

Plan 2009-2010



Caribbean

Executive summary

The 2009-2010 plans for the Federation Secretariat in the Caribbean reflect the strategy outlined in the Federation of the Future and are structured under the New Operating Model. The purpose of these plans is to support National Societies in the region in their work towards contributing to the goals of the Federation's Global Agenda through scaling-up programmes, increasing Red Cross capacity and strengthening its role in civil society. At the same time, the plans for the region are in line with the Inter-American Plan 2007-2011 approved during the XVIII Inter-American Conference held in Guayaquil in June 2007. The Conference, the motto of which was "safer and healthier communities", focused on further Red Cross reach at community level, thereby ensuring that more vulnerable people are assisted through relevant Red Cross programming carried out by stronger Red Cross National Societies with reinforced national and regional networks. The Inter-American Plan 2007-2011 reflects this commitment to enhance Red Cross work at community level.

The Caribbean region comprises 16 countries, the majority of which are islands, including those of Hispaniola (shared by Haiti and the Dominican Republic) and Cuba, as well as the mainland countries of Belize, Guyana and Suriname. The Caribbean region also comprises the British, Dutch, French and American overseas territories. The Federation's Secretariat support structure in the region has two offices: the Caribbean Regional Representation (CRRO) and the Latin Caribbean Regional Representation. The CRRO based in Port of Spain, Trinidad and Tobago, provides support to all regional programmes in line with the Global Agenda Goals to the National Societies in the region, as well as to the overseas branches of the British and Netherlands Red Cross in coordination with their specific strategies. Specific tailored programmatic support from the CRRO, targets the 13 predominantly English speaking National Societies. These plans are focused on the support provided through the CRRO. The Latin Caribbean Regional Representation provides direct support to Cuba, the Dominican Republic and Haiti in the areas of organisational development, coordination, representation and advocacy, in close coordination with the CRRO, from where the programmatic support for those three National Societies is drawn. The Latin Caribbean Regional Representation has separate plans on their focused area of work.

The National Societies in the Caribbean strive to assist people of the region made vulnerable by a variety of social, economic and environmental challenges. In order to work towards achievement of the objectives outlined and to contribute to the Global Agenda Goals and in accordance with the Inter-American Plan 2007-2011, an emphasis is placed by the Secretariat on supporting National Societies to work at the community level through programme and capacity building support. Efforts will be increased to measure the impact of Red Cross interventions through the compilation of baseline data and subsequent monitoring and evaluation.

A substantive focus in the 2009-2010 plans for the Caribbean Regional Representation will be to promote and enhance the prominence of the Red Cross as a leader in disaster management at national and regional level, paying particular interest to the preparedness of communities. Special efforts will also be dedicated to addressing the impact of HIV and AIDS in the region through the intensified scale up of National Societies through the Global Alliance on HIV, the flagship programme of "Together We

Can”, the peer education programmes, as well as continuing to support National Societies with anti stigma campaigns in favour of people living with HIV (PLWH).

In order to enable the Red Cross Societies to achieve what is required to meet the numerous and varied challenges they face within their countries, a greater focus will be placed on providing a high level of organisational development support, in order to provide tailored development strategies. While this is a key goal for the coming years, there will be a challenge in strategically addressing the wide variety of needs of the many Red Cross entities in the region, balanced with the difficulty in attracting non earmarked funding.

This plan is based on the individual and collective priorities of the National Societies in the region, taking into account the feedback provided by them through a consultation on their priorities towards the Guayaquil Plan of Action and in coordination with regional National Societies technical networks.

The total 2009-2010 budget is CHF 7,289,325 (EUR 4,642,882 or USD 6,663,003). [Click here to go directly to the attached summary budget of the plan.](#)

Regional context

The Caribbean region has a vast diversity in terms of area, population, wealth, culture, language and economic models. The region comprises of 16 countries (the majority of which are islands), including Hispaniola (shared by Haiti and the Dominican Republic) and Cuba, as well as the mainland countries of Belize, Guyana and Suriname and the British, Dutch, French and American overseas territories. Despite the diversity encountered, regional cooperation is given substantial prominence with 15 countries being joined together under the Caribbean Community or CARICOM, which includes a single market and economy for the region, as well as many other Caribbean regional entities, to strengthen the collaboration in the region. With an aim to continue to enforce this Caribbean coherence, the Federation’s Secretariat will support the plans of the Caribbean National Societies and overseas branches.

The Caribbean region faces unique social, economic and environmental challenges. Statistics from the United Nations Development Program (UNDP)¹ indicate the region has an average 32-40 per cent of the population living below the poverty line. The limited resources of most of the region’s countries, the seasonal character of employment opportunities (predominantly tourism services and agriculture) and the ‘brain drain’ with the migration of educated people mean fragile economies throughout the region. There are high levels of entrenched poverty, extreme high levels of violence and crime with the Caribbean suffering from one of the highest murder rates in the world², exasperated by other social problems like the proliferation of illegal activities such as drug trafficking.

The countries of Haiti, Dominican Republic and Cuba have unique contexts, explicitly referred to in the plans of the Latin Caribbean Regional Representation.

¹ UNDP, Human Development Report 2006, <http://hdr.undp.org/hdr2007/>

² From the March 2007 Report from the UN Office on Drugs and Crime and the Latin America and the Caribbean Region of the World Bank

Statistics from the UNDP's 2007 Human Development Report provide a clear picture of the region's socio-economic status:³

Human development index		Life expectancy at birth, annual estimates (years) 2005	Human poverty index (HPI-1) rank	Population not using an improved water source (%) 2004	Population living below the national poverty line (%) 1990-2004
HDI Rank					
High Human Development					
31	Barbados	76.6	1	0	..
49	Bahamas	72.3	..	3	..
51	Cuba	77.7	6	9	..
54	Saint Kitts and Nevis	70	..	0	..
57	Antigua and Barbuda	73.9	..	9	..
59	Trinidad and Tobago	69.2	12	9	21
Medium Human Development					
71	Dominica	75.6	..	3	..
72	Saint Lucia	73.1	8	2	..
79	Dominican Republic	71.5	26	5	42.2
80	Belize	75.9	43	9	..
82	Grenada	68.2	..	5	..
85	Suriname	69.6	25	8	..
93	Saint Vincent and the Grenadines	71.1
97	Guyana	65.2	33	17	..
101	Jamaica	72.2	34	7	18.7
146	Haiti	59.5	74	46	65

Compounded with these social challenges, the Caribbean is a region highly vulnerable to and severely affected by the global phenomenon of climate change: it is a fact that the frequency and power of the impact of natural events has increased in recent times. The region is highly vulnerable to the extremes of weather and is commonly hard-hit by hurricanes, having experienced exceptional destruction from these in the past few years. Strong rains during the “dry season” have caused severe damage almost every year since 2004 in the “Guyanas” (Guyana, Suriname and French Guyana). The Caribbean islands also lie in an active seismic zone and endure volcanic eruptions and earthquakes. This reality requires a drastic and real need for strong Red Cross disaster preparedness and mitigation at the community level.

