CARIBBEAN

This Annual Report is intended for reporting on the Federation's Annual Appeals only.

Appeal No. 01.32/2001

Appeal Target: CHF 4,447,824 (USD 2.7m/ EUR 3m)

“At a Glance”

Appeal coverage: 54.8%
Related Appeals: 01.23/2002

Update: During the latter part of the year, the regional delegation for the Caribbean took an active coordination role with a view to supporting the Belize Red Cross Society and the Jamaican and Cuban Red Cross Societies in developing operations to assist the most vulnerable victims of hurricanes Iris and Michelle which struck in October and November respectively. Throughout 2001, significant progress was achieved in many areas, particularly organizational development and in building alliances to fight the HIV/AIDS epidemic. However, a lack of funding and of human resources hampered more complete programme implementation, particularly in community health initiatives, social development for migrants and, to a lesser extent, disaster preparedness. In 2002, further integration and sharing of resources with the regional delegation for Central America is envisaged.

Operational Developments:

Although solid achievements were registered during the year - particularly in the fields of HIV/AIDS networking and community-based disaster preparedness (CBDP), and in the adoption of a comprehensive regional assistance strategy (RAS), the shortfall in the response to the appeal and the consequent departure of several key delegates hindered thorough implementation. At the same time, needs in the region continued to increase. The global economic slow-down which began early in the year had a disproportionate impact in the Caribbean, since it affected virtually every one of the region’s major income sources: tourism, the market for primary products, and remittances from Caribbean citizens living in developed countries. In consequence, economic pressures ignited political conflict and social unrest in countries as diverse as Jamaica, the Dominican Republic and Trinidad. Cuba’s economy continued to suffer from the ongoing US economic embargo, and Haiti proved unable to resolve its chronic political deadlock, which has led to the suspension of development aid.
Most of these negative developments were aggravated in the aftermath of the terrorist attacks on the United States on 11 September 2001, in which many Caribbean citizens died. The airline industry was badly hit, further affecting tourism, and remittances from abroad dropped sharply as the US tightened immigration procedures. Finally, the region was affected by two major late-season hurricanes, Iris and Michelle, which devastated several countries in October and November respectively.

**Objectives, Achievements and Constraints**

**Disaster Response**

The regional delegation for the Caribbean, together with the regional delegation for Central America and the Pan American Disaster Response Unit (PADRU) monitored the development of hurricane Iris which finally struck Belize on the night of 8 October. The regional delegation in Santo Domingo immediately dispatched a team of three delegates: the head of delegation (team leader), the information/reporting delegate and the disaster response/preparedness delegate who reached Belize by 11 October. Together with the National Society, they carried out needs assessments and ensured the launch of the emergency appeal on 12 October. The relief operation, implemented over a three-month period, was coordinated by a team leader appointed at the end of October; the operation essentially provided food and non-food relief to 820 families in 14 of the worst-hit villages of the Toledo district.

The evolution of hurricane Michelle was monitored closely by the regional delegations for the Caribbean and Central America and by PADRU. The hurricane caused severe damage in Jamaica as continuous heavy rains resulted in landslides and flooding. Subsequently, the category 4 hurricane hit the coast of Cuba on 4 November 2001, causing extensive damage to housing, health and educational establishments, communications and electricity services and to crops. Over 12,000 Cuban Red Cross volunteers assisted in the evacuation of some 140,000 people to public shelters and with the distribution of relief supplies. Volunteers continued to work in the shelters providing psychological support and first aid. The National Society is concentrating efforts on four of the worst-affected provinces: Cienfuegos, Villa Clara, Sancti Spiritus and Ciego de Avila, with the provision of roofing materials for the repair of 694 houses funded through the Federation. In addition, funds will be used to provide relief items, first aid and search and rescue equipment for emergency teams in the event of future disasters. The Jamaican Red Cross is running a relief operation for 87 flood-affected families, with provision of basic food supplies and temporary roofing materials.

Coordination continues to be facilitated by the regional delegation for the Caribbean which is maintaining close contact with donors and with other organizations working in support of the hurricane victims. (For further details on these operations, please consult the information bulletins/operations updates relating to hurricanes Iris and Michelle on the Federation’s web site).

