

# PROGRAMME UPDATE



International Federation of Red Cross and Red Crescent Societies  
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge  
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja  
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

## CARIBBEAN

15 December 2006

*The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 181 countries.*

For more information: [www.ifrc.org](http://www.ifrc.org)

### In Brief

**Appeal No. MAA49001; Programme Update no. 3, Period covered: 01 July to 31 October 2006; 2006 Appeal Coverage: 68.7%; Outstanding needs for 2006: CHF 1,101,327 (USD 901,527.38 or EUR 689,068.36).**

[Click here to go directly to the attached Interim Financial Report](#)

**2006 and 2007 Appeal target: CHF 5,633,169 (USD 4,613,759 or EUR 3,523,043); 2006 Appeal target revised to CHF 3,526,778 (USD 2,887,047.27 or EUR 2,206,787.13)**

[Click here to go to the Revised Budget for 2007](#)

**Related Emergency or Annual Appeals: Bahamas, Cuba and Mexico: Hurricane Wilma (05EA024); Suriname: Floods (MDRSR001); Haiti Appeal (MAAHT001); PADRU Appeal (MAA42001).**

#### Programme summary:

The Federation focused support to National Societies in the Caribbean, ensuring alignment with the Global Agenda. The regional health programme was significantly scaled up to include community and commercial first aid, non-remunerated blood donation, avian influenza and pandemic influenza preparedness, psychosocial support and HIV/AIDS social marketing campaigns. Community risk reduction continued in five countries through the DiPECHO V intervention with additional National Societies beginning to use the VCA methodology in a systematic way, in coordination with other partners. The Suriname flood operation was the only active international/regional disaster response; a surprise given the predictions earlier in the year for an extremely active hurricane season. Finally, the Volunteer Management Toolkit, developed in March for and by the smaller Caribbean National Societies was printed and disseminated. Due to funding constraints, the Caribbean quarterly newsletter went electronic, but in doing so increased its circulation from 500 to 1,500. Additionally, cooperation and coordination with actors –both within the Movement and external - has continued to ensure the Federation is positioned to support National Societies and build on their existing capacities.

The plan for 2007 has been adjusted to reflect the changes that took place during 2006, focusing work plans on the scaling up of activities in the region and the enhancement of existing capacities of National Societies, representing a flexible framework to include the outcomes of the next Inter American Plan of Action 2007 – 2011 which will be approved in Guayaquil in June 2007. Despite significant improvements in 2006, the overall capacity of National Societies needs to be improved in order to create an environment enabling real scale-up in programme activities. Donor support is particularly required for the Organizational Development programme. Technical and financial support is similarly needed for Humanitarian Principles and Values and Communications to provide for proper integration of programme support to member National Societies.

**Guidance: This programme update focuses on the operational plans 2007 for the Caribbean and provides**

*information with regard to any adjustments made to the second year of the two year plan for 2006 and 2007. The update also provides information regarding financial coverage to date and indicates any changes made to the 2007 budgets in light of adjustments made in the programme areas. Please draw attention to areas which were seriously under-funded in 2006 and which will require increased donor support in 2007.*

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*This Programme Update reflects activities to be implemented over a one-year period. This forms part of, and is based on, longer-term, multi-year planning (refer below to access the detailed logframe documents). All International Federation assistance seeks to adhere to the [Code of Conduct](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response](#) in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, or for a full description of the national society profile, please access the Federation's website at <http://www.ifrc.org>*

## Operational developments

This programme update presents the main outlines of the operational plan 2007 for the Caribbean and provides details with regard to any adjustments made to the operational plan 2007 in light of the external context, the progress within each of the programme areas or re-adjustment of priorities in order to better move towards the goals of the Global Agenda and in view of the celebration of the XVIII Inter American Conference in Guayaquil, Ecuador in 2007.

## Overall Programme Goal

**National Societies in the region are implementing efficient, responsive and focused programmes that contribute to improving the lives of vulnerable people.**

### Health and Care

**Objective: The National Societies in the Caribbean are increasingly adhering to the commitments in health as set out in the *Plan of Action of the XVIII Inter-American Conference*, particularly with respect to the development of their health departments, and in the areas of HIV/AIDS, health in emergencies, community health, the promotion of voluntary non-remunerated blood donation (VNRBD) and water and sanitation.**

#### **Progress/Achievements (activities implemented within this objective)**

The *Together We Can* youth peer education methodology was jeopardized due to a lack of regional trainers in the Caribbean. This has now been addressed and fourteen new trainers added to the database, available to facilitate national trainings, bringing the database to a total of 18 trainers in the region. Dominica and Grenada Red Cross Societies are active participants of the Organisation of Caribbean States (OECS) Regional Coordinating Mechanism and are strategically placed to access funding from Global Funds and World Bank for HIV/AIDS programmes, an opportunity which is being explored for other National Societies. A new partnership with the Education Development Centre (EDC), a United States-based NGO funded by the Caribbean Community of Common Market (CARICOM), recognized *Together We Can* as the most appropriate regional methodology to expand into tertiary education, piloted at the St Augustine campus in Trinidad and Tobago.

During the reporting period, the "Faces" campaign continued to be rolled out in the Caribbean. In line with this, the National Societies of Antigua and Barbuda, Barbados, Belize, Guyana, Jamaica, St Lucia, St Kitts and Nevis and St Vincent and the Grenadines all carried out activities within this initiative.

**Caribbean; Appeal no. MAA49001; Programme Update no. 3**

Overall there was an expansion of the Caribbean health programme throughout 2006 – away from a concentration on HIV/AIDS and towards a wider approach based on needs in the region. This included the Caribbean First Aid project, managed bilaterally by British Red Cross in Belize, Grenada and Trinidad and Tobago and due to end on 30 November 2006. The project has seen the development and scaling-up of community first aid and commercial first aid activities as well as research into a *harmonized* Red Cross commercial first aid course throughout the Caribbean. Since its inception in early 2006, the First Aid project has very impressive achievements across the three countries, including:

Community First Aid	Commercial First Aid
<ul style="list-style-type: none"> <li>• 37 new community First Aid instructors and educators</li> <li>• 25,000+ reached through First Aid education</li> <li>• 88 community members reported providing First Aid in the event of an accident</li> <li>• 1,690 First Aid kits given out</li> </ul>	<ul style="list-style-type: none"> <li>• 57 registered First Aid instructors</li> <li>• 100 commercial courses for 1,536 participants, of which 1,512 were certified as having passed</li> <li>• Of 1,459 participants surveyed, 1,225 felt confident to apply their First Aid skills</li> <li>• 219 First Aid kits sold</li> <li>• 443 requests for training</li> <li>• A total of USD 50,000 as income</li> </ul>

In addition, a Caribbean First Aid Manual has been developed, the first of its kind, for sale in bookshops. The manual is currently undergoing final proof-reading and will be available for sale in the first quarter 2007.

The possibility of a pandemic of influenza in the region meant that National Societies needed to look at their level of preparedness from this new threat. A *Continental Strategic Plan on Avian Influenza/Pandemic Influenza* (AI/PI) was developed together with Information, Education and Communication (IEC) materials and a consultant recruited for “the improvement of Avian Influenza preparedness and response capacities in the English-speaking Caribbean National Societies”. This comprised a mapping of the Caribbean National Societies for a baseline on current status, the promotion of existing AI/PI preparedness tools and materials, the collection of available IEC materials and recommendations on mainstreaming of AI/PI preparedness into existing Federation programmes, primarily Health in Emergencies and Disaster Preparedness. The results of the consultancy will feed into the Continental Workshop on AI/PI due to take place in late November 2006.

Following a very successful “Continental Club 25 Workshop” attended by National Societies from the Americas in July, a consultant is following up with Dominican Red Cross, Guyana Red Cross Society, Suriname Red Cross and The Trinidad and Tobago Red Cross Society. The information will be used to put together a regional map on voluntary non-remunerated blood supply programmes in the region and a baseline on current statistics; it will also help us share lessons learned and ensure that *Club 25* is rolled-out and scaled-up throughout the region in the same format. The Finnish Red Cross have confirmed their support for the continental enhancement of *Club 25* for a three-year period (2007–2009). In addition, McCann Erickson Worldwide Advertising Agency agreed to support the Federation with a regional launch of *Club 25* by providing assistance with the advertising and mass media campaign.

A consultant was recruited to develop a Caribbean Psychosocial Support (PSS) methodology based on the work already done in the Costa Rican Red Cross and the Costa Rican Centre of Reference and using material originating from the Jamaican Red Cross.

**Constraints:**

Several of the Caribbean National Societies do not have structured health departments, which therefore limits their capacity to effectively implement health activities. Whilst some National Societies have identified a need for full-time *salaried* HIV/AIDS project coordinators, the Federation has not had sufficient financial resources to address this long-term; instead funds for approximately three-months were made available and a longer-term solution needs to be found in 2007. Strong organizational development support is required, particularly in the development of volunteer management strategies to recruit and retain a higher number and more effective volunteer cadre. Although most National Societies currently provide commercial First Aid training, the income it provides is generally insufficient to support their health - and other - programmes.

## Operational Plan 2007

**Click here to access the [logical framework for the 2007 plan of action for the Health programme.](#)**

The overall focus in this sector during 2006-2007 will be on strengthening Red Cross entities in the Caribbean to mobilize, advocate for, and deliver quality health programmes of appropriate scale and emphasis, designed to reduce vulnerabilities in target communities. Previously, HIV/AIDS and First Aid have been targeted for Federation support in the Caribbean, but in 2007 there will be a continued scaling up of the health programme to include Non-remunerated Voluntary Blood Donation (*Club 25*), Psycho-Social Support, Water and Sanitation and the capacity building of National Societies to prepare for pandemic influenza.

Through long-standing involvement in the flagship "*Together We Can*" (TWC) initiative exploiting peer education methodology and the mobilization of Red Cross youth, the Red Cross in the region has contributed substantially to the fight against the HIV/AIDS pandemic. This effort will be further replicated and refined. Particular emphasis will be given to disseminating a monitoring and evaluation tool-kit to assess the impact of peer education programming in terms of knowledge acquisition and behavioural change. The Federation will continue to support the Caribbean Red Cross HIV/AIDS Network (CARAN), and the strengthening of existing partnerships such as those with the United Nations Children's Fund (UNICEF), the Pan-Caribbean Partnership Against HIV/AIDS (PANCAP), and CRN+ (the regional network of people living with HIV/AIDS), and will encourage Red Cross entities to build formal agreements with their national HIV/AIDS coordinating mechanisms.

In the field of First Aid, the Federation will encourage the use of the Vulnerability and Capacity Assessment (VCA) tool as an entry point to meet the training needs of vulnerable communities, and to promote the harmonization of training curricula and equipment tailored to regional requirements. As a second programme thrust, Red Cross entities will be assisted to systematically explore commercial First Aid opportunities as a major income generating initiative, including the seeking of regional accreditation with CARICOM. Both activities are intended to position the Red Cross as a lead provider of First Aid in the Caribbean. The 2007 Cricket World Cup will be hosted by 10 Caribbean countries during March and April. National Societies have been requested by their governments to provide varying levels of first aid services at the event and are currently scaling up the training of first aid volunteers.

In addition, water, sanitation and health awareness projects will be carried out in the Dominican Republic, Haiti and Guyana as part of the Federation's Global Water and Sanitation Initiative (GWSI); this project will increase access to safe, affordable and sustainable water and sanitation services for vulnerable rural communities through the provision of infrastructure and services and is a coordinated effort between the Federation, the Spanish Red Cross (in Dominican Republic and Haiti), the French Red Cross (in Guyana) and the European Union.