The below table shows the number and type of disaster per country between 2000 and 2008⁴

³ <http://hdrstats.undp.org>

⁴ <http://www.emdat.be/Database/>

	Bahamas	Barbados	Belize	Cuba	Dominica	Dominican Rep	Grenada	Guyana	Haiti	Jamaica	St Lucia	Suriname	Trinidad and Tobago	Total
Drought	0	0	0	2	0	0	0	0	1	1	0	0	0	4
Earthquake	0	1	0	0	1	1	0	0	0	0	1	0	0	4
Epidemic	0	0	0	0	0	0	0	0	1	1	0	0	0	2
Flood	0	0	0	5	0	7	0	2	18	2	0	1	0	35
Slides	0	0	0	0	0	0	0	1	0	0	0	0	1	2
Wild Fires	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Wind Storm	6	2	6	10	2	9	2	0	14	10	2	0	2	65
Total	6	3	6	17	3	18	2	3	34	14	3	1	3	113

The Caribbean regional health profile is characterized by the high prevalence of HIV and AIDS and Sexually Transmitted Infections (STIs), alongside chronic-degenerative illnesses, violence and road accidents. The Caribbean is subject to an acute epidemic of HIV infection, making it the second most affected region in the world - preceded only by Africa. With 230,000 people living with HIV in the Caribbean, adult HIV prevalence is estimated at 1per cent (these statistics include Cuba, Dominican Republic and Haiti). However, HIV surveillance systems remain inadequate in several countries, making it difficult to gauge recent trends in their epidemics. AIDS remains one of the leading causes of death among people aged 25 to 44 years—causing 14,000 deaths in 2007⁵. The main mode of HIV transmission in this region is unprotected heterosexual intercourse. National Societies in the Caribbean have enhanced work in the area of reducing discrimination, focusing on fighting specific stigma and discrimination towards people living with HIV (PLWH) and people with AIDS (PWA). While important progress has been made in this area, the Red Cross in the Caribbean must continue to develop, scale up and take more committed action in this field, strengthening its collaboration with PLHWH, which has been a key area of focus in the region during the first half of 2008.

National Society priorities and current work with partners

The Inter-American Plan 2007-2011 sets out the main priorities for the region. In planning for 2009-2010 National Societies were consulted in April-May of 2008 on their priorities related to this continental plan. While in line with Inter-American Plan, the individual priorities of the National Societies in the region vary and the challenge is to tailor the Federation's Secretariat support to specific National Societies' needs while also identifying and addressing key areas that the National Societies collectively want to address as the Red Cross in the Caribbean.

Many of the National Societies in the region face various scales of natural disasters; and the majority of them have a key role in their countries' national disaster plans. A key priority for all the National Societies in the region is to acquire and maintain have the ability to respond to these disasters – whatever the scale. In light of the varying capacity of the different National Societies, there is a need for strong regional cooperation and coherence in the support provided by the Federation in terms of standardised high quality disaster management programmes. The National Societies - with the strong support of the regional Disaster Management (DM) Network - have identified the need for Vulnerability and Capacity Assessments (VCA), and Community Disaster Response Team (CDRT), National Intervention Team (NIT), and Regional Intervention Team (RIT) training. The Pre-Hurricane meeting – held every year before the start of the Atlantic hurricane season - also helps to support the regional coordination mechanisms.

This approach of developing regional standard approaches and training will continue in the coming years' plans, looking at the potential to institutionalise this with a sub regional Centre of Reference on

⁵ <http://www.unaids.org/en/CountryResponses/Regions/Caribbean.asp>

DM. This regional approach is complemented by a number of countries receiving direct support for Disaster Risk Reduction programmes through Federation multi-lateral support and Partner National Societies (PNS) including the American, Finnish, French, Norwegian and Spanish Red Cross Societies. For 2008, these countries included the Bahamas, Belize, Dominica, Dominican Republic, Guyana, Haiti, St. Lucia, Suriname, and Trinidad and Tobago. For the 2009-2010 cycle, it is planned to reach the remaining seven National Societies (Antigua and Barbuda, Barbados, Cuba, Grenada, Jamaica, Saint Kitts and Nevis and Saint Vincent and the Grenadines) in the region with Disaster Preparedness programming support.

Multi-country disasters often affect the region and while the level of disaster response is seeing excellent gains through investment in risk reduction and the investment that the Pan-American Disaster Response Unit (PADRU) has made in training for response, a focus of these coming years is to create better links between these programmes and the transition to recovery after a disaster occurs.

In health, some of the main priorities as identified by the National Societies are to address the spread of the HIV and AIDS pandemic in the region. Over the last years, all the National Societies have benefited from some key regional programmes and initiatives, such as Together We Can (TWC) and The Faces Campaign. The current challenge for National Societies is to tailor their efforts to the in country realities and direct them to better position themselves with external partners. 2008 saw the start of the Red Cross and Red Crescent Global Alliance on HIV (an initiative geared towards scaling-up the impact of National Societies work on HIV and AIDS) in Belize, Guyana, Haiti and Jamaica with the objective of reaching 1,380,797 beneficiaries by 2010. The region will also look to develop a regional health network to support the technical advice to programme implementation, as well as a Zone Continental HIV and AIDS Reference Centre, which will likely be positioned in the Caribbean pending review and confirmation.

The National Societies in the region are all at a different levels with their strategic plans and with Federation support to the development of these plans, making the collective monitoring of the implementation of the Inter-American plan 2007-2011 a target of the 2009 plans. Complimentary to strategic planning will be the revision and update of National Societies statutes by 2010. Statutes define the legal status, structure, tasks and mode of functioning of a National Society and it is imperative these are regularly revised. Volunteers are the institutional basis of the Caribbean National Societies without whom they could not function - much less scale up their work. Volunteer Management training for National Society volunteers and staff at all levels, including community leaders, began to be rolled out in the region with success during 2008 and these plans will build on this momentum to support National Societies in integrating volunteer management as a sustainability strategy in all programmes and projects.

During April and May 2008, a consultation took place with all the National Societies in the region, asking them to identify their priorities towards reaching the objectives in the Inter-American Plan 2007-2011. The results, combined with existing plans, ongoing discussions with the National Societies and the technical networks, are the basis of the Federation's 2009 - 2010 plans. In addition, the outcomes of the consultation will serve as baseline information to continue the dialogue with National Societies, opening the opportunity to further discuss topics around three categories: 1. Validation of National Societies priority needs; 2. Reflection around priority issues National Societies are facing; 3. Analysis around country priorities.

Continuing to create and develop partnerships is vital to the work of the Caribbean National Societies. The main Red Cross partners in the region working together with National Societies on bilateral programmes are the French and Norwegian Red Cross. The American, Canadian, and Finnish Red Cross also provide support to some National Societies. The British and the Netherlands Red Cross, who have overseas branches in the region, also play an active role. The International Committee of the Red Cross (ICRC) also works in the region on prevention activities and the roll out of trainings, including the "safer access" as well as conducting a joint regional training workshop on areas identified by the National Societies in conjunction with the Federation. There are many private Caribbean companies; a challenge for the coming years will be to look at the potential to develop a partnership with these companies on specific themes.

