



INTERNATIONAL OPERATIONS STRATEGY 2011-2015



**CANADIAN
RED CROSS**

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The Canadian Red Cross is guided by the Fundamental Principles of the International Red Cross Red Crescent Movement, as proclaimed by the 20th International Conference of the Red Cross, Vienna, 1965.

Humanity

The 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 people.

Impartiality

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality

In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence

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

Voluntary Service

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

Unity

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

Universality

The Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

OUR MESSAGE

At this moment in our history, we are witnessing an extraordinary shift in events that affect humanitarian needs throughout the world.

The increasing frequency and scale of natural disasters, as well as the changing nature of conflict, call for increased attention to humanitarian action and its impact on people's lives around the globe. What the Movement does—how we reduce risks to people's health, food security, shelter, livelihoods and human security, and how we prepare to respond to catastrophic events—can determine people's very survival, or represent the difference between transforming lives and lifelong suffering.

Canadians play a significant role in this. Thanks to our status as a prosperous and stable nation—and one which is made up of peoples from around the world—we have tremendous capacity to make a significant contribution to protecting and improving the lives of the world's most vulnerable. Our remarkable humanitarian spirit has been demonstrated in the outpouring of assistance following the 2004 Indian Ocean tsunami, and again in response to the 2010 earthquake in Haiti.

tremendous capacity to make a significant contribution

We have all become familiar with such events, through the media and through shared experiences within our communities. In the same way, we have become familiar with the Red Cross, Red Crescent and Red Crystal emblems, and the hope they convey to those affected. However, it is often the less visible efforts that have the most lasting impact.

It is in responding quickly and effectively to high-profile disasters, as well as building local sustainable community capacity in the longer term, that we see the essential value of the Red Cross Red Crescent Movement, the largest volunteer-driven humanitarian network in the world. Together, the International Committee of the Red Cross (ICRC), the International Federation of Red Cross and Red Crescent Societies (IFRC), and 187 National Red Cross and Red Crescent Societies form a global

network of local volunteers, community leaders and trained humanitarian staff working to increase the resiliency of those affected by disaster and conflict, supported by the most up-to-date global expertise, resources and systems.

Each year, Canada is routinely ranked amongst the most generous donor countries to international appeals of the Movement, and is a steady contributor of Canadian delegates to Red Cross missions around the world. We sustain this through the support of a broad network of communities across Canada, as well as generous support from our Canadian donors and partnerships with corporations and the Canadian government, particularly the Canadian International Development Agency (CIDA).

Our efforts in Canadian Red Cross international operations will focus on meeting the increasing humanitarian needs through our core areas of expertise and building capacity through partnership and strong relations within the Movement and with other stakeholders. Our commitment is to channel Canadian generosity and caring into sustainable programs that address the challenges of the 21st century, by significantly improving the resiliency of vulnerable people around the world.



Susan Johnson

Director General
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Canadian Red Cross



Conrad Sauvé

Secretary General
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CANADIAN RED CROSS STRATEGY 2015

In 2009, the Canadian Red Cross launched a detailed strategic plan. **Toward 2015** sets out a blueprint of how, where, and why we will operate over the next five years and guides our international operations strategy.

The key elements are outlined below, starting with our mission.

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

The Canadian Red Cross is a leader in Canada—and within the Red Cross Red Crescent Movement—in mobilizing large-scale support for sustainable risk reduction and disaster response for millions of people throughout the world. Our capabilities are exemplified within six areas:

- » 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 will focus our attention, our resources and our time, and where we must continually improve and evolve to meet the needs of those we serve, mindful of the fact that disaster risk reduction requires addressing risk in all areas of our programming excellence. Only then can we better prepare communities to resist the impacts of natural hazards.

As we reflect on the first decade of this new century, we are applying what we have learned, what we have seen and what we expect to see with the aim of being as effective and efficient as possible.

THE INTERNATIONAL RED CROSS RED CRESCENT MOVEMENT

is made up of almost 97 million volunteers, supporters, and staff in 187 countries. It has three main components:

1. The International Committee of the Red Cross (ICRC)
2. The International Federation of Red Cross and Red Crescent Societies (IFRC)
3. 187 member Red Cross and Red Crescent Societies



INTERNATIONAL OPERATIONS: OUR MANDATE

Guided by our humanitarian mission and Strategy 2015, the Canadian Red Cross has defined the strategic direction for our international operations.