## Disaster Management and Community Risk Reduction

**Objective: Strengthened National Societies and Overseas Branches are working to reduce risks, making communities safer and more resilient to disasters, and their capacity to respond to sudden and slow onset disasters is improved by further reinforcing the regional disaster response system.**

### Progress/Achievements (activities implemented within this objective)

Risk Reduction activities continued in five countries – Antigua and Barbuda, the Bahamas, Cayman Islands, Jamaica and St Kitts and Nevis – through a DiPECHO-funded Community Based Disaster Management project, due to end in February 2007. National VCA training has been carried out and VCAs facilitated in 20 communities. In the Bahamas, the Red Cross is working closely with the National Emergency Management Agency (NEMA) to ensure that Community Emergency Response Teams (CERT) training, offered by NEMA was compatible with the Community Disaster Response Teams (CDRT) training, developed by the Red Cross; this will allow for increased cooperation between communities and also mitigate any confusion at the national level. The VCA methodology is being applied more and more in the Caribbean. As well as through the DiPECHO project, Dominica Red Cross Society and The Trinidad and Tobago Red Cross Society also began a systematic implementation. An increasingly important feature of risk reduction is climate change, and through the DiPECHO project, examples of the impact of climate change in the five Caribbean countries are being collected to be showcased on DVD for a mass media campaign.

Overall support to the Caribbean Red Cross for the regional disaster response system is provided through the Pan American Disaster Response Unit (PADRU) based in Panama with one Disaster Management delegate stationed in the Port of Spain Sub Regional Office. An ECHO-funded project in 2005-2006 led to a strengthened disaster management capacity in the region through a systematic development and implementation of early warning, disaster monitoring and information sharing mechanisms, as well as ensured that there were sufficiently trained personnel, essential relief supplies and coordination procedures in place in times of natural disaster. New tools were developed including the *'Response and Contingency Planning Guide'* and the *'Regional Intervention Team Manual'*.

The quiet 2006 hurricane season, whilst a very positive and unexpected occurrence in light of the predictions at the beginning of the year, has not allowed the Federation to fully measure the impact of its considerable technical and financial support to the Caribbean Red Cross. The Suriname Flood operation with an operational timeframe of May to November did allow for the National Society to review its disaster response capacity, which was important as there had not been a major disaster in the country for many years. The seven Regional Intervention Team (RIT) trained personnel from Suriname Red Cross were able to use their skills, assisted by PADRU, French Red Cross' Platform for Regional Intervention Americas and Caribbean (PIRAC), Netherlands Red Cross and RIT members from The Guyana Red Cross Society.

#### **Constraints:**

A high turnover of disaster management staff in National Societies has posed problems for the smooth implementation of the DiPECHO-funded programme. More training of trainers, particularly in VCA and other community approaches, is urgently needed so the focus is not on one or two overwhelmed personnel in each Red Cross. Whilst it was anticipated that updated National Intervention Team (NIT) training modules would be available during the year, this did not happen and consequently no NIT training has taken place; priority must be given to this next year so there is *harmonization* with the regional disaster response system and RIT training.

#### **Operational Plan 2007**

**[Click here to access the logical framework for the 2007 plan of action for the Disaster Management and Community Risk Reduction programme.](#)**

The objective in this sector will be to ensure that Caribbean Red Cross Societies possess mechanisms for disaster preparedness which reduce the impact of disasters on affected populations, and that a well-functioning disaster response system supports Red Cross entities in the region. The Federation will continue to enhance the National Societies' capacities through NIT training, supporting the development of contingency plans and standard operating procedures, and encouraging simulation exercises. To underpin these efforts, assistance will be given in such areas as volunteer management, communications, and administrative and financial procedures. The Federation will likewise build on previous successful community-based disaster preparedness programming, utilizing the VCA methodology to identify risk-reduction micro-projects, feeding into and learning from Red Cross experience in this field in other regions, in particular Central America.

To reinforce the capacity of the Federation's network to respond to disasters, the Federation's Panama-based PADRU will play a key role in the maintenance and further training of RIT members. Scaling up will take the form of advanced Emergency Response Units (ERU), Field Assessment and Coordination Teams (FACT) and Team Leader training for National Societies, the update of critical stocks, particularly those related to water and sanitation activities, and quality improvement initiatives, such as SPHERE and beneficiary participation in the design and planning of response operations. As well as coordinating partnerships through established Movement and regional fora, the Federation will develop its role as 'shelter' convener. These efforts will ensure that the Red Cross in the region is familiar with the full spectrum of Federation response tools, develops and consistently uses standard disaster response procedures, and coordinates effectively with governments and other stakeholders. A regional disaster management network supported by the Federation will promote information exchange and facilitate technical coordination meetings, such as the annual pre-hurricane meeting.

Links will be strengthened with regional organizations, including the Caribbean Disaster Emergency Response Agency (CDERA), to identify available resources and reduce duplication of efforts, and with national disaster offices to ensure that the role of the Movement in disaster response is clearly defined and understood. The

Federation will also design visibility tools and materials for Red Cross disaster activities and maintain monitoring of the media and disaster-related websites. This range of activities should ensure that the Federation is enabled to play an active and effective role in disaster management throughout the region.

The Disaster Risk Reduction budget is included in the Caribbean Appeal whilst Disaster Preparedness for Response activities is included in the PADRU Appeal (MAA42001).

## Organizational Development

**Objective: National Societies and Overseas Branches are enabled to demonstrate more of the characteristics of well functioning National Societies, thereby providing a more effective service to vulnerable communities.**

### Progress/Achievements (activities implemented within this objective)

In 2006, the Caribbean Organizational Development programme saw a significant expansion in its scope as it moved away from exclusively supporting a regional network (RODNET) of 15 individuals to addressing generic and cross-cutting issues affecting this highly diverse region. Using the *Characteristics of a Well-Functioning National Society* as a basis, the programme supported strategic planning, the revision of Statutes and leadership training and had a special focus on volunteering.

Belize Red Cross Society and Jamaica Red Cross held general assemblies during 2006 and each adopted revised Statutes and Strategic Plans. A *Volunteer Management Toolkit* was developed for the Caribbean region which allows National Societies to have a more structured approach to recruiting, training and retaining volunteers, both at governance and programme level as well as during emergencies. The toolkit was translated into Spanish and shared with National Societies in Central and South America and is also used as a resource by the Centre of Reference for Volunteering.

Belize Red Cross Society, The Trinidad and Tobago Red Cross Society and the Port of Spain office sent representatives to attend this year's Skillshare meeting in London. With a focus on community fundraising, this was seen of particular relevance to the small National Societies in the region. Unfortunately, a subsequent regional Resource Mobilization workshop, facilitated by the three participants, did not take place due to lack of available funding.

### Constraints:

Three of the original 15 members of RODNET left the Red Cross Movement and were not replaced. The remaining members have not been very active which suggests that, without regular meetings, the network is quite fragile and not sufficiently established to interact without the direct intervention of the Federation. A lack of funding towards the end of year meant that a planned Resource Mobilization workshop was deferred until 2007.

### Operational Plan 2007

**[Click here to access the logical framework for the 2007 plan of action for the Organizational Development programme.](#)**

The National Societies and Overseas Branches of the Caribbean region are keenly aware that they must centre their attention on strengthening their own organizations if they are to be capable of effectively serving the vulnerable in the core areas prioritized by the Federation in its regional and global agendas. In 2007 the Federation will continue to concentrate on ensuring that each Red Cross entity in the region adheres as closely as possible to the criteria of a "well-functioning National Society". A key resource in this effort will be RODNET, but recognizing that RODNET itself requires technical and financial support if it is to become sustainable in the long-term.

2007 will continue to see an expansion of OD programming in the Caribbean, addressing generic and crosscutting issues while still striving to meet the specific needs of all elements in a highly diverse Red Cross environment. Red Cross entities will be assisted to improve their capacities in strategic and operational planning; statute revision; fund-raising, resource-mobilization, and donor relations; leadership training, and staff development; and integrated community programming. Special emphasis shall be on the adaptation of the volunteer management toolkit by each Red Cross entity. All Red Cross National Societies and Overseas Branches in the region will be encouraged to address diversity issues in their own structures, and systematically incorporate diversity indicators in their

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programme design. Finally, the Federation will support the development of a regional communications strategy, using web-based tools to ensure that the Federation delivers robust and coherent messages in both the dissemination and advocacy fields.

There are no significant changes to the OD budget in 2007.

## Humanitarian Principles and Values

**Objective: Humanitarian principles and values have been integrated into NS/OSB core programmes**

### Progress/Achievements (activities implemented within this objective)

Throughout 2006, the Humanitarian Principles and Values (HPV) programme focused on promoting the work of the Caribbean Red Cross Societies and building the information and communications capacities of National Societies/Overseas Branches in the region. HPV worked closely with all other programmes in the region in an effort to ensure that it was incorporated into each core programme area, particularly HIV/AIDS and Disaster Management. Efforts were focused on the promotion and maintenance of communications tools such as the Caribbean website ([www.caribbeanredcross.org](http://www.caribbeanredcross.org)) and newsletter *Caribbean News* as well as the strengthening of the communications and journalists networks in the region.

Three National Societies – The Bahamas Red Cross Society, Belize Red Cross Society and The Trinidad and Tobago Red Cross Society – have their own websites; whilst Grenada Red Cross Society, Haitian National Red Cross Society and Jamaica Red Cross sites will ready to go live shortly. National Societies/Overseas Branches in the region, recognizing the importance of communications activities, have provided both the website and newsletter with well over 100 stories, press releases, photographs and updates on their programmes. Whilst the Caribbean Red Cross newsletter was forced to go electronic in September 2006 due to lack of funds for printing, it now has more than 1,500 subscribers around the world, compared to 500 for its printed version.

The work of the Caribbean Red Cross has been positively promoted in the media throughout the region with key dates, in particular receiving positive reports such as World Red Cross Day, World First Aid Day and World Risk Reduction Day.

### Constraints:

A lack of funding from July 2006 onwards meant several planned were scaled down or curtailed altogether.

### Operational Plan 2007

**[Click here to access the logical framework for the 2007 plan of action for the Humanitarian Principles and Values programme.](#)**

Previously, the Humanitarian Principles and Values programme has largely focused on information and communications mechanisms – how to highlight the work on the Red Cross in the Caribbean region. In 2007, the programme will be enhanced to support advocacy issues around tolerance, non-violence and non-discrimination and respect for diversity, with a special focus on HIV/AIDS-related stigma and the promotion of disaster risk reduction.

National Societies will be encouraged to ensure that the Fundamental Principles are systematically disseminated both internally and externally, using available tools such as the *Ideals in Action* training materials and the *Volunteer Management Toolkit* as well as the production and adaptation of new HPV materials for the Caribbean. The Federation will develop promotional material for use by Red Cross National Societies and Overseas Branches in their dissemination activities, and propagate it through the Caribbean Red Cross website. In collaboration with the ICRC, a communications workshop will be held, and the Communications Guide promoted throughout the region. Common messages will also be developed with the ICRC for use on landmark occasions.

National Societies will also be encouraged to incorporate anti-stigma and anti-discrimination activities in their core programmes as well as develop key messages to highlight the situation of vulnerable groups such as People Living with HIV and AIDS (PLWHA) and immigrant populations. There will also be a regional plan of action for advocacy using, as a base, the themes defined in the next Plan of Action of the Inter-American Conference (2008-2011).