There are several Red Cross Movement partners with a strong presence in the region, amongst which the following can be mentioned:

Belize	Norwegian Red Cross
Dominica	French Red Cross
Guyana	French Red Cross
Trinidad and Tobago	ICRC
Overseas Branches	British Red Cross, French Red Cross, Netherlands Red Cross

Secretariat supported programmes in 2009-2010

In 2008, Secretariat support to the membership in the Caribbean is being provided from two regional offices, one for the Caribbean, where capacities for programme support will continue, and one for the Latin Caribbean, supporting the National Societies of Cuba, the Dominican Republic and Haiti. The programme support on the key areas of Disaster Management, Health and Care, Principles and Values will continue to be provided from Port of Spain for both offices. The new structure in place aims to be closer to the needs of National Societies and to provide more effective support. [Please click here to go to the plan for the Latin Caribbean, which covers the National Societies of Cuba, the Dominican Republic and Haiti.](#)

Secretariat supported programmes show the continuity of work under way, previous plans and the alignment with priorities as identified by National Societies.

Disaster Management

a) The purpose and components of the programme

Programme purpose
Global Agenda Goal 1: Reduce the number of deaths, injuries and impact from disasters.

The Disaster Management programme for the Caribbean in 2009 and 2010 is CHF 2,168,266 (EUR 1,381,061 or USD 1,981,962).

In recognition of widespread need in the Caribbean for better disaster preparedness and mitigation capacities, the Disaster Management (DM) programme focuses on three components of disaster management planning, organisational preparedness and community preparedness, while working in close coordination with the Pan American Disaster Response Unit (PADRU), to collectively improve disaster response systems.

Programme Component 1: Disaster Management Planning
Outcome 1 National Societies' disaster response and contingency plans are established or updated in line with their strategic and national disaster plans and are tested through simulation exercises.

A key focus of the 2009 plans will be supporting National Societies in the development of response and contingency plans, which will then be shared with the national governmental disaster offices and tested through simulation exercises and/or emergencies within the region (Antigua and Barbuda, Belize, Dominica and Jamaica, St. Lucia currently have response plans). Limited contingency planning has been done which complements the response plans, but additional scenario building is needed to increase operability.

During 2009:

- At least eight National Societies (Bahamas, Guyana, St. Lucia, Suriname, Trinidad and Tobago and three others to be identified) have developed or updated disaster response plans and shared these with the National Disaster Office.
- At least eight National Societies (Bahamas, Guyana, St. Lucia, Suriname, Trinidad and Tobago and three others to be identified) have tested preparedness and response plans through a simulation activity that includes government and other stakeholders.

Outcome 2: National Societies form partnerships with key Movement and non Movement actors and participate in strategic alliances for Disaster Risk Reduction and Response.

Strengthened coordination with external actors in disaster management is key to enhancing the impact and effectiveness of results in mitigation, preparing and responding to disasters.

During 2009:

- The Federation will work to promote Red Cross activities with other disaster response actors and support will be provided to eight National Societies (Bahamas, Guyana, St. Lucia, Suriname, Trinidad and Tobago and three others to be identified) to enhance the strategic partnerships with their governments and other relevant NGOs, to better integrate Red Cross activities in the country's national disaster management systems.
- At a regional level, efforts are being aligned with the Caribbean Community (CARICOM) enhanced Comprehensive Disaster Management (CDM) framework for the Caribbean and emphasis is being placed on the development of linkages with stakeholders such as the Caribbean Disaster Emergency Response Agency (CDERA).

Programme Component 2: Organisational Preparedness

Outcome 1 Red Cross capacities in risk reduction and response skills are strengthened for effective response to disasters.

The ongoing regional work to support National Societies in strengthening their response capacity at the national and community level showed its value during the 2007 hurricane season and in floods in 2008 in Belize and Suriname, as well as in Haiti and the Dominican Republic, therefore the continued roll out of high quality training in National Intervention Teams (NIT) and Community Disaster Response Teams will remain a key basis of the DM programme during the up coming two years.

During 2009 (with extended outreach during 2010):

- The Caribbean Disaster Management Network is active, meeting at least four times per year and is contributing actively to harmonize, validate and disseminate disaster response tools, policies and standards for the region.
- A Technical Reference Centre has been established in the Caribbean which serves as a platform and repository for the development, testing and storage of disaster related materials and information.
- The operational capacity of eight National Societies (to be identified) to manage shelter is increased in those National Societies with an interest and mandate in managing shelters.
- At least eight National Societies (Bahamas, Guyana, St. Lucia, Suriname, Trinidad and Tobago and three others to be identified) have rolled out National Intervention (NIT) training to their volunteers and all are making active progress on establishing NITs.

Programme Component 3: Community Preparedness

Outcome 1 Communities are better prepared, more organized to respond to / recover from the effects of natural hazards, recognize potential risk reduction measures and actions to be taken.

At the community level the Red Cross works to help communities identify their own vulnerabilities and capacities, and also to identify small-scale mitigation projects to address their risk. This is done by the communities themselves – with Red Cross support- using the participatory Vulnerability and Capacity Assessment (VCA) methodology. Following the VCA, and according to its results, community response

mechanisms are directly strengthened through the organisation and training of Community Disaster Response Teams (CDRT) which are equipped to provide basic response to disasters as well as to spread community based disaster management (CBDM) messages to the wider community. All of these efforts are done in close coordination with local government, which helps to build civil society and government coordination linkages and ensure sustainability.

Programme Component 4: Disaster Response

Outcome 1 Ensure strong coordination with PADRU for efficient and effective Disaster Response in the region.

The Caribbean Regional Representation will work in close coordination with the Pan American Disaster Response Unit (PADRU) to enhance Red Cross ability to respond to disasters through a range of mechanisms including Field Assessment and Coordination Teams (FACT), Emergency Response Units (ERU), Regional Intervention Teams (RIT). The aim is to enhance National Societies' capacity to carry out tasks such as needs assessments, relief, rescue, shelter management, humanitarian aid distribution and water and sanitation interventions. This programme component will link with the support provided by the Caribbean Regional Representation to ensure that National Societies disaster response teams (NIT) have in place the knowledge, skills, information management systems, trained personnel, equipment, material, and procedures to act swiftly and effectively in disaster response.

Programme Component 5: Recovery

Outcome 1 Communities and individuals are better able to recover and reduce future risk following disasters.

National Societies in the Caribbean have diverse experience with post-disaster recovery assistance - including different approaches to shelter, livelihoods and cash transfer. Sharing lessons learned and building on best practice in the region began in 2008 with a regional recovery workshop and support to these areas will be progressed in the coming years.