**Disaster Preparedness (DP)**

**Objective 1:** To have all target National Societies develop or update existing disaster plans.

**Achievements:** Ten of the 16 National Societies in the Caribbean have now drafted either updated or basic disaster plans. These are: Antigua and Barbuda, Belize, Cuba, Dominica, Dominican Republic, Guyana, Jamaica, St. Kitts and Nevis, St. Lucia and St. Vincent and the Grenadines.

**Constraints:** This activity was adversely affected by the departure of three of the four regional disaster preparedness delegates within a three-month period, as a result of funding constraints. This affected the ability of the regional delegation to work with the National Societies, and also the
availability of funds which, in certain cases, were linked to specific delegates. Additionally, civil unrest in four countries: Guyana, Jamaica, Haiti, Trinidad and Tobago) diverted the attention of the Societies from carrying out this activity. However, the regional delegation was strengthened in late 2001 by the addition of a second DP delegate with direct responsibility for the three most populous Caribbean countries. In addition, the formation of a regional intervention team in the first half of 2002 should provide additional resources in NSs to carry out the task of completing or updating disaster plans.

**Objective 2:** To have the most vulnerable 10 percent of communities in six target countries develop hazard maps and local disaster plans.

**Achievements:** The objective of covering the most vulnerable 10 percent of communities in the development of hazard maps was exceeded in four countries: Dominica, Jamaica, St. Kitts and Nevis, St. Vincent and the Grenadines, with one, Dominica, achieving a coverage of over 50%. This was not matched in the larger countries where the rate fell below 10%. The preparation of disaster plans also followed this pattern, with the smaller countries equalling or exceeding the stated objective, in contrast to the larger ones which had greater difficulty in meeting the objective.

**Constraints:** Again, this activity was affected by the departure of three delegates and the limited availability of funds. However, the American Red Cross in conjunction with the United States Agency for International Development (USAID) will continue the implementation of the community based disaster preparedness (CBDP) project in three countries: Belize, Dominica and Guyana. Four countries: the Dominican Republic, Grenada, Jamaica, and St. Kitts and Nevis will be specifically targeted by the regional delegation during 2002 to assist the National Societies in moving this process forward. A total of seven countries in the region will therefore receive priority attention during the coming year.

**Objective 3:** To reduce by 25 percent the damage to roofs caused by hurricanes and tropical storms in five communities in each target country.

This objective could not be achieved due to lack of funds and insufficient delegate coverage. Since, given past experience, there is little likelihood of obtaining donor support for this activity, this objective has been deleted from the 2002/2003 appeal.

**Objective 4:** To create a regional response team of 20 persons who are capable of responding to disasters in any affected country and territory in the region, in coordination with the Pan American Disaster Response Unit (PADRU).

This objective could not be achieved during the year due to a funding shortfall and lack of delegate cover; however, basic parameters for the training of a regional intervention team (RIT) of 15 persons for the Caribbean were agreed in discussions with PADRU, and selection and training of the team is due to start during the first quarter of 2002.

**Objective 5:** To establish an effective Red Cross radio-communications system in six countries.

**Achievements:** This activity was severely restricted due to limited funding. The stated objective of six countries was therefore not met, and a radio system was established in only two of the identified six countries, Belize and Montserrat. However, funds were identified for the refurbishment of the radio network in a third country, Haiti, procurement was initiated, and the system will be installed in the first half of 2002.

**Objective 6:** To provide six National Societies with limited quantities of standardized basic emergency relief items to facilitate a quick response in the event a disaster occurs.
Achievements: Due to the limited availability of funds the number of target National Societies was reduced from six to three: Bahamas, Grenada, St.Kitts and Nevis, covering, however, five islands (Grenada, St. Kitts, Nevis, New Providence, and Abaco). Supplies were successfully procured through the PADRU’s regional logistics unit based in Panama and transported to the National Societies.

Constraints: The execution of this project was delayed as a result of a number of problems. The late submission of reports on the previous year’s programme by beneficiary National Societies resulted in the regional delegation’s reporting to the donor falling behind schedule, consequently affecting the release of funds and procurement of supplies for 2001. This was later compounded by problems encountered by the supplier in obtaining the required quantities based on Federation standards. In order to overcome the difficulties faced in 2001, all beneficiary National Societies are now required to submit early reports to the delegation. Procurement, via PADRU, will take place early in 2002 on the basis of a contents list agreed in advance with the two target NSs: Cuba and Haiti.