Finally, whilst initiatives targeting youth are recognized as important, there has been little attention paid to targeting young people through programmes outside the *Together We Can* youth peer education methodology. It is anticipated that greater importance will be placed on youth in the Inter-American Conference and National Societies will therefore need to develop programmes that are youth-orientated, including humanitarian principles and values.

A major concern for 2007 is the lack of identified funding for the Caribbean HPV programme's modest budget. A donor is urgently required to support HPV activities in the region to ensure that the achievements of this programme and support to overall Caribbean regional programme can continue.

## **Coordination, Cooperation and Strategic Partnerships**

**Objective: Strengthened, improved cooperation, coordination and support mechanisms are facilitating collaboration amongst Red Cross Movement members and strategic partners.**

### **Progress/Achievements (activities implemented within this objective)**

The Caribbean Cooperation of Red Cross (CCORC) continues to be the main representative body for the Caribbean National Societies and Overseas Branches, providing a strong forum to discuss international and regional issues. The CCORC proves particularly effective prior to International Conferences and General Assemblies where a united and therefore empowered Caribbean plays an active role in defining Movement strategy. The CCORC six-person management committee meets twice a year in ordinary session whilst the wider CCORC takes advantage of regional and international fora to meet. In preparation of the XVIII Inter-American Conference, the CCORC has agreed on the mechanism to monitor and evaluate the Plan of Action of the XVII Inter-American Conference 2003-2007 and be fully involved in developing the next plan of action 2008-2011.

The Federation provided oversight of four technical networks in the region – the Caribbean HIV/AIDS Network (CARAN), the Regional Organizational Development Network (RODNET), the Disaster Management Network and the Communications Network. External consultants were hired by the Federation to assess the range of experiences of working in the different networks from the point of view of all the stakeholders involved, with a view to providing practical recommendations and documenting lessons learnt to maximise the potential of these networks.

### **Constraints:**

As volunteers, governing board members often have limitations on how much time they can devote to the regional and international Red Cross matters, on top of the interests of their individual National Societies. Overall, participation of National Societies/Overseas Branches in the four technical networks has been weak

### **Operational Plan 2007**

**[Click here to access the logical framework for the 2007 plan of action for the Coordination, Cooperation and Strategic Partnerships programme.](#)**

The CCORC will be further sustained and strengthened, and encouraged to provide effective support to its membership; the Federation, which already provides a secretariat service for the six-member CCORC management committee, will assist the group to organize the 9<sup>th</sup> biennial meeting of its 33 member bodies in 2007.

The Federation likewise aims to provide support to Federation governance in the Caribbean, empowering it and encouraging it to play an active role in defining strategic goals and objectives; under this heading, assistance will be given in the context of the Statutory meetings, and the upcoming XVIII Inter-American Conference in Guayaquil, Ecuador, in 2007. The Caribbean region is represented by National Societies in thematic working groups on Community Risk Reduction, Community Health and the Promotion of Tolerance and Diversity in Communities. The Federation will also continue to support the four technical networks in the Caribbean and liaise with other Movement partners – including the ICRC, American Red Cross and French Red Cross – operational in the region to ensure that a common approach is used to support the Caribbean Red Cross Societies with standard tools and methodologies.

The Federation has already forged strong partnerships with inter-governmental agencies, exemplified by the signing of memoranda of understanding with groups such as the Association of Caribbean States (ACS), CDERA, and the Caribbean Development Bank. More such linkages will be developed to position the Federation as a leading humanitarian organization in the region, and give it an effective voice on issues of crucial importance such as the HIV/AIDS pandemic and the need for effective disaster preparedness and response.

The recommendations from the network consultancy will be used to inform the Federation in the development of an institutional strategy for networks and networking in the Americas.

There is no significant change to the modest budget.

## **International Representation and Advocacy**

**Objective: The Sub Regional Office is viewed as a vital partner for other regional organizations and has an effective representation and advocacy role.**

### **Progress/Achievements (activities implemented within this objective)**

The Federation has celebrated key dates in the Red Cross calendar, including World Red Cross Day. Plans are also underway for dates towards the end of the year such as World AIDS Day and the Caribbean launch of the World Disasters Report together with The Bahamas Red Cross Society.

The Federation has strong partnerships with key organizations in the Caribbean, including the Association of Caribbean States (ACS) and the Caribbean Disaster Emergency Response Agency (CDERA) demonstrated by signed Memoranda of Understanding. Regional *fora* continue to be a priority with regular participation in meetings and seminars. The Federation's partnership with the Caribbean Disaster Emergency Response Agency (CDERA) led to the Federation being asked to lead a civil society sector consultation as part of a review of the Caribbean Community's (CARICOM) Comprehensive Disaster Management Strategic Framework. The East Caribbean Donor Group, which meets 2-3 times a year in Barbados, is also particularly important as it disseminates the mechanism for disaster response in 10 countries.

The Federation, together with the ACS, the Pan American Health Organization (PAHO) and the UN International Strategy for Disaster Reduction (ISDR), partnered with the Canadian High Commission in Trinidad and Tobago to air the audio soap opera – *Rough Season* – in preparation for the 2006 hurricane season. This will continue in preparation for the 2007 season. Additionally, ACS is preparing for a *High Level Conference of the Greater Caribbean on Risk Reduction, Mitigation of Effects and Recovery from Natural Disasters* in late 2007 and the Federation has contributed to the development of the framework paper to be presented to governments this December.

### **Constraints:**

International and regional partners are spread across the Caribbean, each covering a set of countries that may or may not correspond to those supported by the Sub-Regional Office in Port of Spain. In the case of the UN system, for example, there are several offices covering the Caribbean region, so there is challenge in managing relationships. It has also proved challenging to respond to every invitation for meetings, workshops and seminars received by the Federation. Equally, the expense of travelling around the region has meant that some invitations are declined if the cost-benefit ratio is not apparent. Increasingly, some National Societies are requested to represent the Federation at meetings that take place in their country, though some of our regional partners generally prefer to engage more with the Panama Regional Delegation or Sub-Regional Office directly.

### **Operational Plan 2007**

**[Click here to access the logical framework for the 2007 plan of action for the International Representation and Advocacy programme.](#)**

There are no significant changes to the 2007 operational plan as activities will continue much as they have done over the last few years, with an emphasis on managing the relationship with international and regional partners, and encouraging National Societies to do the same within their national context. The budget has been increased to take into account the significant regional travel required.

## **Governance Support**

**Objective: Effective support is provided to governance in the Caribbean in response to requests.**

### **Progress/Achievements (activities implemented within this objective)**

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Two members of the Federation governing board are currently from the Caribbean region – the President of The Barbados Red Cross Society (Vice President) and the president of the Haiti National Red Cross Society (Board member). A summary monthly report is presented each month to the Federation Vice President on activities in the Americas, and documents related to the governing board meetings are forwarded on a regular basis. It has also proved important to ensure that information coming from several governance-level committees is properly disseminated to the Caribbean National Societies including the preparations for the International Conference in June 2007, the Red Cross Commissions, meetings of the Inter-American Regional Committee (CORI) and meetings of the Caribbean Cooperation of Red Cross (CCORC).

### Operational Plan 2007

[Click here to access the logical framework for the 2007 plan of action for the Governance Support programme.](#)

Support to governance will continue much as before with relevant and timely support provided in advance of governing board meetings. In 2007, this support will be accelerated in preparation for the XVIII Inter-American Conference, scheduled to take place in Guayaquil, Ecuador on 4-7 June. The preparations include support to the Organizing Committee, Thematic Commission (and its three working groups) and a Study Commission, all of which include representatives from the Caribbean.

The budget for this programme is consolidated with that of *Coordination, Coordination and Strategic Partnerships*.

## Federation Management

**Objective: The Sub-Regional Office is working efficiently, ensuring good management of resources and complying with Federation procedures and standards.**

### Progress/Achievements (activities implemented within this objective)

To manage its programmes in the English and Dutch-speaking Caribbean and provide oversight to the four regional technical networks, the Federation maintains an office in Port of Spain, Trinidad and Tobago with an international delegate as Coordinator, a PADRU Disaster Management delegate and a team of regional and nationally-recruited staff handling sectoral programmes. The Caribbean office is, in turn, supported by the Panama Regional Delegation and Panama-based continental service entities: the Regional Reporting Unit (RRU), Regional Finance Unit (RFU) and the Pan-American Disaster Response Unit (PADRU). A Country Delegation in Haiti serves the particular needs of that country.

To date, the Caribbean Appeal has reached 66.4 percent coverage with the main shortfalls in Trinidad core costs, humanitarian principles and values and HIV/AIDS.

The consolidation process has taken a more definite shape with the development of a transition plan to bridge the change from the present structure of two regional delegation and sub-regional offices in the Americas setup to that of one continental zone.

The incumbent Coordinator's mission will end in the New Year, and the position was advertised. A new Finance and Administration Officer and Health Administrator were recruited for the Sub-Regional Office.

### Constraints:

Based in Port of Spain, the Federation's Caribbean office is primarily staffed by Trinidad nationals and therefore does not adequately reflect the Caribbean in its human resources. Whilst there was success in recruiting a Disaster Management Officer from Belize and a Logistics Officer from Jamaica, there is a considerably higher cost in supporting contracts for regionally-recruited personnel which is beyond the budgets of some programmes. Additionally, recruitment within Trinidad for support staff has been challenging with a Finance/Administration Officer position opened for some time before a suitable candidate was appointed.

### Operational Plan 2007

[Click here to access the logical framework for the 2007 plan of action for the Federation Management programme.](#)

The current operational plan remains the same in 2007 with an emphasis on ensuring the Caribbean office is fully staffed, regional programmes are well managed, there is compliance with Federation standards and procedures and there is a good integration of programmes and a coherent support to National Societies and Overseas Branches.

It is anticipated that core funding will be made available to support some of the overheads of the Caribbean office.

## **Conclusions**

Overall, the trend of improved capacity within the Caribbean Red Cross continued and this has allowed for stronger regional programmes. The area of health has gone one step further and started to significantly scale up activities in First Aid - particularly in preparation for the Cricket World Cup in March/April 2007 - Voluntary Non-remunerated Blood Donation and other activities with positive results. Response to disasters, whilst on a smaller scale than in 2004 and 2005, has been effective. A concentrated investment in volunteer management, with the development of a toolkit specifically designed for and by the Caribbean Red Cross Societies has been hugely welcomed.

There are a relatively high number of statutory, regional/continental meetings and other events planned in 2007 requiring substantial preparation by the Federation and National Societies, including:

- February 2007: 9th CCORC biennial meeting
- March/April 2007: Cricket World Cup
- April 2007: International Disaster Response Law (IDRL) Forum
- June 2007: Inter-American Conference
- November 2007: General Assembly, Council of Delegates and 30th International Conference.

The main weakness to be addressed in 2007 is the slow institutional development in several National Societies where a lack of vision and strategic guidance by the governing board, non-existent or part-time senior management, poor financial management and a small volunteer base volunteer essentially means that the prospect of significant development is jeopardized. Technical and financial support through programmes is effective only to a point, but if the institutional capacity to manage it properly is not there, any investment made is largely negated. Many National Societies are still highly dependent on the Federation as a donor of their core programmes.

The main areas in need of further support in 2007 are:

- The Port of Spain Sub-Regional Office- the main structure in the Caribbean for providing coordination of Federation regional programming, organizational development support and financial and volunteer management.
- Humanitarian Principles and Values, in order to achieve the fourth goal of the Global Agenda.
- Communications, to strengthen fundraising initiatives, disseminate key messages of the movement and develop regional partnerships.