Our overarching goal is: to meet humanitarian needs in situations of natural disaster and conflicts, and to build strong National Societies and resilient communities through delivering sustained and effective Canadian support to the actions of the Red Cross Red Crescent Movement.

The Red Cross has proved the agency of choice for Canadians to channel their support to people affected by disasters or conflict in Canada and around the world. We are there when disaster strikes, with local volunteers providing immediate assistance, accompanied by the rapid deployment of our international network, made up of personnel and urgently needed resources and supplies. Similarly, when civilian lives are devastated by conflict, the Movement is there to provide protection and life-saving assistance.

providing
protection
and
life-saving
assistance

The Canadian Red Cross supports **humanitarian action in situations of conflict and natural disasters** through our own **rapid response** and by providing a range of necessary resources to the ICRC, the International Federation and partner Red Cross Red Crescent Societies. We pre-position stock and personnel and mobilize our network from Canadian academic, social and corporate sectors to channel technical knowledge and expertise, financial and human resources, and relief logistics and supplies.

When Canadians donate to the Red Cross, they are contributing to urgent life saving action, as well as people's **long-term recovery**. We aim to remain at the side of those affected by disasters or conflict until they have rebuilt their communities and regained their lives, through recovery and development programming in our six areas of excellence.

Our **development programs** further extend our relationships with partner National Societies and communities aimed at improving long-term development outcomes. Our commitment can last for years. For example, in Honduras, we have continued to support improved health outcomes for vulnerable communities since our large-scale response to Hurricane Mitch in 1998. We also initiate programs where chronic vulnerabilities exist, such as our maternal and child health program in Nicaragua, and our malaria prevention initiative in Sub-Saharan Africa, where we have distributed seven million bed nets and improved local capacities in long-term prevention.



OUR AREAS OF FOCUS

Our international operations are focused on five areas of excellence.

Disaster Management and Risk Reduction

More than 200 million people are affected by natural disasters per year,¹ with economic losses averaging US\$102 billion annually over the last decade.²

Time and again, it is evident that the nations or regions best able to respond to and recover from natural disasters are those with a robust disaster preparedness plan, early warning systems and well-trained volunteer response capability. In support of the Hyogo Framework for Action and the IFRC Community Safety and Resilience Framework, the Canadian Red Cross will significantly increase its focus on strengthening partner Red Cross and Red Crescent Societies' capacity to deliver disaster management and disaster risk reduction programs and advocacy, increase communities' ability to manage disasters, and reduce the underlying causes of risk that affect communities. The aim is also to increase regional support and resource sharing

between National Societies and governments. Our work with Movement partners to improve their disaster preparedness capacity is also strengthened through other efforts in health, shelter, and violence prevention to ensure healthy communities that are better able to withstand the impacts of disasters and that have greater resources to recover.

The Canadian Red Cross is also focusing on our own operational capacity by significantly enhancing our international delegates' disaster response through more intensive field-based training, simulating similar levels of intense pressure and the ever-changing demands of real-life humanitarian aid.

increased
focus on
strengthening
partner
societies



¹ IFRC World Disasters Report 2009

² CRED Annual Disaster Statistical Review 2009

http://cred.be/sites/default/files/ADSR_2009.pdf

OUR AREAS OF FOCUS continued

Health

A significant priority area for the Canadian Red Cross is scaling up our international disaster preparedness and response capacity in health. By developing a full rapid response field hospital and health clinics to launch as soon as a disaster strikes, we will increase the number of lives saved and lessen injuries and illness. Our international operations team is also focused on enhancing early epidemic prevention and increasing the number of Canadian health care professionals on our stand-by rosters.

innovation in
maternal and
child health

We are well known for our focus on the major determinants of health in the longer term. Every year, nearly nine million children die from preventable disease before their fifth birthday. For every child lost, there are millions more who survive only to face diminished lives, unable to realize their full potential. The reality for women in

many parts of the developing world is similarly dismal: they are 100 times more likely to die during pregnancy or childbirth compared to women living in Canada.