Health and Care

HIV/AIDS Youth Project

Objective 1: To promote youth HIV/STD peer education in the region using the adapted Jamaican Red Cross youth/AIDS model, mobilizing and training 1,600 volunteers, and reaching 16,000 young people with age-appropriate information.

Achievements: The regional delegation provided National Societies in the region with technical support in line with the strategic framework on HIV/AIDS in the Caribbean which was developed by the Caribbean Red Cross AIDS/HIV Network (CARAN) in the period April-June 2001. It continued to promote regional activities such as non-discrimination campaigns, access to basic health care and medication, and facilitated peer education training sessions in some countries and territories: Antigua and Barbuda, the British Virgin Islands, the Dominican Republic, Grenada, Guyana and Jamaica, using trained Red Cross facilitators from Jamaica and the Dominican Republic. The National Societies reported that 155 new volunteers had been trained in peer education methodology; however, it is difficult to estimate numbers of beneficiaries reached: conservative figures would indicate that at least 3,100 young people were sensitized with essential information on HIV/AIDS.

National Society level HIV/AIDS projects were developed with the assistance of the regional youth HIV/AIDS delegate and the regional health delegate and attracted donors such as UNICEF and COPRESIDA to fund activities in the British Virgin Islands, the Dominican Republic, Montserrat and St Lucia. Work continues in implementation of a “Stop Ignorance” campaign by the Dominican Red Cross with support from the Netherlands Red Cross bilateral delegate based in Santo Domingo. The regional delegation continued to provide technical input for a proposed CIDA/Canadian Red Cross funded STD/HIV/TB prevention project involving the Guyana Red Cross Society.

Constraints: Although the delegation benefited from the recruitment of its first regional health delegate in February 2001, lack of programme funding restricted his ability to operate effectively in the region. Additional donor funds are being sought for 2002 to remedy this, and funding possibilities are also being explored through contacts with agencies such as UNAIDS. As regards training of trainers in peer education, funding constraints and the lack of available human resources hampered implementation of this project.

Objective 2: To integrate five additional National Societies, and six British and Netherlands Red Cross branches into the Caribbean Red Cross AIDS/HIV Network (CARAN), building bridges and supporting cooperation between the Red Cross and the other main players within the region.
Achievements: Progress was made during the year in revitalizing the CARAN, with a new chairperson from the Jamaican Red Cross. Thirty-five representatives from Red Cross entities in the Caribbean attended the second regional CARAN meeting in the Dominican Republic in April 2001. Participation included representatives of new members of the network: Saint Maarten Red Cross, Curacao Red Cross (Netherlands Red Cross overseas branches) and the British Virgin Islands, Montserrat, the Cayman Islands (British overseas branches).

Furthermore, the Federation was accepted as a member of the Pan-Caribbean Partnership (PCP) against HIV/AIDS, and the regional delegation has been admitted to the Caribbean Community (CARICOM) International Partnership against HIV/AIDS. The regional health delegate participated as a facilitator and resource person in the Federation’s General Assembly in November 2001, and during the Global Conference involving People Living with HIV/AIDS (PLWAs) in Trinidad and Tobago in late 2001; at both conferences special emphasis was placed on HIV/AIDS-related activities. Further meetings were held with UNAIDS to prepare an inter-agency youth meeting on HIV/AIDS which is now scheduled to be held in the Dominican Republic in April 2002, which is being facilitated by the regional delegation. UNAIDS wishes to present the CARAN networking experience as a model for other organizations. During the year, the relationship between Red Cross regional programmes and UNAIDS was strengthened, with UNAIDS making a major presentation on the HIV/AIDS epidemic in the Caribbean at the sixth Caribbean Red Cross regional meeting (CRCBM) in June 2001.

Constraints: Although CARAN was revitalized during the period, its function as a regional mechanism was limited as a result of a lack of administrative support to its leadership. In 2002 this will be addressed by the provision of a dedicated staff member with the mandate to assist CARAN.

Objective 3: To support the action of the Caribbean Red Cross in reducing the vulnerabilities of young people and supporting their personal development. Revitalize and rebuild the sustainable capacity of the youth departments of nine National Societies and three British Red Cross overseas branches.