**[Interim Financial Report and 2007 budget summary below;](#)**  
**[click here to return to the title page and contact information.](#)**

**International Federation of Red Cross and Red Crescent Societies**

MAA49001 - THE CARIBBEAN

Interim financial report

Selected Parameters	
Reporting Timeframe	2006/1-2006/10
Budget Timeframe	2006/1-2007/12
Appeal	MAA49001
Budget	APPEAL

All figures are in Swiss Francs (CHF)

**I. Consolidated Response to Appeal**

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
A. Budget	1'380'626	2'776'835	198'150	456'738	820'820	5'633'169
B. Opening Balance	93'838	1'419'877	0	108'649	60'826	1'683'190
<b>Income</b>						
Cash contributions						
American Red Cross		0				0
Andorra Red Cross		7'890				7'890
British Red Cross	0	0		22'741	47'127	69'868
Canadian Red Cross Society		8'552	0		0	8'552
DFID Partnership	25'944	40'304	17'462		7'484	91'194
ECHO		638'405				638'405
ICRC					1'307	1'307
Luxembourg Red Cross					8'589	8'589
Netherlands Red Cross					274	274
Norwegian Red Cross	360'723					360'723
Suriname Red Cross	1'696					1'696
Swedish Red Cross	51'330					51'330
Trinidad & Tobago - Private Do					0	0
C1. Cash contributions	439'693	695'151	17'462	22'741	64'782	1'239'829
Outstanding pledges (Revalued)						
ECHO		-635'995				-635'995
Netherlands Red Cross					-271	-271
C2. Outstanding pledges (Revalued)		-635'995			-271	-636'266
Reallocations (within appeal or from/to another appeal)						
Barbados Red Cross Society		5'116				5'116
British Red Cross		22'372			-22'372	0
Canadian Red Cross Society		10'161	5'201		-5'201	10'161
Capacity Building Fund				0		0
DFID - British Government					0	0
European Commission		0				0
Icelandic Red Cross		534				534
ICRC					4'392	4'392
Italian DREF		10'771				10'771
Japanese Red Cross Society		6'912				6'912
Monaco Red Cross		1'619				1'619
Netherlands Red Cross		5'210				5'210
Norwegian Red Cross					0	0
Suriname Red Cross					-1'505	-1'505
Swedish Red Cross		17'726				17'726
Trinidad & Tobago - Private Do		2'638			-2'887	-250
C3. Reallocations (within appeal)		83'058	5'201	0	-27'573	60'686
Inkind Personnel						
British Red Cross					62'000	62'000
C5. Inkind Personnel					62'000	62'000
Other Income						
Service Agreements					16'012	16'012
C6. Other Income					16'012	16'012
C. Total Income = SUM(C1..C6)	439'693	142'214	22'663	22'741	114'950	742'261
D. Total Funding = B +C	533'531	1'562'091	22'663	131'390	175'777	2'425'451

**International Federation of Red Cross and Red Crescent Societies**

MAA49001 - THE CARIBBEAN

Interim financial report

Selected Parameters	
Reporting Timeframe	2006/1-2006/10
Budget Timeframe	2006/1-2007/12
Appeal	MAA49001
Budget	APPEAL

All figures are in Swiss Francs (CHF)

**II. Balance of Funds**

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
B. Opening Balance	93'838	1'419'877	0	108'649	60'826	1'683'190
C. Income	439'693	142'214	22'663	22'741	114'950	742'261
E. Expenditure	-579'984	-914'896	-40'671	-80'591	-252'546	-1'868'688
F. Closing Balance = (B + C + E)	-46'453	647'195	-18'008	50'799	-76'770	556'764

**International Federation of Red Cross and Red Crescent Societies**

MAA49001 - THE CARIBBEAN

Interim financial report

Selected Parameters	
Reporting Timeframe	2006/1-2006/10
Budget Timeframe	2006/1-2007/12
Appeal	MAA49001
Budget	APPEAL

All figures are in Swiss Francs (CHF)

**III. Budget Analysis / Breakdown of Expenditure**

Account Groups	Budget	Expenditure					TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
A		B					A - B	
<b>BUDGET (C)</b>		1'380'626	2'776'835	198'150	456'738	820'820	5'633'169	
<b>Supplies</b>								
Shelter - Relief	74'820		43'273				43'273	31'547
Construction Materials	256'600	3'324	12'193				15'517	241'083
Clothing & textiles	189'014	92	53'143				53'235	135'779
Food	1'279							1'279
Medical & First Aid	20'150		3'024				3'024	17'126
Teaching Materials	5'000	14'114					14'114	-9'114
Utensils & Tools	47'849		54'127				54'127	-6'278
Other Supplies & Services	65'338	229	35'897				36'126	29'212
<b>Total Supplies</b>	<b>660'050</b>	<b>17'759</b>	<b>201'656</b>				<b>219'415</b>	<b>440'635</b>
<b>Land, vehicles &amp; equipment</b>								
Land & Buildings			228'622				228'622	-228'622
Vehicles	52'000		75'707				75'707	-23'707
Computers & Telecom	107'390	6'714	54'341			1'707	62'763	44'627
Office/Household Furniture & Equipment	5'100		4'069			7'923	11'992	-6'892
Others Machinery & Equipment			8'323				8'323	-8'323
<b>Total Land, vehicles &amp; equipment</b>	<b>164'490</b>	<b>6'714</b>	<b>371'063</b>			<b>9'630</b>	<b>387'407</b>	<b>-222'917</b>
<b>Transport &amp; Storage</b>								
Storage	57'995	123	9'216			272	9'611	48'384
Distribution & Monitoring	56'881	102	14'980			256	15'338	41'543
Transport & Vehicle Costs	45'782	1'940	1'384			5'786	9'110	36'672
<b>Total Transport &amp; Storage</b>	<b>160'658</b>	<b>2'166</b>	<b>25'580</b>			<b>6'313</b>	<b>34'059</b>	<b>126'599</b>
<b>Personnel Expenditures</b>								
Delegates Payroll	465'862		47			84	131	465'731
Delegate Benefits	141'000	4'566	15'757	23		107'819	128'165	12'835
Regionally Deployed Staff	103'500	1'787	42'648		144	1'150	45'730	57'770
National Staff	588'721	47'303	107'090	19'329	20'951	40'859	235'533	353'188
National Society Staff	73'672	1'171	15'504				16'675	56'997
Consultants	135'380	43'407	2'840		1'461		47'709	87'671
<b>Total Personnel Expenditures</b>	<b>1'508'135</b>	<b>98'235</b>	<b>183'887</b>	<b>19'352</b>	<b>22'557</b>	<b>149'912</b>	<b>473'942</b>	<b>1'034'193</b>
<b>Workshops &amp; Training</b>								
Workshops & Training	1'518'395	254'551	165'926	7'693	23'930	10'612	462'714	1'055'681
<b>Total Workshops &amp; Training</b>	<b>1'518'395</b>	<b>254'551</b>	<b>165'926</b>	<b>7'693</b>	<b>23'930</b>	<b>10'612</b>	<b>462'714</b>	<b>1'055'681</b>
<b>General Expenditure</b>								
Travel	459'245	39'017	38'318	4'772	8'024	10'800	100'930	358'315
Information & Public Relation	460'530	55'736	41'093	1'593	19'120	9'396	126'938	333'592
Office Costs	189'750	5'036	25'271	678	19	29'757	60'762	128'988
Communications	72'070	21'751	12'607	673	13	8'874	43'919	28'151
Professional Fees	64'850	416	264			294	974	63'876
Financial Charges	5'720	3'043	35'393	3'266	8'309	911	50'920	-45'200
Other General Expenses	3'120	-3'773	327			1'188	-2'257	5'377
<b>Total General Expenditure</b>	<b>1'255'285</b>	<b>121'225</b>	<b>153'274</b>	<b>10'982</b>	<b>35'485</b>	<b>61'221</b>	<b>382'186</b>	<b>873'099</b>
<b>Program Support</b>								
Program Support	366'156	37'699	59'468	2'644	5'238	16'154	121'203	244'953
<b>Total Program Support</b>	<b>366'156</b>	<b>37'699</b>	<b>59'468</b>	<b>2'644</b>	<b>5'238</b>	<b>16'154</b>	<b>121'203</b>	<b>244'953</b>
<b>Operational Provisions</b>								
Operational Provisions		41'636	-245'958		-6'620	-1'296	-212'238	212'238
<b>Total Operational Provisions</b>		<b>41'636</b>	<b>-245'958</b>		<b>-6'620</b>	<b>-1'296</b>	<b>-212'238</b>	<b>212'238</b>
<b>TOTAL EXPENDITURE (D)</b>	<b>5'633'169</b>	<b>579'984</b>	<b>914'896</b>	<b>40'671</b>	<b>80'591</b>	<b>252'546</b>	<b>1'868'688</b>	<b>3'764'481</b>
<b>VARIANCE (C - D)</b>		<b>800'642</b>	<b>1'861'939</b>	<b>157'479</b>	<b>376'147</b>	<b>568'274</b>	<b>3'764'481</b>	

# BUDGET 2007

## PROGRAMME BUDGETS SUMMARY

Appeal no.: MAA49001

Name: THE CARIBBEAN

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter	0	37,200	0	0	0	0	37,200
Construction	0	0	0	0	0	0	0
Clothing & Textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & Plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & First Aid	0	0	0	0	0	0	0
Teaching Materials	0	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0	0
Other Supplies & Services	0	37,600	0	0	0	0	37,600
<b>SUPPLIES</b>	<b>0</b>	<b>74,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>74,800</b>
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & Telecom	9,000	17,800	0	0	1,800	0	28,600
Medical equipment	0	0	0	0	0	0	0
Other Equipment	0	0	0	0	0	0	0
<b>LAND, VEHICLES &amp; EQUIPMEN</b>	<b>9,000</b>	<b>17,800</b>	<b>0</b>	<b>0</b>	<b>1,800</b>	<b>0</b>	<b>28,600</b>
Storage	0	0	0	0	0	0	0
Distribution & Monitoring	0	0	0	0	0	0	0
Transport & Vehicles cost	0	0	0	0	9,600	0	9,600
<b>TRANSPORT &amp; STORAGE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,600</b>	<b>0</b>	<b>9,600</b>
International Staff	0	0	0	0	157,800	0	157,800
Regionally Deployed Staff	0	85,800	0	0	0	0	85,800
National staff	110,400	36,000	60,000	26,400	92,400	0	325,200
National Society Staff	43,800	16,000	0	0	0	0	59,800
Consultants	0	27,250	0	0	0	0	27,250
<b>PERSONNEL</b>	<b>154,200</b>	<b>165,050</b>	<b>60,000</b>	<b>26,400</b>	<b>250,200</b>	<b>0</b>	<b>655,850</b>
Workshops & Training	218,800	196,140	23,000	145,000	30,740	0	613,680
<b>WORKSHOPS &amp; TRAINING</b>	<b>218,800</b>	<b>196,140</b>	<b>23,000</b>	<b>145,000</b>	<b>30,740</b>	<b>0</b>	<b>613,680</b>
Travel & related expenses	73,630	42,485	9,500	38,500	37,620	0	201,735
Information & Public Rela	182,000	29,800	9,000	10,340	15,240	0	246,380
Office Running Costs	0	5,400	0	0	42,600	0	48,000
Communication Costs	5,400	1,800	0	3,000	15,120	0	25,320
Professional Fees	34,250	30,000	0	0	300	0	64,550
Other General Expenses	0	0	0	0	960	0	960
<b>GENERAL EXPENDITURE</b>	<b>295,280</b>	<b>109,485</b>	<b>18,500</b>	<b>51,840</b>	<b>111,840</b>	<b>0</b>	<b>586,945</b>
Asset Depreciation	0	0	0	0	0	0	0
<b>DEPRECIATION</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Contributions & Transfers	0	0	0	0	0	0	0
<b>CONTRIBUTIONS &amp; TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Programme Support	47,084	39,158	7,056	15,519	28,098	0	136,915
<b>PROGRAMME SUPPORT</b>	<b>47,084</b>	<b>39,158</b>	<b>7,056</b>	<b>15,519</b>	<b>28,098</b>	<b>0</b>	<b>136,915</b>
<b>TOTAL BUDGET:</b>	<b>724,364</b>	<b>602,433</b>	<b>108,556</b>	<b>238,759</b>	<b>432,278</b>	<b>0</b>	<b>2,106,390</b>