During 2009 (with extended outreach during 2010):

- Further support to eight National Societies (Bahamas, Guyana, St. Lucia, Suriname, Trinidad and Tobago and three others to be identified) to ensure the provision of enhanced quality in recovery programmes to help provide assistance for communities to recover from the impact of disasters through further practical training on recovery assistance. This will include guidance on distribution of cash and vouchers, as well as other activities that support recovery such as distribution of building materials and tools.
- At least two livelihoods interventions evaluated and results - including lessons learned and best practices - disseminated to all Caribbean National Societies during the pre-hurricane meetings.
- Drawing on the wide-ranging experiences of National Societies in the region in these areas, Secretariat support will ensure a more coordinated Red Cross and Red Crescent Movement approach to recovery practices in the region and more effective National Society recovery programmes.

b) Profile of target beneficiaries

During 2008 more than 16,000 direct beneficiaries were reached in 16 communities through the DM programme, through the scale up of the activities in expanding the reach of VCA, CDRT and NIT, while more than 20,000 were reached with via the communication strategies related to this programme.

During 2009 the aim will be to continue to focus targeted support to five National Societies reached in 2008, and a further three National Societies through the Secretariat Federation, while advocating for other donor support to other countries.

During 2009 with an extended outreach in 2010, the programme will reach the following beneficiaries:

- At least eight National Societies (Bahamas, Guyana, St. Lucia, Suriname, Trinidad and Tobago and three others to be identified) have community-based disaster preparedness programmes aimed at high-risk populations targeting 20 communities (approx 2,500 beneficiaries per community) per annum.

- At least 32 new communities will have been assessed under VCA, developed action plans and implemented micro-mitigation projects.
- At least 32 new Community Disaster Response Teams (CDRT) formed, trained and equipped to prepare and respond.
- 20 National Society personnel will have increased their capacity to facilitate trainings at a regional, national and community level.

All the Caribbean National Societies and overseas branches (OSB) will benefit from regional trainings and standardized material. For the National Societies that have branches, an increased emphasis will be put on participation of such in programme activities, which will enhance overall development of the societies.

National Societies will be supported to reach their target population of people and families who live in highly vulnerable conditions, working together with community institutions, such as the health centres, schools, shelters, spiritual centres, markets, grassroots community organisations, local government and private institutions.

c) Potential risks and challenges

In order to be successful, it is imperative that the National Societies have the capacity to scale up their disaster management activities. There is a need for a strong link to the other programmes, particularly organisational development, to support this. The impact of large scale disasters will also have an effect on the continued functioning of these plans.

Health and Care

a) The purpose and components of the programme

Programme purpose

Global Agenda Goal 2: Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.

The Health and Care programme for the Caribbean in 2009 and 2010 is CHF 3,294,110 (EUR 2,098,159 or USD 3,011,069), **reaching approximately 1,637,797 direct and indirect beneficiaries.**

The work of the health and care programme focuses on HIV and AIDS and community health, the latter subdivided in the components of promotion of blood donation, community health and first aid, psychosocial support programming and emerging diseases and epidemic control. A health network of key experts from the region will be formed in 2009 to guide and further develop these programme areas.

Programme Component 1: HIV and AIDS
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Outcome 1 National Societies have developed the Global Alliance on HIV through prevention, care, treatment and support reducing HIV stigma and discrimination and strengthening their capacities.
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Activities under the HIV and AIDS component will aim primarily to support those National Societies who form part of the first round of the Global Alliance on HIV in the Americas. The National Societies are Belize, Guyana, and Jamaica, (as well as Haiti whose details can be found in the Latin Caribbean plan); with three more targeted on come on board with this approach during 2009 and 2010. This initiative offers a framework by which the relevant Federation's Global Agenda Goals and the Millennium Development Goals can be achieved, as stakeholders align their resources and capacities, guided by their particular comparative advantages, to ensure the effective and efficient delivery of benefits for the world's poorest and most vulnerable populations. Through this approach the National Societies of

Belize, Guyana and Jamaica aim to reach **1,380,797 beneficiaries by the end of 2010** (with Haiti the total number of beneficiaries adds up to 4,567,153).

Through this alliance, National Societies will scale up their actions in prevention, treatment, care and support, reduction of HIV stigma and discrimination and strengthening their capacities to respond to the impact of HIV and AIDS.

Through this enabling framework, capacities and resources will be mobilised to provide harmonised support to National Societies for the achievement of their HIV programmes within the framework of the Federation's Global Agenda. The Federation will provide technical support as well as support to fundraising, monitoring and evaluation and reporting to the National Societies that are participating. [Please click here for further information on the Global Alliance on HIV in the Americas.](#)

Outcome 2 National Societies expand programmes to promote behaviour change to prevent further HIV infection.
Outcome 3 Red Cross capacities in HIV and AIDS are strengthened to provide treatment, care and support.
Outcome 4 Programmes established and strengthened in their focus on stigma and discrimination reduction.
Outcome 5 Strengthening National Society, community, national and regional capacities to deliver and sustain scaled up programmes.

The aim will be to provide Federation support to nine National Societies— of which Bahamas, Barbados, Dominica, St. Lucia, Suriname, Trinidad and Tobago have been identified - to maintain and scale-up the implementation of the Together We Can methodology, with key support in monitoring and evaluation. Through this continued programme management assistance along with support to capacity building and organisational development it is hoped to bring another three National Societies on board with the Global Alliance approach by the end of 2010, meaning seven National Societies in total.

Anti stigma will continue to be a key focus with the roll out of the Faces Campaign as well as the introduction of the *0%* and *Taxis* initiatives. Deriving from their reputation for neutrality and impartiality, along with their track record for service delivery, National Societies are well poised to improve the institutional response to HIV and AIDS. Taking account of the epidemiological trends of the disease and the commitment to reduce vulnerability to HIV and AIDS it is envisioned that additional resources will be sought to expand the work for National Societies in providing Voluntary Counselling and Testing, along with care and support to PLWH.

Specifically during 2009 (with further scale up in 2010):

- At least four National Societies will reach ten per cent of targeted youth population through TWC peer education programme, (approximately 2,220,000 peers).
- A tool will be developed to track number and percentage of people who are referred to VCT services by National Societies.
- Six National Societies will become engaged in PLWH Peer Counselling programme in targeted communities.
- At least six National Societies will become engaged in community support groups and networks of PLWH and partnerships with PLWH organisations.
- The Federation's HIV in the workplace policy will be disseminated to all National Societies and at least two National Societies are implementing (adopting) the policy for all staff and volunteers.

Programme Component 2: Voluntary Non-Remunerated Blood Donation
Outcome 1 Improving National Societies capacity to develop voluntary non-remunerated blood donation promotion using Club 25 as strategy and engage in a strategic alliance with private sector.

