from natural hazards and their effects.” Mitigation is the ongoing effort to lessen the impact disasters may have on people and property, and involves such activities as avoiding construction in high-risk areas such as floodplains, and engineering buildings to withstand wind and earthquakes.

Policy: Adopted policies provide direction for action for the organization, in the achievement of the mission and are a point of reference for and ensure consistent decision-making; policies define the boundaries for the conduct of the organization and the people working within it.

Prevention: A method of averting health problems (e.g. disease, injury) through interventions. Preventing and reducing the incidence of illness and injury may be accomplished through three mechanisms: activities geared toward reducing factors leading to health problems; activities involving the early detection of, and intervention in, the potential development or occurrence of a health problem; and activities focusing on the treatment of health problems and the prevention of further deterioration and recurrence.

Recovery: The process of returning to normal following the response phase of an emergency. It may extend for many years and involves the physical, social and economic component of the community. Salvage, resumption of business processes, and repair are typical recovery tasks.

Response: Enabling return to routine activities through an improved status of impact.

Stakeholders: Group of people, organizations and/or institutions who have an interest in Red Cross actions.

Strategic Directions: Set of directions in the strategy, through which the Red Cross will progress towards fulfilling its mission.

Strategy: The means and manner by which the mission of the Canadian Red Cross is achieved at different levels.

Surge Capacity: The ability to expand systems rapidly to meet the increased demand for qualified personnel and services in the event of large-scale emergencies or disasters.

Violence and Abuse Prevention: Education is the key to breaking the cycle of violence. Canadian Red Cross teaches youth and adults who work with young people how to identify and stop abuse.

Volunteer: An individual who freely contributes his/her services, not by a desire for material or financial gain or by external social economic or political pressure, in the belief that his/her activities are beneficial to the community.

Vulnerable (person): A person at risk from situations that threaten his/her survival or capacity to live with a minimum of social and economic security and human dignity.
One shared vision

**Fundamental Principles and Humanitarian Values**

**GOAL 1**
People will have their basic needs met and their living conditions restored and improved in the event of crisis, conflict and disasters.

**GOAL 2**
Communities will have increased capacity and resilience to address their basic needs.

**GOAL 3**
People will have improved health status through community-based actions.

**GOAL 4**
Children and youth will be protected from violence and abuse through the creation of safe environments.

**GOAL 5**
People will have the skills and knowledge to make safe choices, prevent injuries and respond in emergency situations.

**GOAL 6**
Humanitarian issues will be addressed in order to protect life and health and to ensure respect for the human being.

**Partnership and networking**

**The best team: volunteers and staff**

**Financial health and sustainability**

**Communication and influence**