**CARIBBEAN SUB REGIONAL OFFICE – *plan for 2007***

**PROJECT NAME:** Health, Caribbean

**AREA:** Health

**PROJECT TYPE CODE:**

**Date of elaboration:** September 2006

Programme	Indicators	Sources of Verification	Risks/Assumptions
<p><b>Overall Goal for all Programmes:</b> National Societies in the region are implementing efficient, responsive and focused programmes that contribute to improving the lives of vulnerable people.</p>	<p>The evaluation of the 2003-2007 Plan of Action of the Inter-American Conference (PoA IAC) shows a high degree of achievement of its objectives.</p>	<p>Monitoring and Evaluation (M&amp;E) tool on FedNet  Evaluation of the Plan of Action of the XVII Inter American Conference 2003-2007</p>	<p>A key assumption is that the National Societies in the region continue to commit to the streamlining of health services concentrating on Community Health, HIV/AIDS, VNRBD and Health in Emergencies.</p>
<p><b>Programme Objective:</b>  The National Societies in the Caribbean are increasingly adhering to the commitments in health as set out in the <i>Plan of Action of the XVII Inter American Conference</i>, particularly with respect to the development of their health departments, and in the areas of HIV/AIDS, health in emergencies, community health, the promotion of voluntary non-remunerated blood donation (VNRBD) and water and sanitation.</p>	<p>Measurable increases in activities and impact in each of the five main programme areas (health department development, HIV/AIDS, health in emergencies, community health, and VNRBD.)  A strengthened and functional CARAN facilitating activities in all four sub-regions as per its Strategy 2006-2010.</p>	<p>Strategy 2010 evaluation reports  Evaluation of 2003-2007 Plan of Action of the XVII Inter-American Conference  Network reports</p>	<p>National Societies' priorities are in line with the framework of the Plan of Action of the XVII Inter American Conference.  Sufficient funding allows for sustained support to the National Societies in the region and sufficient funds are found to support the recruitment of an experienced Sub-Regional Health Coordinator to strengthen Caribbean health portfolio.  National Societies continue to feel ownership for their programmes with support from the Caribbean HIV/AIDS Network – CARAN.</p>

Expected Result 1: HIV/AIDS		Sources of Verification	Activities for Expected Result 1:
<p>The response of National Societies and Overseas Branches to the HIV/AIDS epidemic has been refined and scaled up in the areas of prevention, care and the fight against stigma and discrimination.</p>	<p>Increase of 70% in the number of peers trained using the “Together we Can” (TWC) peer education methodology.</p> <p>Increased number of National Societies with standardized prevention / anti-stigma campaigns.</p> <p>Increased number of National Societies implementing projects funded by the Global Fund to Fight AIDS, TB and Malaria (GFMAT).</p> <p>All National Societies use the standardized monitoring and evaluation toolkit and results are being taken into consideration in the fine tuning of the methodology.</p> <p>National Societies are aware of and have begun implementing the Code of Good Practice for NGOs Responding to HIV/AIDS.</p> <p>An initial three National Societies develop policy/practice focused on HIV/AIDS in the workplace</p> <p>Increase of 30% of volunteers working with National Societies on HIV/AIDS projects.</p> <p>National Societies are aware of and are using the UNITAR HIV/AIDS self-assessment tool.</p>	<p>Statistics of peers reached using standardized format</p> <p>Increases in knowledge, attitudes practice and behavior change (KAPB) as measured using standardized TWC M&amp;E Toolkit</p> <p>Reports from National Societies/ strategic allies on key anti-stigma campaign (Taxi Drivers)</p> <p>National Strategic Plans including HIV/AIDS programming</p> <p>Monitoring and evaluation of “The Faces Campaign” and results published.</p> <p>Successful GFMAT applications resulting in funding of national and regional HIV/AIDS activities.</p> <p>Signatories to the Code of Good Practice for NGOs responding to HIV/AIDS</p> <p>UNITAR self-assessment training</p>	<p>Facilitate Together We Can in NS/OSB</p> <p>Support the Together We Can Regional Faculty</p> <p>Support the CARAN Executive Committee</p> <p>Design joint campaigns with CRN+ on prevention and anti-stigma.</p> <p>Facilitate the holding of regional youth peer education meetings to promote the use of the standardized peer education methodology.</p> <p>Encourage the sharing of best practices through the HIV/AIDS section on the CARAN website.</p> <p>Provide technical assistance to six National Societies on HIV/AIDS prevention and anti-stigma.</p> <p>Monitor and evaluate project impact using standardized monitoring and evaluation toolkit and print and distribute results</p> <p>Disseminate the Code of Good Practice for NGOs and the UNITAR HIV/AIDS self-assessment tool</p> <p>Hold consultations with an advertising agency and National Societies to discuss the design and implementation of social mobilization / social marketing campaigns; monitor and evaluate project impact using monitoring and evaluation tools provided by the advertising agency.</p> <p>Prepare for the XVIII Inter-American Meeting in Guayaquil, with specific focus on HIV/AIDS.</p>

			Facilitate sub-regional participation at the XVII International AIDS Conference in Mexico 2008.
<p><b>Expected Result 2: Community Health</b></p> <p>National Societies have scaled-up integrated health interventions in the area of First Aid, Voluntary Non-Remunerated Blood Donation (VNRBD), Psychosocial Support and health in emergencies in partnership with PAHO, the Ministries of Health (MOH) and other partners (including vulnerable communities).</p>	<p>A common set of tools and methodologies to implement <b>Club 25</b> are used, including monitoring and evaluation.</p> <p><b>First Aid</b> activities are scaled up building on the British Red Cross bilateral First Aid project in 2006.</p> <p>At least five National Societies have improved their capacity to independently implement <b>psychological support programmes</b> (PSP) activities using standardized sub-regional methodology.</p> <p>Continued emphasis is given to improving preparedness and response capacity in regards to <b>Avian Influenza / Pandemic Influenza (AI/PI) and Dengue</b>.</p> <p>Increased number of volunteers working with the National Societies in health activities.</p>	<p><b>Sources of Verification</b></p> <p>Signed agreements with PAHO and MoH</p> <p>Statistics on increased capacity to recruit, manage and retain volunteer non remunerated blood donors using the Club 25 methodology.</p> <p>Evidence of National Societies with structured and self-sustainable First Aid capacity.</p> <p>National Societies reporting on PSP activities and numbers of beneficiaries reached.</p> <p>National Societies with strategic alliances with governmental and non-governmental agencies in the area of Avian Influenza / Pandemic Influenza preparedness and response.</p>	<p><b>Activities for Expected Result 2:</b></p> <p>Introduce Club 25 to six National Societies in the sub-region through sub-regional meetings and training.</p> <p>Field test and approve a PSP Methodology and introduction of same into five National Societies.</p> <p>Facilitate the holding of two meetings with key allies (especially PAHO and UNICEF) to discuss common strategies in VNRBD, PSP First Aid and AI/PI preparedness and response.</p> <p>Continue the harmonization of activities in First Aid on the basis of the progress made by the British Red Cross in its pilot project (2006).</p> <p>Support Avian Influenza / Pandemic Influenza activities focusing on prevention and response.</p>

**CARIBBEAN SUB REGIONAL OFFICE – Plan for 2007**

**PROJECT NAME:** Disaster Management  
**AREA:** Preparedness for Response  
**PROJECT TYPE CODE:**  
**Date of elaboration:** September 2006

Programme	Indicators	Sources of Verification	Risks/Assumptions
<p><b>Overall Goal for all Programmes:</b>                      The National Societies and Overseas Branches of the Caribbean are implementing efficient, responsive and focused programmes which contribute to improving the lives of the most vulnerable.</p>	<p>The evaluation of the 2003-2007 Plan of Action of the Inter American Conference (PoA IAC) in 2007 shows a high degree of achievement of its objectives</p>	<p>Monitoring and Evaluation Tool on FedNet                      Evaluation of the 2003-2007 Plan of Action of the Inter American Conference</p>	
<p><b>Programme Objective</b>                      The capacity of the Caribbean Red Cross to respond to sudden and slow onset disasters is strengthened by further reinforcing the regional disaster response system.</p>	<p>Implementation of standard Federation Disaster Management mechanisms, including Preparedness, Response and Operational tools.</p> <p>Federation disaster preparedness and response has been implemented in a coordinated, effective, and appropriate manner to meet the needs of the Caribbean NS/OSB.</p>	<p>Federation deployments, reports, evaluations and operational reviews.</p>	<p>Donor governments, National Societies and the public continue to support the further development and strengthening of the Federation disaster preparedness and response system in the Caribbean through PADRU.</p>
<p><b>Expected Result 1:</b>                      Contingency planning and preparedness for response activities are prioritized</p>	<ol style="list-style-type: none"> <li>1. Number of NS/OSBs with Contingency plans based on the 'Response &amp; Contingency Planning Guide'.</li> <li>2. Plans are coordinated with regional partners, including the UN agencies.</li> <li>3. Increased number of trained RITs from Caribbean NS/OSB.</li> <li>4. Increased number of members of NS/OSB trained as Team Leaders and ERU members.</li> <li>5. Shelter meetings are convened as</li> </ol>	<p>Documentation</p> <p>Reports, minutes</p> <p>RITs Database</p> <p>RITs Database, training reports</p> <p>Operational Updates, evaluations and</p>	<p><b>Activities:</b>  <b>Activities for Expected Result 1:</b></p> <ol style="list-style-type: none"> <li>1. Further develop and facilitate the implementation of the 'Response &amp; Contingency Planning Guide', primarily in the most disaster-prone Caribbean countries.</li> <li>2. Further develop regional disaster preparedness tools, including RITs, in line with the Federation's global disaster management initiatives.</li> <li>3. Attend inter-agency coordination meetings.</li> <li>4. Facilitate Regional Intervention Team trainings in General, Logistics, IT, Telecommunications</li> </ol>