Blood transfusions save lives and improve health, but millions of patients requiring transfusion do not have timely access to safe blood. Despite advances in medical science, it will be many years before

artificial blood substitutes can routinely replace the need for the donation of human blood. The overall availability of blood for transfusion in the Americas is low with studies showing that in 42 countries and territories studied by the Pan American Health Organisation (PAHO) in 2006 there was a total of just 21 million units of blood collected annually for a population of little over 815 million, for a donation rate of 24.5 units per 1,000 inhabitants. To increase the amount of blood collected, this programme will expand *Club 25*, an initiative aimed at young people to promote lifelong blood donation and healthy lifestyles, to reach eight National Societies by the end of 2009. Initial focus will be on Dominica, Grenada and Trinidad and Tobago (as well as the Dominican Republic, the specifics of which can be found in the Latin Caribbean Regional Representation plan) with an additional four National Societies to be selected.

- At least eight National Societies (Dominica, Trinidad and Tobago, Grenada, and the Dominican Republic with four countries TBD) with Club 25 developed by the end of 2009 aiming to reach 10 per cent of their youth populations
- At least six National Societies that have a signed MOU with private sector for Club 25 long-term sustainability plans

Programme Component 3: Community Health and First Aid

Outcome 1 Dissemination of good practices in first aid through the promotion of the Caribbean First Aid manual.

First Aid is a proven cost-effective, safe and simple way to save lives in an emergency. Millions of people are hurt and killed from injuries or ill health every year. This may be the consequence of day to day health problems, accidents or crisis such as conflict or natural disasters. Whether it is managing outbreaks of major diseases such as HIV and AIDS, tuberculosis or malaria to providing treatment to heart attack or accident victims, first aid provides the initial rapid response to protect people and minimize the impact of a health emergency.

Specifically during 2009 (with further scale up in 2010):

- At least four National Societies adopt the Caribbean First Aid manual as its primary tool for first aid training
- Four National Societies expand implementation of Community Based First Aid (CBFA).
- Development of a commercial first aid package

Outcome 2 National Societies have developed a strategy on road safety, promoted road safety campaigns, and promoted adherence to road risk reducing guides in coordination with other actors.

Support will be provided for those National Societies interested in pursuing the development of road safety initiatives. As this area is incipient, the first steps for National Societies will be to sit on working groups / committees responsible for the development of national road safety policies and to become actively engaged in the promotion of good practices (including increased adherence to road risk reducing guides) recommended in the World Report on road traffic injury prevention.

Specifically during 2009 (with further scale up in 2010):

- At least two National Societies will sit on working groups / committees responsible for the development of national road safety policies.
- At least three National Societies assist in the development of road safety initiatives.

Programme Component 4: Psychosocial Support

Outcome 1 Scaling-up National Societies capacity to engage in Psychosocial Support (PSP).

Over the last few years, and specifically following disasters in the region, the importance of some form of psychosocial support to survivors of disasters has become evident. The Jamaica Red Cross has taken a lead in the region in developing a methodology (Helping to Heal) suitable for the National Societies to roll out. This started in 2008, with the roll out by Jamaica Red Cross to the National Societies affected by hurricane Dean, specifically in Belize, Dominica and St Lucia, and will continue to

be a key focus of the work in the coming years, working closely with the DM and Organisational Development programmes.

Specifically during 2009 (with further scale up in 2010):

- Development of a standardised framework for PSP in the region.
- At least four more National Societies will scale up in the use of high quality and consistent PSP interventions through roll out and scaling-up of regional Helping to Heal methodology.

Programme Component 5: Pandemic Influenza

Outcome 1 National Societies have developed public health in emergency activities to control emerging diseases and epidemics (avian flu, dengue etc).

Although there have been no reported cases of the avian influenza virus (H5N1) in birds, animals or humans in the Caribbean, there is a likelihood that it may spread to the region as a result of the constant poultry and animal migration and trade along with the constant migration of people. The Secretariat will work to develop a continental contingency plan that builds capacity in all the National Societies to tackle potential outbreaks.

In addition to the previous programme components in Health and Care, the secretariat in the Americas Zone will closely work together with the Spanish Red Cross and the French Red Cross in the coordination, follow up and support of the global water and sanitation facility in Guyana.

b) Profile of target beneficiaries

All the National Societies and OSB in the region will be able to access the regional learning and initiatives from the programmes under Global Agenda Goal 2. However, some of the programmes target specific National Societies and beneficiary groups

The Global Alliance on HIV will scale up the impact of the response to the epidemic in the countries reached. The framework will enable the Caribbean National Societies participating (including Haiti) to reach a total of 4,567,153 people by the end of 2010. The TWC programme will maintain its aim to reach 10 per cent of the target population (youth between the ages of 10 and 19) or double numbers reached in all National Societies in 2009 and 2010 with consistent prevention messages through youth peer education activities, social mobilization events and campaigns such as mass media campaigns and the "Taxis" Initiative. The focus is on vulnerable (at risk) youth, persons living with HIV and poorer communities.

In regard to voluntary non-remunerated blood donation (VNRBD) the Caribbean Regional Representation through its member National Societies will aim to reach at least ten per cent of the target population (youth between the ages of 16 and 25) in all National Societies in 2009 and 2010 through the *Club 25* programme and through social mobilization events and mass media campaigns. In Psychological Support Programmes the aim will be to increase the support to all survivors of emergencies and disasters (natural and man-made) so that they will have access to timely and professional PSP services and that those severe cases are referred to the appropriate state services in a timely manner. In emergent and re-occurring diseases such as dengue and avian influenza/pandemic influenza the Federation Secretariat in the Caribbean will work in close collaboration with state and UN agencies /NGO especially in regards to social mobilization and prevention campaigns.

c) Potential risks and challenges

In order to be successful, it is imperative that the National Societies have the capacity to provide high quality programmes to tackle the health issues in the region. There is a need for strong link to the other programmes, particularly organisational development, to support this. The impact of disasters in the region will also have an effect on the continued functioning of these plans. Attracting sustainable funding for these programmes, especially those outside of the scope of HIV and AIDS initiatives remains a key challenge.

Organisational Development/Capacity Building

a) The purpose and components of the programme

Programme purpose

Global Agenda Goal 3: Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability

The Organisational Development/Capacity Building programme for the Caribbean in 2009 and 2010 is CHF 1,558,293 (EUR 992,543 or USD 1,424,399).

Global Agenda Goal 3 aims to promote the organisation and empowerment of communities facing vulnerability and to strengthen the capacity of the Red Cross to work with them, contributing to their resilience. Positioning themselves to do this, National Societies in the Caribbean are going through a process of change. Traditional programmes and activities are slowly being broadened and complemented to reflect the changing needs and vulnerabilities of the communities they serve. To do this effectively with the needed level of sustainability, National Societies acknowledge that they must reinforce their leadership, improve their human resource management, management of volunteers, and strengthen resource mobilization, performance management and accountability.

The first three components of the programme support the fourth and fifth which have the most direct impact on communities. All the components support the other work of the National Societies, primarily in disaster management, health and principles and values. It is integrated by ensuring that the activities within the organisational development / capacity building components are carried out throughout these programmes.