The Canadian Red Cross is committed to the United Nations' Millennium Development Goals for health: reduce preventable deaths of children under five, improve maternal health, and combat the spread of HIV/AIDS, malaria and tuberculosis by 2015.

Active in maternal, newborn and child health since 1997, our programs are delivered in some 20 countries, with close to \$18 million dedicated annually toward health and hygiene interventions. These include maternal and child health care, water and sanitation, HIV prevention, child protection, and injury prevention. Red Cross health specialists deliver community-based health awareness and support health authorities in delivering essential services such as immunization, nutrition promotion, and pre- and post-natal care.

The Canadian Red Cross has been a leader in malaria prevention. We continue to deliver our innovative programs with trained staff, technical expertise and financial resources through partnerships with National Red Cross or Red Crescent Societies, and resource sharing with the ICRC and the International Federation.

THE INTERNATIONAL COMMITTEE OF THE RED CROSS (ICRC)

protects the lives and dignity of victims of war and internal violence and provides them with assistance. During situations of conflict, the ICRC is responsible for directing and coordinating the Movement's international relief activities. It also promotes the importance of international humanitarian law and draws attention to universal humanitarian principles. As the custodian of the Geneva Convention, the ICRC has a permanent mandate under international law to visit prisons, organize relief operations, reunite separated families and undertake other humanitarian activities during armed conflicts.

OUR AREAS OF FOCUS continued

Shelter

The loss of one's home can have long-lasting and devastating implications for people's personal and financial security and overall long-term well-being. In the event of a disaster the poorest people are most at risk, as they often reside in substandard housing within significantly eroded environments, further exacerbating their exposure.

Providing adequate shelter following a disaster is essential to an individual's well-being and recovery. The Canadian Red Cross has demonstrated strong expertise in transitional and long-term shelter during both the relief and recovery phases of a disaster, through our work following Hurricane Mitch in Honduras, the Indian Ocean tsunami and the Haiti earthquake. Our priorities are provision of transitional shelter following disasters and construction of permanent shelter and related infrastructures in post-disaster recovery.

Essential to temporary shelter or longer-term settlement is the full engagement of communities. The Canadian Red Cross places strong emphasis on participation of shelter beneficiaries in housing design, construction, and external and interior design, such as the orientation of the entrance. We also take seriously our responsibility to support full settlement beyond bricks and mortar. Through social cohesion initiatives developed with housing beneficiaries, we have supported gender equity in land rights and the creation of community-based organizations that are focused on improving housing sites and surrounding infrastructure, as well as building social networks among new settlers and their neighbours. Attention to disaster resistant design and environmentally friendly materials and standards are also central to our efforts.



Violence Prevention

The Canadian Red Cross, through its award-winning RespectED: Violence and Abuse Prevention program, has been addressing violence against children in Canada since 1984.

Since 2005, the Canadian Red Cross has been working internationally by supporting the International Federation and partner National Societies to address problems of interpersonal violence. We have co-authored the International Federation's Global Strategy on Violence Prevention, Mitigation and Response (2010-2020). Building on those strategic directions outlined, and on our area of excellence on violence and abuse prevention, we will continue to work with an increasing number of Red Cross and Red Crescent partners to assess, develop, implement and evaluate programs targeting capacity development of organizations and communities to prevent violence, with emphasis on children and youth. This includes developing organizational policies, procedures and systems as well as educating adults and children on what constitutes violence, how to prevent it and how to get help if needed. Particular attention is given to ensure evidence-based, locally driven, and culturally appropriate violence prevention programming.

OUR AREAS OF FOCUS continued

Organizational Development and Capacity Building

Red Cross and Red Crescent Societies are well known to millions of people throughout the world. Dedicated staff and volunteers are the first responders in an emergency and are often the only support available in remote communities. The Canadian Red Cross is committed to long-lasting impacts by ensuring that we build capacities in the communities we serve. By strengthening partnerships with National Red Cross or Red Crescent Societies where we operate, we support the sustainability of their efforts so that programs continue through national volunteers, staff and local communities.

support for significant change

Capacity building is the transfer of knowledge and/or skills to our partners, as well as shared learning, to increase and improve the ability of the partners to

deliver services to those in need. Areas of support provided to partner National Societies can include operational planning for existing programs, such as health or disaster management, fundraising, program monitoring and evaluation, and management of volunteers.