	<p>part of emergency response.</p> <p>6. Number of RITs with hands-on experience through internships.</p> <p>7. NS/OSB have the resources to provide an initial response in the event of disaster.</p>	<p>operational reviews</p> <p>Evaluations</p> <p>Operational Updates, evaluations and operational reviews, media reports</p>	<p>and Relief.</p> <p>5. Scale up PADRU’s training programme to ensure that NS/OSB have the opportunity to avail themselves of advanced training, e.g. Team Leader and ERU.</p> <p>6. Seek opportunities to develop the Federation’s role as the shelter ‘convenor’ in line with the Secretariat/OCHA MoU.</p> <p>7. Facilitate trainings and simulations to further increase Red Cross Movement cooperation, particularly with the French Red Cross Regional Intervention Platform for the Americas/Caribbean (PIRAC).</p> <p>8. Provide RITs internships to NS/OSB personnel.</p> <p>9. Facilitate quality improvement initiatives, including SPHERE training, beneficiary participation and accountability framework.</p> <p>10. Support pre-positioning of equipment and relief items throughout the region.</p> <p>11. Facilitate an increase in water and sanitation capacity to respond.</p> <p>12. Facilitate a pre-hurricane meeting in May 2007 in Panama.</p>
<p><b>Expected Result: 2</b></p> <p>Regional disaster response systems are optimized and effectively implemented.</p>	<p>1. Timely and appropriate response by PADRU to regional disasters in the Caribbean.</p> <p>2. Number of response deployments by RITs members.</p> <p>3. Previously agreed coordination procedures and guidelines respected by all components of the Red Cross Movement in the Caribbean.</p> <p>4. Positive evaluations and reviews on all operational deployments.</p>	<p>Evaluations and reviews.</p> <p>DMIS statistics.</p> <p>Operational Updates and donor reports</p>	<p><b>Activities for Expected Result :2</b></p> <p>1. Deploy PADRU DM personnel and RIT members to support NS/OSB.</p> <p>2. Provide updates on disaster response operations through DMIS and the Caribbean Red Cross website.</p> <p>3. Initiate PADRU’s “Activation Plan”.</p> <p>4. Coordinate with national, regional and local actors in response operations.</p> <p>5. Conduct reviews and evaluations of all disaster response operations.</p>

	5. Standard Federation disaster response tools are implemented.		
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**CARIBBEAN SUB REGIONAL OFFICE – Plan for 2007**

**PROJECT NAME:** Disaster Risk Reduction in the Caribbean

**AREA:** Community Risk Reduction

**PROJECT TYPE CODE:**

**Date of elaboration:** September 2006

Programme	Indicators	Sources of Verification	Risks/Assumptions
<p><b>Overall Goal for all programmes:</b> The National Societies and Overseas Branches of the Caribbean are implementing efficient, responsive and focused programmes which contribute to improving the lives of the most vulnerable.</p>	<p>The evaluation of the 2003-2007 Plan of Action of the Inter-American Conference (PoA IAC) in 2007 shows a high degree of achievement of its objectives</p>	<p>Monitoring and Evaluation Tool on FedNet  Evaluation of the 2003-2007 Plan of Action of the Inter American Conference</p>	
<p><b>Programme Objective</b> Strengthened National Societies and Overseas Branches are working to reduce risks, making communities safer and more resilient to disasters.</p>	<p>An increased number of National Societies and Overseas Branches have highlighted disaster risk reduction in their plans</p> <p>Increasingly, Vulnerability and Capacity Assessment (VCA) is accepted as a standard tool throughout the Caribbean both by Red Cross and non Red Cross partners</p> <p>All Caribbean National Societies and Overseas Branches have trained volunteers working at community level</p> <p>The Regional Centres of Reference in Costa Rica and El Salvador are collaborating closely with peer Caribbean Red Cross National Societies.</p> <p>A stronger “culture of prevention” is created through the development and implementation of a Regional Risk Reduction Communication Strategy</p> <p>The Disaster Management Network has supported the development of new methodologies as well as strengthened and improved coordination and collaboration in the Caribbean</p>	<p>National Society and Overseas Branch strategic and annual plans</p> <p>Well Prepared National Society / Branch Guide &amp; Questionnaire</p> <p>Number of assessments conducted using the VCA tool.</p> <p>Training reports with Community Disaster Plans and micro-mitigation reports</p> <p>Personnel database</p> <p>National Society and Overseas Branch organization structure</p> <p>Exchange of tools and methodologies produced by the Regional Centres of Reference and final materials/modules available for use in the Caribbean</p> <p>Development of a regional risk reduction communication strategy with implementation materials that include themes related to the Hyogo Framework for Action, advocacy and awareness-raising on the Safer Communities Common Approach within the National Societies and Overseas</p>	<p>Full cooperation of the National Societies and Overseas Branches involved.</p> <p>Other organizations see the Red Cross as a credible and realistic partner</p> <p>Availability of volunteer support to sustain programmes.</p> <p>Participation of communities.</p> <p>Resources – human, physical, financial, technical – mobilized</p> <p>Red Cross partners agree to a standardization of approach and common tools</p> <p>National Intervention Team (NITs ) training curricula developed and used universally throughout the region</p>

		Branches in the Caribbean  Materials validated by the Disaster Management Network	
<p><b>Expected Result 1:</b></p> <p>High Risk Communities are safer, more resilient and better able to resist the impact of disasters</p>	<p>Number of communities with well functioning community disaster response teams (CDRTs) established and sustained.</p> <p>Increased awareness of climate change in vulnerable Caribbean communities.</p> <p>Number of community mitigation micro-projects successfully implemented.</p> <p>Number of communities which have used VCA as the basis for developing their community Disaster/Emergency Plan</p> <p>Number of communities that have practised their Disaster/Emergency Plan through simulations and actual disasters</p> <p>Schools, households and community centres are targeted for risk reduction activities</p>	<p>Community disaster response team (CDRT) reports and memoranda of understanding</p> <p>Impacts of climate change videos produced by 5 countries in the Caribbean and used by all the National Societies in support of their VCA and CBDM Programmes</p> <p>Climate change handbook for community use</p> <p>Micro mitigation project reports</p> <p>Community Disaster/Emergency Plans</p> <p>Community post-hazard impact assessments (where possible)</p> <p>Simulation reports</p> <p>Family Emergency/Disaster plans, School Disaster Plans, National Society training reports</p>	<p><b>Activities for Expected Result 1:</b></p> <p>Facilitate VCA training of trainers and refresher training</p> <p>Facilitate the translation, adaptation and dissemination of CBDM modules/materials produced by the Regional Centres of Reference</p> <p>Support the training of CDRTs</p> <p>Develop climate change modules for inclusion in community based disaster preparedness programmes</p> <p>Facilitate the production of a climate change video in 5 countries in the Caribbean</p> <p>Assist at least 8 National Societies and Overseas Branches in implementing community mitigation micro-projects</p> <p>Facilitate National VCAs</p> <p>Support community based disaster preparedness initiatives such as advocating for the inclusion of Risk Reduction in the School Curricula</p>
<p><b>Expected Result: 2</b></p> <p>The disaster management capacity of National Societies and Overseas Branches is improved.</p>	<p>At least 8 National Societies and Overseas Branches have trained NITs teams, working within clear Disaster / Contingency plans and practising skills through simulations</p> <p>5 National Societies and Overseas</p>	<p>National Society and Overseas Branch disaster/contingency plans</p> <p>Training reports</p> <p>National Society and Overseas Branch</p>	<p><b>Activities for Expected Result 2:</b></p> <p>Support the regional DM network</p> <p>Facilitate NITs training courses</p> <p>Support the development of National Societies and Overseas Branches</p>

	<p>Branches with a disaster preparedness/response volunteer management system in place</p> <p>8 Caribbean National Societies are utilizing the new community based disaster management (CBDM) material produced by the Centres of Reference</p> <p>Increased communication on disaster management issues, both internally and externally</p> <p>National Societies increasingly cooperate, collaborate and actively participate in disaster related activities at local and national levels</p>	<p>organizational structure National Society and Overseas Branch simulation reports</p> <p>National Society and Overseas Branch volunteer management guides &amp; plans, position descriptions, database</p> <p>CBDM material translated into English disseminated and used in the Caribbean</p> <p>Caribbean newsletter, web forum, use of Disaster Management Information System (DMIS)</p> <p>Reports on coordinated disaster related activities in communities and at national level</p> <p>Network reports / meeting minutes</p> <p>National Society reports on attendance and participation in disaster related activities in country</p>	<p>Disaster/Contingency Plans Develop new and improve existing training tools and methodologies</p> <p>Encourage Caribbean Red Cross to conduct disaster simulations in collaboration with partners.</p> <p>Support National Societies and Overseas Branches in developing and implementing their volunteer management systems (including volunteers in emergencies) using the Volunteer Management Toolkit as a guide</p> <p>Support the production and distribution of advocacy, promotional and training materials related to CBDM to National Societies and Overseas Branches and provide technical support on the use of community based manuals</p> <p>Encourage improved communication among National Societies and Overseas Branches, actual and virtual.</p> <p>Monitor and evaluate the programmes.</p> <p>Attend regional meetings and fora</p>
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**CARIBBEAN SUB REGIONAL OFFICE – Plan for 2007**

**PROJECT NAME:** Organizational Development

**AREA:** Organizational Development

**PROJECT TYPE CODE:**

**Date of elaboration:** September 2006

<b>Programme:</b>	<b>Indicators</b>	<b>Sources of Verification</b>	<b>Risks/Assumptions</b>
<p><b>Overall Goal for all Programmes:</b> The National Societies and Overseas Branches in the Caribbean are implementing efficient, responsive and focused programmes which contribute to improving the lives of vulnerable people.</p>	<p>Evaluation of the 2003-2007 Plan of Action of the Inter American Conference shows a high degree of achievement of its objectives.</p>	<p>Monitoring and evaluation tool on FedNet  Evaluation report of the Plan of Action of the Inter American Conference</p>	
<p><b>Programme Objective:</b> National Societies and Overseas Branches are enabled to demonstrate more of the characteristics of a Well Functioning National Society, thereby providing a more effective service to vulnerable communities.</p>	<p>Improvements in the scale of organizational development indicators vs. baseline (2005)  OD interventions carried out by regional OD network (RODNET) practitioners</p>	<p>Self assessment reports  Monitoring and evaluation tool on FedNet  Strategy 2010 evaluation report  External audit reports  RODNET reports</p>	<p>National Societies own and lead the process of their own development.  National Societies' priorities are in line with the framework of the Plan of Action of the Inter American Conference.  Sufficient capacity allows for sustained support to the National Societies in the region.</p>
<p><b>Expected Result 1:</b>  National Societies have strategic plans, annual operational plans and budgets, in line with the Plan of Action of the XVII Inter American Conference 2003-2007.</p>	<p><b>Indicators</b>  Number of National Societies and Overseas Branches' strategic plans complete with indicators by the end of 2007.  Number of National Societies and Overseas Branches with annual plans and budgets, with a funding plan, by the end of 2007.  Number of National Societies and Overseas Branches engaged in monitoring and evaluation by the end of 2007.</p>	<p><b>Sources of Verification</b>  Strategic plan documents / FedNet  Funding plan documents  Monitoring and evaluation tool on FedNet</p>	<p><b>Activities</b> <b>Activities for Expected Result 1:</b> Support National Societies and Overseas Branches in their strategic planning process.  Advise National Societies and Overseas Branches in developing annual plans and budgets, including funding plan.  Promote monitoring and evaluation to National Societies and Overseas Branches.</p>