Achievements: A regional youth policy was discussed and agreed by the Caribbean Cooperation of the Red Cross (CCORC) in Trinidad in June 2001. This document encourages all Caribbean Societies to strengthen the role of young people in their management and governing boards. The regional youth delegate worked with the National Societies of Barbados, St. Lucia and Surinam to address issues of youth participation and volunteer management.

Constraints: Much of the energy and time of the regional youth delegate was devoted to HIV/AIDS issues. The delegate left in October 2001 without having been replaced due to funding constraints. Funding is not available to sustain the regional youth delegate post in 2002.

Social Development for Haitian Migrants
Objective 1: To improve the health status of Haitian migrants, with a special focus on children under five years old, women of child-bearing age and other vulnerable migrant groups, in the Haitian and Dominican border communities and in Cuba.

Achievements: A study was carried out along the Dominican Republic - Haitian border identifying potential cross border entry points and carrying out an inventory of medico-social support needs in case of conflict in Haiti and a subsequent refugee flow.

Constraints: It proved impossible to implement the activities related with this objective because of lack of funding.

Community Health
Objective 1: To increase the capacity of the regional delegation and National Societies, at the regional and country level, to implement community-based first aid (CBFA) and other health activities for vulnerable communities.

Achievements: The regional health delegate provided focused technical support to Red Cross community health activities in the Dominican Republic, and furnished technical advice to PNS such as the Spanish and American Red Cross Societies in the area of project coordination. First aid and epidemiological information was sent to all Societies in the region. The regional health delegate participated in a disaster response simulation exercise involving the Dominican Red Cross, various NGOs and government agencies.

Constraints: Because of a lack of programme funding, little could be accomplished under this objective other than inputs of technical advice. Following a revision of the appeal at mid-year, the decision was taken to concentrate on HIV/AIDS-related programming. Traditionally, the National Societies in the region have worked more in urban areas, rather than at community level. As a result, implementation of community health activities has posed a new challenge.

Humanitarian Values

Objective 1: To establish image-building and dissemination plans at national and branch levels, prioritizing the Cuban, Haitian, and Dominican National Societies.

Achievements: The regional delegation encouraged the three target National Societies to make maximum use of the public relations opportunities arising from significant dates such as Red Cross Day, World AIDS Day, and the hosting of major regional meetings, for instance, the Caribbean Red Cross HIV/AIDS Network - CARAN - meeting which was organized by the Dominican Red Cross in April 2001. Delegation personnel worked with the Cuban Red Cross during the second half of the year to draw up a national development plan (NDP) including image-building activities; the regional information delegate was involved in this process, and a workshop on media and image issues is scheduled for February 2002. During the year, both the Haitian and the Dominican Red Cross Societies developed NDPs, including an image-building component.

Objective 2: To develop regular promotional campaigns highlighting the values and social role of the Red Cross:

Achievements: Activities in this area were focused on the Cuban Red Cross, where funding was made available through the Federation’s Capacity Building Fund (CBF). Following the drafting of a media strategy and the holding of a national poster campaign, the National Society achieved an increase in its exposure in the media by 60%. The Cuban Red Cross hired a consultant from the University of Havana to draw up a study on the image of the National Society among public and private organizations and the population as a whole. In addition, during the year, the delegation organized the holding of a “From Principles to Action” workshop attended by two representatives from each of the 16 National Societies in the region.

Institutional and Resource Development

Objective 1: To contribute to the maintenance of the integrity and proper functioning of the Caribbean National Societies based on their national development plans.

Achievements: The process relating to national development plans was promoted in a number of National Societies, with technical advice and material assistance from the regional delegation. The Grenada Red Cross Society had a NDP in place by mid-year, and the director general attended a
cooperation agreement strategy (CAS) workshop in Geneva in June 2001. In Cuba, delegates from the regional delegation visited the National Society, provided templates and technical advice, and, in spite of delays caused by the impact of hurricane Michelle in November 2001, finalization of the NDP draft is scheduled for March 2002. In the Dominican Republic, a NDP was completed in the third quarter of 2001. In Haiti, the delegation provided assistance for a series of branch-level workshops in late 2001, to contribute to NDP formulation. Following an initial workshop facilitated by the regional delegation in July 2001, Federation delegates revisited the Trinidad and Tobago Red Cross Society at the end of the year to help the leadership focus on national planning. In Barbados, a strategic planning workshop, as a first step towards NDP production, is planned for January 2002. The St. Kitts and Nevis Red Cross Society undertook a similar process focusing both on a NDP process and revision of the National Society Constitution. Workshops were conducted for the governing bodies with input of local expertise and, by the end of the year, the Society was in the final stage of adopting a national development Plan.