Programme Component 1: National Societies leadership capacities improvement.

Outcome 1 National Societies have improved their system of governance and management.

The basis for this outcome will be to focus on supporting National Societies with their statutes. Although National Societies in the Caribbean are at different stages in updating their statutes, they all have committed to revising and updating them by 2010, in line with Objective 1, Action 4 of the Strategy of the Movement. Based on the *Summary of the Statutes-Related Situation of each National Society*, developed and updated by the Joint Statutes Commission and circulated to all National Societies, the Caribbean Regional Representation will continue to follow-up and provide ongoing support to National Societies statute revision with the technical guidance of the Red Cross Regional Organisational Development Network (RODNET) following Regional Statute Revision workshop held in 2008.

Outcome 2 National Societies are promoting effective and empowered leaders

National Societies have identified the need for highly qualified leaders at all levels, through transparent internal selection, training and development as well as recruitment from the general community at large. The Federation Secretariat will promote this through supporting access to leadership and resource management training. Support will be given for National Societies exchanges and regional internships to promote *learning by doing*, capitalizing on good practices. Internships have already proven effective in 2008 in the area of youth development. The Caribbean Regional Representation will also work with National Societies and the regional technical networks to develop and promote tools that will support the development of comprehensive volunteer management systems.

Programme Component 2: National Societies systems, procedures and staff sustainability.

Outcome 1 The National Societies in the region are using results-based planning and performance management systems with clear quality standards.

Supporting National Societies to develop up to date strategic plans will be a key focus in the next two years of planning. There is also a need to support National Societies to align their plans to the Inter-

American Plan 2007-2011. Increasingly, National Societies are using participatory methods of planning to include beneficiaries, civil society and key partners. Increased transparency and accountability to the communities they partner, will determine the success and sustainability of their efforts to scale up the quality and reach of their programmes.

During 2009 attention will be focussed on four National Societies, not specifically targeted for programmatic support, but to assist with their strategic planning process, as well as programme management training.

Specifically during 2009 support will be provided to:

- At least six National Societies have strategic plans, aligned to the Inter-American Plan.
- National Societies will improve accountability through the use of a functioning reporting system.
- At least six National Societies are regularly using Planning, Monitoring, Evaluation and Reporting (PMER) tools developed by the Federation to support the development and revision of National Society planning.

Programme Component 3: National Societies financial sustainability.

Outcome 1 National Societies have developed a more effective and diversified resource mobilization strategy to better sustain their programmes.

National Societies are presently overly dependent on limited sources of income, however they are learning to diversify; and with Secretariat support they will explore opportunities for public and private grants, non traditional fundraising, cost recovery, and partnerships with the private sector - in particular with companies with corporate social responsibility programmes - and income generation. National Society to National Society cooperation, in particular between larger National Societies in the Americas and the smaller Caribbean Societies will be promoted and developed by the Secretariat.

Support will be targeted to the four National Societies not targeted for programmatic support, while also focusing on the National Societies who already have a significant number of partners to ensure a greater degree of sustainability.

Therefore specifically during 2009:

- At least four National Societies have a resource mobilization development plan (RMD).
- At least six National Societies have increased their income generation and/or regular fund raising activities to support core programming by the end of 2009.

Programme Component 4: National Society grassroots and service development.

Outcome 1 Red Cross youth and initiatives are promoted throughout the Caribbean ensuring effective participation in the institutional life of the National Societies.

A key determining factor in sustaining Red Cross work is the development of youth volunteers. Youth represent an important section of the Caribbean population to which the National Societies can direct their humanitarian activities, especially in vulnerability areas such as HIV and AIDS and youth violence, identified by youth at the Inter-American Conference in 2007. The Secretariat support includes an investment in a youth network, an expected output of a regional youth forum on World Youth Day, August 12th 2008 in Georgetown, Guyana.

National Societies will be supported in the coming years to promote and harness the creative, innovative and visionary energy of young people. Youth internships in the Caribbean Regional Representation have proved highly effective in reactivating interaction between Caribbean youth leaders and developing the plans for the youth forum. Further internships are planned for the years to come.

Specifically during 2009:

- The regional youth networking mechanism is recognized by all National Societies and National Society youth leaders in the Caribbean
- At least four National Societies have an active volunteer youth programme by the end of 2009, engaged in core programmes as well as governance

Outcome 2 Communities have increased capacity to organize themselves and create change through the promotion of volunteers.

Grassroots and service development work were at the core of 2008 with support from the Federation Secretariat's Capacity Building Fund, and will continue to be built on during 2009. Caribbean National Societies, while committed to improving the quality and reach of their work with communities, has presently reduced its capacity to reach this commitment because of limited human resources. This is due to few salaried personnel, but more importantly due to a lack of structure in volunteer programmes, preventing National Societies from attracting and retaining volunteers. A steady decline in volunteering in the Caribbean was identified by the Regional Organisational Development Network (RODNET), as one of the main contributing factors to the reduction of sustainability in the Caribbean Red Cross programmes. To address this, the network developed a Volunteer Management Toolkit that has been the basis for a three day training conducted in five countries in the Caribbean.

Specifically during 2009:

- Caribbean Regional Representation will conduct a volunteer management training in the at least four National Societies
- Volunteer management tools will be developed in coordination with the technical networks, including tools for volunteer management in emergencies and a standard volunteer training manual.
- At least eight National Societies are placing priority on and investing resources in the management of volunteers

Programme Component 5: National Societies programme development and management.

Outcome 1 Caribbean technical network(s) are supporting the development of Caribbean National Societies.

Representational technical networks are imperative to the collaboration and progress of key programme areas. Three technical networks currently exist in the Caribbean, all at different functioning levels - RODNET, the Disaster Management Network and the Communications Network (ComNet). Interest and commitment of Caribbean youth represented at the Inter-American Conference 2007, included the setting up of an additional network - for youth. This however will require the support of the other technical networks and building on their experiences.

A key area of focus will be on ensuring the function of RODNET, to support the initiatives under Global Agenda Goal. 3

Outcome 2 National Societies have significantly increased participation in public initiatives with the authorities, the private sector and civil society.

The Federation will support National Societies to further the achievements gained in brokering partnerships with their National Disaster Offices. Many National Societies have signed a formal Memorandum of Understanding (MoU), clarifying roles and strengthening relationships with the National Disaster Office. This will be replicated in other areas of work. Pre-agreements with local companies for emergency food and relief items have also greatly improved response speed and quality. In the area of corporate partnership, National Societies are beginning to establish more formal and profitable partnerships to further the improvement National Societies programming at community level. This area needs to be strengthened in 2009-2010 and the Federation Secretariat should take on greater responsibility for sharing best practice in this area.

b) Profile of target beneficiaries

The 13 National Societies of the region will be the direct beneficiaries of this programme, a key emphasis will be on providing a more tailored approach to better adapt services to National Societies

particular needs. During 2009, specific attention of OD support will be provided to four National Societies to enhance their ability to attract and manage donor support in the coming years. Five National Societies are either in a good position or transitioning to a point where an application to the Intensified Capacity Building Fund could be successful in the coming two years. The Caribbean Regional Representation will help to identify and support National Societies to help make this happen.