<p><b>Expected Result 2:</b> National Societies have Statutes, revised within the last ten years, which include the recommendations of the Joint Commission.</p>	<p>Increase in numbers of National Society Statutes receiving classification 1 from the Joint Commission.</p> <p>Number of National Societies in which the role of governance and management are clearly defined.</p> <p>Number of National Societies that have statutory rules of procedure.</p>	<p>National Society Statutes Joint Commission monitoring reports Self-Assessment reports</p> <p>National Society Governance agendas</p> <p>Rules of Procedure documents</p>	<p><b>Activities for Expected Result 2:</b></p> <p>Support the revision of Statutes.</p> <p>Assist National Societies in developing Rules of Procedure when applicable.</p>
<p><b>Expected Result 3:</b> The capacity of National Societies and Overseas Branches to use fundraising tools and opportunities is expanded.</p>	<p>Number of National Societies and Overseas Branches that have a fundraising strategy and/or person dedicated to fundraising.</p> <p>Increase in National Society and Overseas Branch funding generated by fundraising activities.</p> <p>Increase in project proposals written and submitted by National Societies and Overseas Branches.</p> <p>Percentage of proposals accepted.</p>	<p>National Society and Overseas Branch fundraising strategy documents</p> <p>National Society and Overseas Branch audit reports</p> <p>Project proposal documents</p> <p>Projects implemented with external funds.</p>	<p><b>Activities for Expected Result 3:</b></p> <p>Promote existing and new fund- raising tools.</p> <p>Provide information on global and regional funding mechanisms.</p> <p>Support National Societies and Overseas Branches in proposal writing.</p> <p>Facilitate a RODNET meeting on fundraising.</p>
<p><b>Expected Result 4:</b> National Societies and Overseas Branches have developed volunteer management systems, which include Youth.</p>	<p>Number of National Societies and Overseas Branches managing volunteers, including systematic recruitment, training and retention practices.</p> <p>Increase in number of National Society and Overseas Branch volunteers.</p> <p>Number of National Societies and Overseas Branches with volunteer representation in decision making at governance and management levels.</p> <p>Percentage of National Society and</p>	<p>National Society and Overseas Branch records showing volunteer position descriptions, training plans etc.</p> <p>National Society and Overseas Branch volunteer database / records</p> <p>National Society and Overseas Branch reports</p>	<p><b>Activities for Expected Result 4:</b></p> <p>Promote the implementation of a volunteer management policy, in accordance with Federation guidelines.</p> <p>Support National Societies in developing their volunteer management structures using the Volunteer Management toolkit.</p> <p>Adapt, translate and distribute notice for volunteer recruitment.</p>

	Overseas Branch volunteers that are youth.		
<p><b>Expected Result 5:</b> National Societies and Overseas Branches have a more systematic approach to leadership and staff development.</p>	<p>Percentage of governance and senior managers in each National Society and Overseas Branch that have attended leadership training.</p> <p>Number of National Societies and Overseas Branches with a training calendar.</p> <p>Number of National Societies and Overseas Branches conducting performance evaluation of staff.</p>	<p>Federation reports</p> <p>National Society and Overseas Branch reports</p>	<p><b>Activities for Expected Result 5:</b> Support the participation of 2 National Society personnel per year in the leadership training course at the Secretariat Headquarters.</p> <p>Facilitate joint training with the ICRC for National Society leaders in the Caribbean.</p> <p>Support National Societies and Overseas Branches in the development of career plans for human resources, both volunteers and salaried staff.</p> <p>Disseminate management tools and mechanisms in regional fora and meetings.</p> <p>Exchange tools with other regions (translation and printing).</p> <p>Promote personnel appraisal models.</p>
<p><b>Expected Result 6:</b> National Societies and Overseas Branches reflect diversity in their programmes, services and organizational structure.</p>	<p>Mean age and gender of governance members in relation to mean age and gender of staff and volunteers.</p> <p>Number of National Societies and Overseas Branches that have adopted the Federation's Gender Policy.</p> <p>Number of National Society and Overseas Branch programmes and projects that include specific diversity indicators.</p>	<p>Self Assessment reports</p> <p>National Society and Overseas Branch Strategic Plans</p> <p>National Society and Overseas Branch project planning documents / reports</p>	<p><b>Activities for Expected Result 6:</b> Promote diversity issues including gender, age, ethnicity and disability.</p> <p>Ensure diversity indicators are included in programme/project plans.</p> <p>Encourage National Societies and Overseas Branches to address diversity issues.</p>
<p><b>Expected Result 7:</b> The capacity of the National Societies and Overseas Branches in the area of communication and advocacy has</p>	<p>Number of National Societies and Overseas Branches with a communication plan, based on the Communications Strategy for the</p>	<p>National Society and Overseas Branch Strategic Plans</p> <p>Web statistics</p>	<p><b>Activities for E.R. 7:</b> Support the development of a regional Communications strategy.</p>

<p>increased and in line with the Plan of Action of the Inter-American Conference 2003-2007, strengthening the Red Cross image.</p>	<p>Americas.</p> <p>Number of updates on the Caribbean Red Cross website each year.</p> <p>Percent increase of “redcross@” email users.</p> <p>Percent increase of FedNet users.</p>	<p>Federation reports</p>	<p>Promote the linking of regional communications strategy to the National Society and Overseas Branch strategic plans.</p> <p>Provide caribbeanredcross.org email addresses to National Societies and Overseas Branches.</p> <p>Promote the use of FedNet to National Societies and Overseas Branches.</p>
<p><b>Result 8:</b> National Societies and Overseas Branches have developed their capacity to manage Integrated Community Programmes.</p>	<p>Number of National Societies and Overseas Branches using guidelines for integral management of community programmes.</p> <p>Number of National Societies and Overseas Branches personnel trained in the management of integrated community programmes.</p> <p>Number of National Societies and Overseas Branches implementing integrated community programmes.</p>	<p>National Society and Overseas Branch Strategic and annual plans</p> <p>Federation reports</p> <p>National Society and Overseas Branch reports</p>	<p><b>Activities for E.R. 8</b> Identify National Societies and Overseas Branches with the capacity to implement integrated community programmes.</p> <p>Support pilot Integrated Community Programmes initiatives.</p> <p>Collect best practices and replicate in other National Societies and Overseas Branches.</p> <p>Disseminate methodologies.</p>

**CARIBBEAN SUB REGIONAL OFFICE – *Plan for 2007***

**PROJECT NAME:** Humanitarian Principles and Values

**AREA:** Humanitarian Principles and Values

**PROJECT TYPE CODE:**

**Date of elaboration:** September 2006

<b>Programme:</b>	<b>Indicators</b>	<b>Sources of Verification</b>	<b>Risks/Assumptions</b>
<p><b>Overall goal for all programmes:</b></p> <p>Caribbean National Societies and Overseas Branches are implementing efficient, responsive and focused programmes which contribute to improving the lives of vulnerable people.</p>	<p>Evaluation of the 2003-2007 Plan of Action of the Inter American Conference shows a high degree of achievement of its objectives.</p>	<p>Monitoring and evaluation tool on FedNet</p> <p>Evaluation report of the Plan of Action of the Inter American Conference</p>	
<p><b>Programme Objective:</b></p> <p>Humanitarian Principles and Values are integrated into National Society/Overseas Branch core programmes.</p>	<p>Humanitarian Principles and Values tools are applied to core programmes</p> <p>Regional campaigns promote Fundamental Principles and Values</p> <p>National Society/Overseas Branch capacity is increased to advocate on behalf of the most vulnerable</p> <p>National Society/Overseas Branch work highlighted in national, regional and international media</p>	<p>National Society/Overseas Branch reports</p> <p>Federation Reports</p> <p>Evaluation report of the Plan of Action of the XVII Inter American Conference</p> <p>Articles/reports in the media</p>	<p>National Societies/Overseas Branches consider Humanitarian Principles and Values, communications and information key to their development.</p> <p>National Society/Overseas Branches priorities are in line with the framework of the Plan of Action of the Inter American Conference and Strategy 2010.</p> <p>National Societies/Overseas Branches seek to take on advocacy roles in specific issues.</p>

<p><b>Expected Result 1:</b></p> <p>National Societies and Overseas Branches are systematically disseminating the Fundamental Principles and Humanitarian Values.</p>	<p><b>Result Indicators:</b></p> <p>Number of National Societies/Overseas Branches conducting internal and external training using Federation Humanitarian Principles and Values materials</p> <p>National Societies/Overseas Branches are advocating in the area of Humanitarian Values on behalf of vulnerable, marginalized and ‘at risk’ groups.</p>	<p>National Society/Overseas Branch Reports and Federation Reports</p> <p>Media articles and reports</p> <p>Humanitarian Principles and Values materials published</p>	<p><b>Activities</b></p> <p><b>Activities for Expected Result 1:</b></p> <p>Make available existing Humanitarian Principles and Values tools to those responsible for promoting Humanitarian Principles and Values in the National Societies/Overseas Branches for the training of staff and volunteers.</p> <p>Develop regional Humanitarian Principles and Values materials for the Caribbean.</p> <p>Support National Societies/Overseas Branches in the implementation of Humanitarian Principles and Values activities in their programmes.</p> <p>Promote and maintain communication tools such as the Caribbean website and newsletter to highlight Red Cross work in the region.</p>
<p><b>Expected Result 2:</b></p> <p>Initiatives on tolerance, non-violence and non-discrimination and respect for diversity with a special focus on HIV/AIDS-related stigma are implemented both within and outside of the Movement.</p>	<p>New initiatives developed in the Caribbean targeting vulnerable groups</p> <p>Increase in key messages incorporated into all communication and dissemination materials</p> <p>Experiences and lessons learned from the regional anti-stigma campaign have been shared</p>	<p>National Society/Overseas Branch strategic and annual plans</p> <p>Media coverage</p> <p>Federation/National Society/Overseas Branch reports</p>	<p><b>Activities for Expected Result 2:</b></p> <p>Ensure that National Societies/Overseas Branches incorporate anti-stigma and anti-discrimination activities in their HIV/AIDS programming</p> <p>Develop key messages to highlight the situation of vulnerable groups</p> <p>Promote the use of Federation global anti-stigma campaigns such as “Come Closer” and “The Truth About AIDS” in the region</p> <p>Monitor and evaluate the impact of National Society/Overseas Branch HIV/AIDS and anti-stigma programmes</p> <p>Establish a regional plan of action for advocacy using as a base the themes</p>

			defined in the Plan of Action of the Inter American Conference.
<p><b>Expected Result 3:</b> A regional communications strategy is developed</p>	<p>Number of National Societies/Overseas Branches with communication focal points which are implementing the regional communications strategy</p> <p>The regional Communications network is active.</p> <p>Events are celebrated jointly with the ICRC marking key dates in the Red Cross calendar</p> <p>Number of Red Cross personnel communicators/disseminators trained</p> <p>Positive Red Cross publicity from media active in the journalists' network</p>	<p>Federation reports</p> <p>Federation/ICRC meeting minutes</p> <p>Media coverage</p> <p>National Society/Overseas Branch strategic and annual plans</p>	<p><b>Activities for Expected Result 3:</b></p> <p>Strengthen the communications network in the areas of knowledge sharing, best practices and information exchange.</p> <p>Develop and disseminate the regional communications strategy to Red Cross membership and other stakeholders.</p> <p>Ensure ICRC involvement in joint planning of regional HPV issues.</p> <p>Facilitate communications workshop with the ICRC.</p> <p>Organize joint activities with the ICRC.</p> <p>Ensure that the journalists' network understands the role and work of the Red Cross.</p> <p>Ensure that the communications network works closely with the journalists' network to promote the work of the Red Cross.</p> <p>Promote the use of Federation tools and publications such as the World Disasters Report.</p>
<p><b>Expected Result 4:</b> Specific programmes are developed for Red Cross Youth involvement.</p>	<p>Number of National Societies/Overseas Branches with plans which respond to problems facing youth.</p> <p>Percentage increase in youth volunteers involved in National Society/Overseas Branch programmes.</p>	<p>National Society/Overseas Branch Strategic and annual plans</p> <p>National Society/Overseas Branch reports</p> <p>Volunteer database</p>	<p><b>Activities for Expected Result 4:</b></p> <ul style="list-style-type: none"> <li>• Ensure that HPV, anti-stigma and discrimination projects target youth.</li> <li>• Encourage use of the TWC web forum on the Caribbean website as a means of promoting best practices and knowledge sharing.</li> </ul>