The strategic planning process was also furthered in the British Red Cross overseas branches. Regional delegates visited the Cayman Islands to assist the branch in dealing with management issues. The Montserrat branch received and discussed a draft operating manual which will be officially adopted in the first part of 2002. The regional delegation also worked with several of the six British Red Cross (BRC) branches in the Caribbean to ensure that regular planning was carried out on an annual basis.

**Constraints:** Funding constraints made the travel of delegates to some of the smaller island territories difficult. In some instances, constitutional provisions (for instance, in Trinidad and Tobago) or leadership changes (for instance, in Haiti, the Cayman Islands, and the Turks and Caicos Islands) delayed planning exercises.

**Objective 2:** To strengthen the technical capacity of National Society and overseas branches’ staff, members and volunteers.

**Achievements:** The regional delegation facilitated the carrying out of the self-evaluation process in three National Societies in the region: Belize, Cuba and Grenada. As part of the NDP process, staff and management of the Cuban and Dominican Red Cross Societies received training in vulnerability and capacity assessment and strategic planning. The delegation actively sought ways to improve National Society effectiveness through cooperation with the US Peace Corps. Dominica received a full-time Peace Corps volunteer, while St.Lucia, Grenada and Guyana will receive funding through this mechanism.

**Objective 3:** To increase the sustainability of services and structures within the Caribbean National Societies.

**Achievements:** The regional delegation coordinated with the National Societies of Grenada, Guyana, St. Lucia, Trinidad and Tobago in the development and implementation of regional marketing strategies and strategic alliances. The delegation provided Societies with information on new funding opportunities available under the European Union’s Cotonou Agreement procedure for civil society grants. In Grenada, the regional resource development delegate worked with the National Society to develop a variety of income-generating mechanisms. The planned building and occupational safety programme (BOSP) document was completed at the end of the year, and will be sent to selected National Societies for pilot implementation in the first quarter of 2002.

**Constraints:** The re-location of the regional resource development delegate to Grenada in late 2000 had the effect of lessening the integration of resource development in the implementation of other regional programmes. This programme also encountered resistance on the part of some National
Societies which were not prepared to agree to regional initiatives if they felt that such actions might lead to sharing of income sources which they previously regarded as their own.

**Objective 4:** To increase the Cuban Red Cross’ (CRC) local operational capacity to meet the needs of the most vulnerable and improve its general performance.

**Achievements:** With support from the Federation’s Capacity Building Fund (CBF), the regional delegation was able to offer considerable support to the CRC during 2001. CRC management staff and representatives of the 14 provincial branches received training in strategic planning and other project planning tools such as logical framework analysis and participatory management of social projects. By mid-year, over 20,000 volunteers were entered in the Cuban Red Cross central database. CBF funds were also used to support the CRC branch development programme, focused on strengthening provincial branch capacities. Towards the end of the year, regional delegation staff assisted the CRC to move forward with the process of producing a national development plan. By late December 2001, further CBF funds had been applied for, in order to continue the process into 2002.

**Constraints:** Full implementation of this project was hindered by the impact of hurricane Michelle, which struck Cuba in early November 2001. The regional delegation deployed delegates and resources in response to this disaster. By the end of December 2001, agreement had been reached with the Cuban Red Cross for a Federation-supported rehabilitation programme covering 600 houses in the worst-affected areas.

**Objective 5:** To strengthen the capacity of the Haitian National Red Cross Society (HRC) in order to improve its performance to assist vulnerable people in Haiti.