Learning and material from this programme will be made available to all Caribbean National Societies and OSB in the region.

c) Potential risks and challenges

Tailored support to the individual National Societies is key to help promote stronger National Societies; however attracting funding for these areas of intervention remains a challenge. Convincing donors of the risk of not investing in activities that strengthen National Societies, impact the success and sustainability of project outputs in communities, is ongoing. This will continue to be challenging but there are signs that a change in donor assessment is beginning to occur, strengthened by the direction of National Societies towards engaging communities more and more in their core functioning.

Principles and Values

a) The purpose and components of the programme

Programme purpose
Global Agenda Goal 4: Promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion

The Principles and Values programme for the Caribbean in 2009 and 2010 is CHF 268,656 (EUR 171,118 or USD 245,572).

Programme component 1 : Promotion of Humanitarian Principles and Values
Outcome 1 Strengthen dissemination of the Fundamental Principles and Humanitarian Values while increasing skills in communication and advocacy.

Humanitarian Principles and Values (HPV) will continue to be pursued as a key cross-cutting component in all programme areas, a pillar for the strengthening of the co-operation and co-ordination process with the ICRC, providing a higher contribution to communications tools such as the Caribbean newsletter and websites and greater involvement of the Communications Network. National Society capacity training of communications officers will take place, as well as an *Ideals in Action* workshop planned as part of the Organisational Development Programme. The inclusion of Principles and Values in all sector trainings and activities will lead to stronger dissemination of the Fundamental Principles and Humanitarian Values while increasing skills in communications and advocacy of National Society volunteers. Additionally, a series of public service announcements focusing on HPV are planned for the Caribbean region.

Programme Component 2: Anti discrimination and violence prevention
Outcome 1 Influence behaviours and attitudes in order to reduce discrimination and promote respect for diversity in the community and in civil society, and eliminate discrimination

Migration is an important topic in the Caribbean and one which affects many National Societies in the region, in the effects of emigration from their countries, plus in provision of support to migrant populations. Therefore, in the Inter-American Plan 2007-2011, confirmed by the consultation conducted with National Societies in April and May of 2008 and in discussion with the technical networks of the region, this subject is identified as a key theme for the Caribbean National Societies. The Secretariat will facilitate processes that lead to increased understanding by National Societies of the issues surrounding migration and to the development of a plan of action for Caribbean National

Societies in the topic. As a result of this process, National Societies should be in a better position to hold meetings with government and other agencies involved in migration to develop programs and strategy to address migrant needs.

In addition, with regards to gender, the aim would be to hold trainings on gender and non-violence as well as develop policies, agreements and procedures relating to gender violence and discrimination to be implemented by at least six National Societies.

Outcome 2 Strengthen the capacity of the Red Cross to assist and work with vulnerable migrant and internally displaced communities to contribute to their resilience.

Through the OD programme support on youth, the youth forum and youth network will consider how the Red Cross can better support outreach to violence. Additionally, non-violence campaigns are planned for at least three Caribbean National Societies where rising violence and crime are a National Society concern.

b) Profile of target beneficiaries

While all Caribbean National Societies and OSB will be targeted for supporting the HPV programme, particular attention will be paid to further developing the communications capacities of at least eight National Societies. These National Societies will benefit from the development of websites and MoU with media houses throughout the region. Additionally, more focus will be placed on expanding the communications network (ComNet) and reviving the regional journalist network.

In 2009 and 2010, at least four National Societies (two in each year) will be the recipients of pilot programmes in anti-discrimination and non-violence which will attract more youth to the Red Cross. By 2010 it is expected that at least ten National Societies (four in 2009 and six in 2010) will have programmes to work with partners in their respective countries to target the needs of migrant populations in the region. It is hoped that these National Societies will have MoU and other agreements with their local governments and relevant agencies in this area of programming.

c) Potential risks and challenges

In order to be successful, it is imperative that the National Societies have the capacity to provide high quality programmes to maintain the prominence to the promotion of Humanitarian Principles and Values in the region. There is a need for strong link to the other programmes, particularly Organisational Development, to support this. The impact of disasters in the region will also have an effect on the continued functioning of these plans.

Role of the Secretariat

a) Technical programme support

The Federation Secretariat's presence in the extended Caribbean comprises of the Caribbean Regional Representation based in Port of Spain, Trinidad and Tobago as well as a Latin Caribbean Regional Representation based in Santo Domingo, Dominican Republic, providing support to the National Societies of Cuba, the Dominican Republic and Haiti. There is close coordination between these two offices to ensure that the programmatic support required by the latter three National Societies is available when needed from the Caribbean Regional Representation.

It is envisaged that a PADRU Disaster Management delegate will also be based in the Port of Spain office to work in close coordination with the Regional Representation's team on disaster response and preparedness activities.

The link of the technical programme staff based in the Caribbean Regional Representation with the focal points in the National Societies is key to providing support. The Disaster Management team will work integrally with the Caribbean Disaster Management Network, the Health team will work closely

with the National Societies Health programme focal point throughout the region, as well as in promoting a regional health network, the Capacity Building Officer will work closely with the regional OD network while continuing to support the development of the youth network as well as interns to the Caribbean Regional Representation. The Principles and Values programme will be supported by a member of the Caribbean Regional Representation in close consultation with the Communications Network, while also managing internships and links with key external experts in the communication field.

b) Partnership development and coordination

For Caribbean National Societies to deliver on the Global Agenda, it is increasingly necessary to be able to depend on a strong degree of support from the Caribbean Regional Representation. In the Disaster Management and Health programmes, the Regional Representation in the Caribbean works closely together with Partner National Societies (PNS), such as American, Canadian, Finnish, French and Norwegian Red Cross Societies in ensuring coordination on the Disaster Management programme. PADRU also continues to work with the National Societies in the Caribbean and the Caribbean Regional Representation to effectively coordinate and improve National Societies capacity in disaster response.

While the Caribbean Regional Representation is responsible for direct support to the 13 predominantly English speaking Caribbean National Societies, it maintains strong links and provides additional support and services to the overseas branches in the region as well as the three National Societies of Cuba, Dominican Republic and Haiti, through the Latin Caribbean Regional Representation in Santo Domingo. The Federation Secretariat has been working closely with the International Committee of the Red Cross in the promotion of humanitarian principles and values as well as the commemoration of key dates on the Red Cross calendar like World Red Cross Red Crescent Day.

Increased successful alliances with external agencies are vital to the effective implementation of the four programmes, as these will lead to a larger impact on both regional and community levels. Therefore, there will be an increased attention to coordinate with other agencies such as:

- The United Nations system
- Inter-governmental institutions
- Banks, regional and international financial institutions
- Non-governmental organisations
- Businesses with an interest in social responsibility.