Organizational development goes beyond efforts aimed at improvement. Rather, it addresses the critical process of supporting the senior leadership of our partner National Societies to manage and implement organizational change. Support for significant change can include addressing the organizational structure, adapting a new mission or strategy, developing a new service, or substantially changing an existing one.



NATIONAL RED CROSS AND RED CRESCENT SOCIETIES

embody the work and principles of the Movement in 187 countries. National Societies act as auxiliaries to the public authorities of their own countries in the humanitarian field and provide a range of services, including relief, health, and social programs.

OUR GEOGRAPHIC FOCUS

The Canadian Red Cross strives to respond to humanitarian needs in times of conflict and natural disasters wherever and whenever they occur. At the same time, our focus for longer-term development programming is on the following three regions: the Americas, Africa and Asia.

The Americas

Owing to our geographic position and our long-standing efforts to support Red Cross programming throughout the Americas, the Canadian Red Cross will focus on the region to develop the capacity of Red Cross National Societies in community health, disaster risk reduction and disaster management, and violence prevention. We have committed to working in Haiti for up to a decade or more in long-term recovery and will continue to support programming through innovative, long-term relationships with a broader range of Red Cross partners in Central and South America and the Caribbean.

Africa

Africa has long been a priority region for the Canadian Red Cross, and we have established relationships with several Red Cross and Red Crescent Societies, including a number of francophone partners. We will continue to expand our programming, reflecting our increasing experience on the continent and the priorities of our partners. The Canadian Red Cross is supporting our partner National Societies in the areas of health (with a focus on maternal, newborn and child health), organizational development, capacity building and disaster risk reduction in order to address the impacts of conflict, disasters and development challenges. We will continue our efforts in East and West Africa and the Indian Ocean island nations to build capacity and resilience in these most vulnerable communities.

Asia

The high number of natural disasters and the continent's large diaspora in Canada all contribute to the Canadian Red Cross' long history and strong engagement in Asia. When the 2004 Indian Ocean tsunami caused overwhelming devastation in several countries, the Canadian Red Cross supported large-scale relief and long-term recovery in Indonesia, Sri Lanka, India and the Maldives. We will continue our direct partnerships with those National Societies, as well as ongoing relationships with China, Myanmar, Pakistan and Afghanistan. Program areas of focus are health, disaster risk reduction, shelter, and organizational development and capacity building.

THE INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

coordinates the work of its member National Societies in responding to catastrophes around the world. Its relief operations are combined with development work, including disaster preparedness programs, health care activities, and the promotion of humanitarian values. These activities form part of the International Federation's Global Agenda.

TOWARDS 2015 - WHERE WE ARE GOING AND HOW WE ARE GETTING THERE

The Canadian Red Cross has achieved remarkable growth and success in recent years, touching more lives than ever before. Thanks to the outpouring of assistance from Canadians and partners such as the Canadian International Development Agency (CIDA), we have increased the scope of our efforts in providing relief and long-term recovery for millions of people affected by disasters and life-threatening disease. Central to the success of this work are the National Society partners who are active in each region where the Canadian Red Cross operates.

In determining the strategic goals for our international operations, we reflected on insights learned along the way, our key strengths and future challenges and opportunities.

What we have accomplished

Since 2004, we have:

- » Delivered relief and recovery in 11 countries devastated by the Indian Ocean tsunami;
- » Engaged in one of the first large-scale malaria bed net campaigns, providing over seven million bed nets to protect mothers and children in 12 countries in Africa;
- » Delivered \$70 million in maternal, newborn and child health programming for 12 million direct beneficiaries;
- » Continued to support people in rebuilding their lives through relief and recovery operations in Haiti, including construction of homes for 7,500 families; and
- » Introduced and deployed our new health emergency response unit (ERU), a 70-bed field hospital, developed as part of the International Federation's global disaster response tools, which has already been deployed to Haiti and treated more than 20,000 cholera patients.

We also address the root causes of vulnerability. To this end, we have:

- » Expanded disaster risk reduction and violence prevention efforts targeting communities and schools;
- » Increased our focus on capacity building and organizational development of partner National Societies.