**Achievements:** During the year, the regional delegation provided financial assistance for an internal audit of the HRC. Efforts continued to create a consortium, under the leadership of the Netherlands Red Cross, in order to promote branch development in the HRC, but following a change of leadership in the National Society in May 2001, this was no longer feasible, and the emphasis was placed on the re-establishment of a Federation delegate presence in Haiti in 2002. In the meantime, the delegation continued to support the HRC with technical advice and visits from specialist delegates. As a result, the NDP process was well underway by the end of 2001, and planning was proceeding for the refurbishment of the HRC radio network, training for headquarters disaster preparedness staff and the provision of relief supplies to two remote HRC branches. A Federation organizational development (OD) delegate is expected to be permanently based in Haiti from March 2002 onwards.

**Constraints:** Considerable time and effort was devoted to the creation of a branch development consortium prior to the abandonment of this approach in the second half of 2001. Better results are expected following the deployment of a Federation OD delegate in 2002.

**Regional Cooperation**

**Objective 1:** To reinforce existing Red Cross regional and sub-regional operational and collaborative networks.

The sixth Caribbean Red Cross biennial meeting (CRCBM) was organized in the early months of 2001 by a preparatory committee with members from the Caribbean Cooperation of the Red Cross (CCORC) and the regional delegation. The meeting endorsed the regional assistance strategy which had been prepared in consultation with all Caribbean National Societies. In order to ensure “ownership” of the RAS by the National Societies, a working group was set up consisting of representatives from the CCORC, the regional delegation and the ICRC, and first met in November 2001; the next meeting is planned for mid-2002. The CCORC received administrative support
throughout the year from the regional delegation, most specifically in connection with its meeting in Geneva in November 2001. In addition to its support for CCORC, the delegation assisted the regional Red Cross HIV/AIDS network, CARAN, with technical advice throughout 2001 (see Health and Care above).

**Objective 2:** To double the number of Caribbean branches of overseas National Societies integrated into existing Federation regional programmes.

Four of the six British Red Cross overseas branches attended the CRCBM. Three BRC overseas branches participated actively in CARAN and attended the CARAN workshop held in the Dominican Republic in April 2001. Two BRC branches launched youth/HIV programmes after initial training through CARAN. Three BRC overseas branches received support from the regional delegation for disaster preparedness programmes. The head of the Federation’s Caribbean regional delegation visited British and Dutch overseas branches in August 2001, and regional delegates regularly visit these territories, and Red Cross entities are included in all mailings and information despatches from the regional delegation.

**Constraints:** The overseas territories in the Caribbean are widely dispersed, and travel to them is often expensive; it is the regional delegation’s practice to combine missions to these territories with travel funded through other programmes, in order to reduce costs.

**Objective 3:** To achieve closer working relationships between Federation programmes and the Caribbean Red Cross on one hand and important regional and national actors on the other hand.

**Achievements:** The regional delegation continued close relations with the ECHO regional office in Santo Domingo, and attended a workshop on planning for the next phase in the DIPECHO programme in May 2001. Contacts have also been renewed with the CARICOM-related Caribbean Disaster Emergency Response Agency (CDERA) and the Caribbean Disaster Information Network (CARDIN). Contacts were maintained during the reporting period with the Caribbean office of UNAIDS, which participated actively in the CRCBM, with the result that a collaborative regional meeting on youth and HIV/AIDS is now planned between UNAIDS and the regional delegation in April 2002. Links with the Pan-American Health Organisation (PAHO) were also strengthened.

**Objective 4:** To create a core group of skilled and experienced National Society personnel to become delegates for regional and international Red Cross assignments.

**Achievements:** A report on the programme for regionally-recruited delegates was prepared and presented at the CRCBM in June 2001. Creation of a core group of experienced regional delegates remains a key objective of the RAS, which was endorsed at the CRCBM. During the last half of 2001 a staff-on-loan from the Dominican Red Cross worked in the regional disaster preparedness programme. During 2001, one candidate from the region (Haiti) was assisted to attend a Basic Training Course (BTC) held in the United Kingdom.

**Constraints:** No funding was available during the year to hold a BTC in the region. This is now planned for 2003, should funding be available.

**Coordination and Management**

**Planning**

**Objective 1:** To combine the Santo Domingo Regional Delegation’s regional planning approach with more tangible country-level planning
Achievements: The RAS document adopted at the CRCBM in June 2001 includes criteria for the development of Cooperation Agreement Strategies (CAS), and according to these standards, Cuba, Haiti, the Dominican Republic, and Grenada have been selected to undertake the CAS process. The Director General of the Grenada Red Cross Society was assisted to attend a CAS workshop in Geneva in June 2001. In Cuba, Haiti, and the Dominican Republic, the CAS process awaits a combination of the completion of NDPs and the presence of Federation organizational development delegates in order to progress the issue.