In the DM programme, all National Societies have a long history of responding to emergencies and disasters, with assistance from the Federation Secretariat, the ICRC, and PNS. In addition, the programme has invested time in its relationship with the Caribbean Disaster Emergency Response Agency (CDERA), whose main function is to coordinate an immediate response to any disaster in the region. The DM programme also has strong links with the European Union Humanitarian Office (ECHO), USAID, CIDA Canada and the ProVention Consortium.

The Health programme holds a strong position as it is involved at the highest level as a result of the signed Global Memorandum of Understanding with the World Health Organisation/Pan American Health Organisation (WHO/PAHO) and through its strong strategic alliances with UNICEF. And besides the traditional partners such as those within the United Nations and the Caribbean Community (PANCAP), this programme has also established long-term and mutually beneficial relationships with a variety of other allies including the academic sector (especially in PSP), the private sector – particularly with the worldwide advertising agency McCann Erickson who have greatly assisted with media campaigns in HIV and AIDS (*The Faces Campaign*) and for *Club 25* as part of their corporate social responsibility programme, the Education Development Centre (EDC). In HIV and AIDS it is envisaged that the close working relationship with the Caribbean Regional Network of People Living with HIV and AIDS (CRN+) will continue to provide support to PLWH and with joint efforts on addressing stigma and discrimination.

For the Global Agenda Goals three and four, a greater effort will be made to create partnerships with external agencies, such as media agencies, communication specialists as well as youth groups and the United Nations through the United Nations Volunteer program.

c) Representation and Advocacy

The Caribbean Regional Representation will continue to ensure representation at key regional fora, either by attending directly, or increasingly relying on National Societies to represent on behalf of the region. Greater attention will be given to sharing information from such representational opportunities and advocating on behalf of the National Societies.

Promoting gender equity and diversity

The Federation's Gender Policy recognizes that the integration of a gender perspective into Red Cross and Red Crescent action is an important strategy towards the fulfilment of the Federation's humanitarian mandate to improve the lives of the most vulnerable. The policy also requires that each National Society puts in place institutional procedures which ensure that the needs of boys, girls, men and women are all met equitably in disaster response, vulnerability reduction and the provision of health and other services.

Problems related to poverty and inequality in the Caribbean have a direct consequence on issues of discrimination and exclusion related to gender. More women than men live in poverty and discrimination against women is manifested in different forms. The regional programs have taken this into consideration and will work to promote greater awareness of gender issues as well as promotion of non-violence. The Disaster Management Programme in the Disaster Risk Reduction area introduces gender through the VCA methodology, plus the National Intervention Team training package. It is especially important to put more emphasis on trying to attract men into volunteering with the Red Cross.

The Health programme strives to involve equal numbers of males and females in all its programme areas including HIV and AIDS; volunteer non-remunerated blood donation (VNRBD); psychosocial support (PSP); and first aid. National Societies are encouraged to employ people living with HIV and AIDS within their health programmes and especially to employ people of different sexual orientation to better reflect the community they represent.

Important to the development of capacity is ensuring that Red Cross staff, membership and programmes in the Caribbean are truly reflective of the highly diverse make up of the region. From National Society governance, where greater participation of women will be encouraged, to community volunteering where the present gender imbalance will be addressed by developing new and innovative approaches and skills to engage men, especially young men, in community work. The Red Cross in the Caribbean will make serious efforts to have a membership that is representational of all ages, social and cultural contexts and will, through the development of community Red Cross groups and branches, have a wide cross section of leaders from the communities, supporting volunteers in the communities they work.

The promotion of non-discrimination is the root of all the work in the Humanitarian Principles and Values programme. The regional programmes, alongside a focus on the programmatic areas described will also work to support this non-discrimination and promotion of gender, equity and diversity is promoted through all the other programme areas.

Rights protection of women and girls will be promoted at every opportunity and the ideas and concerns of women and girls will be sought throughout the development of every project and activity. The community health component of the Operational Alliance in Haiti will work through Haitian Red Cross volunteers, who for the most part, will be mothers acting as peer-educators for other mothers in the communities. In many cases, this will be a significant opportunity for these women to learn new skills, be heard, and contribute to the advancement of their own communities. The criteria set for beneficiary identification described above build upon the Federation's Fundamental Principles and the vision and values of respect for dignity and equity.

Quality, accountability and learning

The Federation strives to include monitoring and evaluation mechanisms in each intervention, with nearly all programme component parts having an aspect of monitoring and evaluation built in. All National Societies will be expected to monitor their own progress against the Inter-American Plan 2007-2011, which will capture progress of the National Societies against the Global Agenda Goals. In addition increasing attention will be given to the Federation Secretariat regional staff to do field visits to support the National Societies to monitor the execution of the programmes.

For the Humanitarian Principles and Values programme, National Societies will be responsible for monitoring and evaluating the progress of the programme and the Caribbean Regional Representation will provide technical support for the application of tools that have been developed under this programme. It is the National Society's responsibility to monitor the advances and challenges of the programme and feed that information to the Federation for action.

Most of the Health programme components also have their own monitoring and evaluation tools to measure the technical impacts of the interventions. In HIV and AIDS it will use the *Together We Can* Monitoring and Evaluation toolkit which has been introduced throughout the region as the standard for measuring qualitative and quantitative aspects of the methodology. *Club 25* is designing a monitoring and evaluation tool to measure increase in numbers of donors and donations.

As for the Organisational Development/Capacity Building programme, monitoring and evaluation will be carried out through the meetings of the Regional Representation, as well as through annual meetings of the networks, in particular the Organisational Development network. Further development will be given to mid and annual reports that will focus on monitoring the strategic and operational plans of the National Societies.

Monitoring, evaluation and reporting on operational plans of National Societies and Secretariat structure in the region will be strengthened with the support of the Planning, Monitoring, Evaluation and Reporting unit in the Americas Zone Office through the rolling out of a monitoring and reporting package that aims to serve as a management and decision making tool for project and programme managers at all levels by prompting the follow up of progress towards achievement of indicators periodically.

Sustainability of the programmes comes from two complementary directions: strengthening human resources and strengthening financial sustainability. The sustainability of the Caribbean Regional Representation will depend on sources of financing and the approval of sufficient resources. It will also be assured through the inclusion of capacity building in all regional programmes. There have been notable success stories and continuing to actively encourage all National Societies to be more creative in their planning, fundraising activities and above all to increase their visibility at the national level where most of the funding originates from.

Ensuring effective partnerships, especially with the governmental, national, regional agencies and platforms, is key to the sustainability of the regional programmes. Also visibility, proper communication and information are important elements in self-sustainability for National Societies, as to gather support for their programme. Through greater visibility, National Societies could also make new alliances at the governmental and private sector.

Strengthening regional networks and the encouragement of south-south cooperation is also extremely importance in this region to help in the sustainability of ensuring cross learning and development of Human Resources capacities.

How we work

The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

Global Agenda Goals:

- Reduce the numbers of deaths, injuries and impact from disasters.
- Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
- Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

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