What we have learned

Over this period of sustained growth, we have gained many valuable insights.

We have—and continue to—apply these lessons learned by investing in the quality of our programming in five core areas of excellence—disaster management and risk reduction, health, shelter, violence prevention, and organizational development and capacity building of National Societies—resulting in improved program design and policy guidance.

Taking this into account, we considered the following as critical in shaping our future direction.

Strengths

Key strengths of the Canadian Red Cross include our knowledge base and experience, our growing relationships and network within the Red Cross Red Crescent Movement, our ability to mobilize Canadians to support humanitarian needs in times of disaster, and our improved track record partnering in large-scale projects with external partners such as CIDA.

Challenges

With such remarkable growth in recent years comes challenges, much of which has been experienced by the humanitarian sector overall. Our strategic goals and the means to achieving them directly address the challenges of finding the right people for the right job, maximizing coordination between

TOWARDS 2015-WHERE WE ARE GOING AND HOW WE ARE GETTING THERE *continued*

technical sectors, Movement actors, and external agencies, and, just as importantly, ensuring that all affected people have their voices heard in times of disaster and recovery.

Threats

The Canadian Red Cross knows that there are increasing threats in delivering on our humanitarian mandate. We must work consistently to ensure we are understood by all parties to be a neutral humanitarian actor. This will help us secure access to affected populations in order to provide needed assistance and highlight critical issues affecting peoples' survival and well-being. We will also continue to focus on quality management and full engagement of beneficiaries in order to achieve high efficiency and effectiveness in our operations.

Opportunities

We know that our considerable achievements position the Canadian Red Cross to pursue significant opportunities on behalf of vulnerable populations.



The Canadian government has committed \$1.1 billion in the G-8's Muskoka Initiative on Maternal, Newborn and Child Health. Given our track record, this is a clear opportunity for us to support our sister National Societies to save lives and make meaningful change.

As the most recognized Canadian organization in disaster management, we must also continue to focus on prevention and mitigation. Therefore, our strategies emphasize that our strongest gains in improving people's lives will be developing emergency and mother and child health, as well as disaster management and risk reduction.

Lastly, our increasing role in the Red Cross Red Crescent Movement, and in financial and human resource contributions, means we can better influence priority setting in these and other key areas.



STRATEGIC GOALS AND MEANS

The Canadian Red Cross international operations will focus on achieving three strategic goals by 2015.

1

STRATEGIC GOAL ONE

The Canadian Red Cross has expanded our global role in public health, including emergency response and maternal, newborn and child health within the Red Cross Red Crescent Movement.



2

STRATEGIC GOAL TWO

The Canadian Red Cross has improved the quality of our contribution to capacity building of National Societies and of vulnerable people in health, disaster management and risk reduction, shelter, and violence prevention.



3

STRATEGIC GOAL THREE

The Canadian Red Cross has made significant contributions to the Red Cross Red Crescent Movement's capacity and coherence.



STRATEGIC GOALS AND MEANS continued

In order to effectively meet these goals, the international operations team will employ the following means:

1

MEANS ONE

The Canadian Red Cross will make stronger contributions to Movement coherence in emergency response.

2

MEANS TWO

The Canadian Red Cross will focus on the growth of Movement partnerships with emphasis on Maternal, Newborn and Child Health (MNCH) and emergency response in the regions of the Americas, Africa and Asia.

3

MEANS THREE

The Canadian Red Cross will increase the quality of our programs and improve operational support systems, tools and processes.

4

MEANS FOUR

The Canadian Red Cross will attract, prepare and retain highly skilled and diverse professionals who are ready to be deployed in the various operational contexts in which the Movement operates.

5

MEANS FIVE

The Canadian Red Cross will deepen and broaden understanding and support from Canadians for the Movement's humanitarian actions, with a focus on emergency response, maternal, newborn and child health, and our humanitarian agenda.

MEANS AND OBJECTIVES

1

MEANS ONE

The Canadian Red Cross will make stronger contributions to Movement coherence in emergency response.

1

OBJECTIVE ONE

Support a stronger, well-coordinated global system for disaster and emergency response.