			<ul style="list-style-type: none"><li>• Encourage use of <i>RAID CROSS</i> for youth in the Caribbean</li></ul>
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**PORT OF SPAIN SUB-REGIONAL DELEGATION – plan for 2006 - 2007**

**PROGRAMME NAME:** Coordination, Cooperation and Strategic Partnerships

**AREA:** Coordination, Cooperation and Strategic Partnerships

**PROJECT TYPE CODE:**

**Date of elaboration:** 24<sup>th</sup> August 2005

<b>Programme Goal</b>	<b>Indicators</b>	<b>Sources of Verification</b>	<b>Risks/Assumptions</b>
The Movement is working together in the Caribbean, and is being recognized as the preferred partner for other entities in the region.			
<b>Programme Objective</b> Strengthened, improved cooperation, coordination and support mechanisms are facilitating collaboration amongst Red Cross Movement members and strategic partners.	Formal recognition by internal and external partners of the Federation's role in facilitating cooperation	Signed memoranda of understanding  Invitations to regional and international meetings	
<b>Expected Results</b>  <b>Result 1:</b> Cooperation among National Societies and Overseas Branches in the region has worked effectively through an empowered CCORC.	<b>Indicators</b>  Number of requests for assistance submitted through CCORC.  Increase in the assistance CCORC is able to provide to Caribbean Red Cross membership.  Contributions to the CCORC annual plan and budget.	<b>Sources of Verification</b>  CCORC financial and narrative reports	<b>Activities</b>  <b>Activities for E.R. 1:</b> Facilitate two CCORC management committee meetings per year.  Facilitate one CCORC biennial meeting in 2007.  Promote the CCORC plan and budget.  Provide administrative support to the CCORC management committee.
<b>Result 2:</b> Joint support to National Societies and Overseas Branches in the region is optimized by cooperation and coordination with the ICRC, PNS and National Societies.	Number of joint Federation and ICRC meetings and missions to visit National Societies and Overseas Branches.	Mission reports  Meeting reports  ICRC/PNS contribution to the	<b>Activities for E.R. 2:</b> Conduct joint visits to National Societies and Overseas Branches with ICRC.  Liaise with PNS on multi-lateral

	<p>Number of workshops/meetings/events jointly facilitated with the Federation by ICRC and PNS.</p> <p>Number of formal Movement cooperation agreements in place.</p> <p>Increase in funding to the annual appeal.</p>	<p>Federation's annual appeal</p> <p>Signed memoranda of understand and agreements</p> <p>Income statements</p>	<p>and bi-lateral support to National Societies and Overseas Branches.</p> <p>Promote the Caribbean annual appeal widely within the Movement.</p>
<p><b>Result 3:</b> Red Cross regional networks have contributed to knowledge sharing, capacity building and general cooperation and coordination.</p>	<p>Number of network meetings.</p> <p>Number of National Societies and Overseas Branches participating in network meetings.</p> <p>Documented examples of networks contributing to National Society and Overseas Branch development.</p> <p>Increased collaboration with non-Red Cross stakeholders.</p>	<p>Minutes</p> <p>Network reports</p> <p>National Societies and Overseas Branches reports</p> <p>Signed memoranda of understanding and agreements</p>	<p><b>Activities for E.R. 3:</b> Facilitate individual network meetings.</p> <p>Monitor the progress of network implementation plans against objectives.</p> <p>Encourage communication and coordination between networks and Caribbean Red Cross membership.</p> <p>Facilitate communication and coordination between networks and external stakeholders.</p> <p>Assist networks to seek external and sustainable funding.</p>
<p><b>Result 4:</b> The Federation, National Societies and Overseas Branches are respected partners of choice for key humanitarian actors and organizations with a presence in the region.</p>	<p>Number of existing partnerships</p> <p>Increase in new partners</p>	<p>Signed memoranda of understanding and agreements</p> <p>Formal invitations to enter into partnerships</p>	<p><b>Activities for E.R. 4:</b> Initiate and continue regular dialogue with external organizations.</p> <p>Develop and implement plans of action for existing memoranda of understanding with external partners.</p> <p>Attend regional and international meetings.</p>

**PORT OF SPAIN SUB-REGIONAL OFFICE – plan for 2006 - 2007**

**PROGRAMME NAME:** International Representation and Advocacy

**AREA:** International Representation and Advocacy

**PROJECT TYPE CODE:**

**Date of elaboration:** August 2005

Programme Goal	Indicators	Sources of Verification	Risks/Assumptions
A strong Federation with credibility and voice, positioning the Red Cross and influencing the humanitarian agenda in the Caribbean region.			
<b>Programme Objective</b> The Sub Regional Office is providing effective representation and advocacy.			
<b>Expected Results</b>  <b>Result 1:</b> The Federation has prioritized regional and international forums in the Caribbean and supported National Societies and Overseas Branches to do the same.	<b>Indicators</b>  Number of invitations received by the Red Cross in the Caribbean to attend regional and international meetings  Number of references to the Red Cross in meeting outcome documents	<b>Sources of Verification</b>  Federation reports  Meeting reports	<b>Activities</b>  <b>Activities for E.R. 1:</b> Ensure key Movement messages are shared with National Societies and Overseas Branches.  Lobby for Red Cross attendance at critical regional and international meetings.  Encourage external partners' attendance at regional Movement meetings, where appropriate.  Position the Red Cross as a vital partner to government, NGO, regional and international organizations.
<b>Result 2:</b> The Federation has enhanced the image of the Movement.	Number of global Red Cross initiatives implemented in the region, reported positively.	Media reports	<b>Activities for E.R. 2:</b> Organize Red Cross events advocating for HIV/AIDS, anti-stigma and discrimination, disaster preparedness.

			<p>Celebrate 'Important Dates to Remember'.</p> <p>Develop and maintain contact with the media.</p>
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**CARIBBEAN SUB-REGIONAL DELEGATION – *planning for 2006 - 2007***

**PROGRAMME NAME:** Supporting National Society Governance

**AREA:** Governance Support

**PROJECT TYPE CODE:**

**Date of elaboration:** 24<sup>th</sup> August 2005

<b>Programme</b>	<b>Indicators</b>	<b>Sources of Verification</b>	<b>Risks/Assumptions</b>
<p><b>Goal</b> Effective empowered governance is in place to guide the Federation in the Caribbean forward to achieve the strategic objectives of the organization.</p>			<p>Support and leadership ensured from corresponding technical departments in Geneva and the President of the Federation.</p> <p>Governance members understand their roles and responsibilities and have a high level of commitment and integrity.</p>
<p><b>Programme Objective</b> Effective support is provided to governance in the Caribbean in response to requests.</p>	<p>Formal feedback from governance on support received.</p> <p>Interventions made in statutory meetings.</p>	<p>Oral and written communication to the Americas Department</p> <p>Meeting reports</p>	<p>Requests from governance to the Regional Delegation are made.</p> <p>National Societies recognize that they require assistance.</p>
<p><b>Expected Results</b></p> <p><b>Result 1:</b> Relevant and timely support is provided to members of the Governing Board and National Society Governance in preparation for statutory meetings.</p>	<p><b>Indicators</b></p>	<p><b>Sources of Verification</b></p>	<p><b>Activities</b></p> <p><b>Activities for E.R. 1:</b> Forward information from Geneva and confirm receipt of documents.</p> <p>Respond to requests for additional information and advice.</p> <p>Participate in statutory meetings, when appropriate.</p>
<p><b>Result 2:</b> CCORC members are supported in their preparations for the XVIII Inter-American Conference in Ecuador in 2007.</p>			<p><b>Activities for E.R. 2:</b> Forward information from the Secretariat headquarters and Regional Delegation, and confirm receipt of documents.</p> <p>Respond to requests for additional</p>

			<p>information and advice.</p> <p>Provide technical and logistical support to Caribbean Red Cross members.</p>
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**CARIBBEAN SUB REGIONAL DELEGATION – plan for 2006 - 2007**

**PROGRAMME NAME:** Federation Management

**AREA:** Federation Management

**PROJECT TYPE CODE:**

**Date of elaboration:** August 2005

<b>Programme Goal</b>	<b>Indicators</b>	<b>Sources of Verification</b>	<b>Risks/Assumptions</b>
The Federation is providing efficient and timely support to the National Societies and Overseas Branches in the Caribbean region.			
<p><b>Programme Objective</b> The Sub Regional Office is working efficiently, ensuring good management of resources and complying with Federation procedures and standards.</p>	<p>Positive reference in RFU reports</p> <p>High score on financial performance indicators</p> <p>Compliance with Federation reporting standards</p> <p>Low staff turnover</p> <p>Short recruitment process of staff</p>	<p>RFU reports</p> <p>Pledge-based reporting reports</p> <p>Federation reports</p> <p>Vacancy lists</p>	
<p><b>Expected Results</b></p> <p><b>Result 1:</b> Human resources with the right skills, experience and background are in place to provide support to National Societies and Overseas Branches and represent the Federation in the Caribbean.</p>	<p><b>Indicators</b></p> <p>Delegate and staff CVs match position descriptions</p> <p>Positive performance appraisals for delegates and staff</p> <p>Low staff turnover</p>	<p><b>Sources of Verification</b></p> <p>Personnel files</p> <p>AROnline</p> <p>Personnel records</p>	<p><b>Activities</b></p> <p><b>Activities for E.R. 1:</b> Ensure a full compliment of staff in agreement with an approved organization structure.</p> <p>Use standard Federation recruitment procedures to employ new personnel.</p> <p>Conduct regular appraisals in accordance with AROnline.</p> <p>Provide training, as required.</p>
<b>Result 2:</b>			<b>Activities for E.R. 2:</b>

<p>Federation programmes are well managed.</p>	<p>Full compliance with budget holder procedures</p> <p>Programme/project plans are well designed, and implemented on time and within budget</p>	<p>Budget approval forms</p> <p>Financial statements</p> <p>Federation narrative and financial reports</p> <p>Programme/project evaluation reports</p>	<p>Conduct regular internal meetings to discuss project implementation against planning documents.</p> <p>Conduct regular monitoring of programmes/projects.</p> <p>Ensure good coordination between Federation delegations and support units.</p>
<p><b>Result 3:</b> The Federation is complying with financial and reporting standards.</p>	<p>Zero deficits by end of financial year.</p> <p>Programme updates and pledge-based reports completed on time.</p>	<p>Financial statements</p> <p>Pledge-based reporting statement</p>	<p><b>Activities for E.R. 3:</b> Provide budget holder training, as required.</p> <p>Provide training on reporting, as required.</p> <p>Conduct budget vs. actual analysis (BVA) on a monthly basis.</p> <p>Adjust programme spending according to income.</p>
<p><b>Result 4:</b> Federation managers work closely together, ensuring the integration of programmes and a coherent support to National Societies and Overseas Branches.</p>	<p>Number of meetings to review progress against objectives.</p> <p>Number of joint missions and common messages delivered to National Societies and Overseas Branches.</p>	<p>Minutes</p> <p>Mission reports</p> <p>Programme Updates / pledge-based reporting</p>	<p><b>Activities for E.R. 4:</b> Conduct regular internal meetings to discuss programme/ project planning and implementation.</p> <p>Reflect integrated community programming in programme/ project planning, implementation and reporting.</p> <p>Conduct joint missions to visit Federation-supported programmes/ projects.</p>