2

OBJECTIVE TWO

Support the strengthening of Canadian Red Cross' humanitarian diplomacy capacity and engage with the ICRC and IFRC in advancing a global humanitarian diplomacy agenda.



MEANS AND OBJECTIVES continued

2

MEANS TWO

The Canadian Red Cross will focus on the growth of Movement partnerships with emphasis on Maternal, Newborn and Child Health (MNCH) and emergency response in the regions of the Americas, Africa and Asia.

1

OBJECTIVE ONE

Establish clear direction on priority country and sectoral programs, as well as coherence between direction and its implementation/expansion in the Americas, Africa and Asia.



2

OBJECTIVE TWO

Define between one and three long-term partnerships with National Societies for each region (the Americas, Africa and Asia), with written agreements indicating jointly understood anticipated results, roles and responsibilities.



3

OBJECTIVE THREE

Increase collaboration with the IFRC's secretariat, particularly in areas of priority for the Canadian Red Cross: disaster management and risk reduction, maternal, newborn and child health, organizational development and capacity building, shelter, and violence prevention.



4

OBJECTIVE THREE

Increase collaboration with ICRC operations at the field and headquarter levels.



5

OBJECTIVE FIVE

Increase and expand maternal, newborn and child health initiatives and existing partnerships.



MEANS AND OBJECTIVES continued

3

MEANS THREE

The Canadian Red Cross will increase the quality of our programs and improve operational support systems, tools and processes.

1

OBJECTIVE ONE

Improve consistency of quality standards in project cycle management and operational support practices according to the Canadian Red Cross' manual of operations.



2

OBJECTIVE TWO

Improve ability to utilize our collective lessons learned.



3

OBJECTIVE THREE

Strengthen and clarify the programming framework to be inclusive of emergencies, recovery and longer-term development, and foster innovation for our five areas of expertise.



4

OBJECTIVE FOUR

Improve efficiency and effectiveness of operational support systems.



5

OBJECTIVE FIVE

Establish a multi-disciplinary field support response team for the quick set up of systems and routines to efficiently establish or rapidly expand a Canadian Red Cross bilateral delegation as required.



MEANS AND OBJECTIVES continued

4

MEANS FOUR

The Canadian Red Cross will attract, prepare and retain highly skilled and diverse professionals ready to be deployed in the various operational contexts in which the Movement operates.

1

OBJECTIVE ONE

Increase analysis of trends for the current and changing needs of the organization in order to improve relevance of human resource plans.



2

OBJECTIVE TWO

Improve proactive recruitment practices to meet the current and emerging needs of the organization.



3

OBJECTIVE THREE

Develop and maintain an integrated, systematic approach for identifying, developing and retaining talented skilled professionals and leaders to deliver Canadian Red Cross key initiatives.



4

OBJECTIVE FOUR

Increase alignment and integration of human resources strategies and systems (e.g. policies, tools), as well as their implementation.



MEANS AND OBJECTIVES continued

5

MEANS FIVE

The Canadian Red Cross will deepen and broaden understanding and support from Canadians for the Red Cross Red Crescent Movement's humanitarian actions, with a focus on emergency response, maternal, newborn and child health, and our humanitarian agenda.

1

OBJECTIVE ONE

Maintain collaboration between the international operations and public affairs teams in defining and delivering public affairs plans with a focus on international priorities.



2

OBJECTIVE TWO

Increase collaboration with the fund development team to define and deliver fund development plans that are focused on international priorities.



3

OBJECTIVE THREE

Maintain position as #1 humanitarian emergency response organization for disaster appeal donations and public opinion.



4

OBJECTIVE FOUR

Implement an international issues, government relations, and humanitarian diplomacy strategy that maximizes support for the Movement and its humanitarian agenda.



The international programs of the Canadian Red Cross are made possible through the dedication of many individuals and key partners. In particular, it is important to recognize the sustained contributions of our international staff (local and international delegates), our partner National Societies, and other local and international organizations that help us meet critical needs. In particular, we appreciate the consistent financial support from the Canadian public, the Canadian International Development Agency (CIDA) and other Canadian government partners, whose support for international crisis response efforts and long-term development programs of the Canadian Red Cross is vital.



**CANADIAN
RED CROSS**