Constraints: The CAS process was delayed in the second half of 2001 by the advent of the hurricane season, a change of leadership in the Haitian National Red Cross Society, and the preoccupation of the regional delegation with the finalization of the RAS. In early 2002, two new OD delegates will join the regional delegation, one of whom will be based in Haiti, and it is expected that this will re-energize activities under this objective.

Objective 2: To continue to develop the logical framework approach as a practical and standardized planning tool for regional and NS programmes.

Achievements: The regional delegaton conducted training for Cuban Red Cross staff in the use of the logical framework model during June 2001.

Objective 3: To introduce and gain acceptance in the Caribbean for risk, vulnerabilities and capacities assessments (VCA) as appropriate prioritization tools.

Achievements: Through American Red Cross delegates attached to the regional delegation, VCA techniques were imparted to the National Societies in Guyana Jamaica and Suriname during the reporting period.

Constraints: The departure of both American Red Cross delegates attached to the regional delegation prior to July 2001 hindered the continuation of these activities.

Coordination

Objective 1: To develop further the integrated approach to capacity building by focusing on achieving the synergy among programmes necessary to improve the actions, organization, and social impact of the respective National Societies and the Federation as a whole.

Achievements: The regional delegation continued to hold regular bi-weekly coordination meetings for all Santo Domingo-based delegates, and bimonthly meetings for all Federation delegates in the region, to ensure harmonization of programmes. Bilateral PNS programme managers also attended these meetings. The debate on the RAS at the CRCBM in June 2001 clearly demonstrated the value of inputs from all stakeholders in the capacity-building process.

Objective 2: To align the programmes of the Santo Domingo regional delegation more closely with the three strategic directions of Strategy 2010.

Achievements: The RAS document drafted by the regional delegation in April 2001 and debated and adopted at the CRCBM the following month follows closely the three strategic directions and four core areas of Strategy 2010, and formed the basis for the regional appeal for the period 2002-2003.

Objective 3: To build on existing team-spirit and teamwork to achieve full commitment to shared objectives, the integrated programme approach, and Strategy 2010.
Achievements: These imperatives guided the regional delegation in the production of the RAS, and are reflected in its content and in its endorsement by the National Societies at the CRCBM in June 2001.

Management

Objective 1: To ensure cost-efficiency and cost-effectiveness of regional delegation activities, services and programmes, particularly through the sharing of services with the Guatemala regional delegation.

Achievements: The regional delegation reduced the number of delegates deployed in the field from 10 to 7 during the course of the year. Use was made of resources within the region (under the CARAN programme), of staff-on-loan, and of trainee delegates. Collaboration with the Guatemala regional delegation and with PADRU was strengthened, through a series of visits and coordination meetings in May, July, November, and December. PADRU resources were called on and utilized by the regional delegation at the time of the hurricane Iris and Michelle operations in October and November 2001. Discussions were advanced during the year on the issue of further integration of Caribbean and Central American programmes. Implementation of this is expected during 2002.

Objective 2: To develop further the technical delegates’ and society/branch counterparts’ skills in fund-raising and effective budget control of programme expenditures.

Achievements: From July 2001 until the end of the year a finance/administration delegate (FAD) was attached to the regional delegation, and trained delegates and staff in financial management procedures. The FAD visited Belize in November 2001 to ensure financial management of the hurricane Iris operation in accordance with Federation standards. (See further information in the section on Institutional and Resource Development).

Objective 3: To ensure full compliance of the regional delegations and societies/branches’ activities with Federation policies, guidelines, and procedures.

Achievements: All activities undertaken by the regional delegation are judged against the standard of Federation policies and guidelines, and any apparent anomaly is reported by delegates to the HoRD for appropriate action. The RAS was drafted in strict accord with the guidelines of Strategy 2010.

Objective 4: To improve the reporting systems of the Caribbean Red Cross.

Achievements: The regional delegation continues to work closely with the Caribbean National Societies to improve their reporting capacities. By the end of 2001, all outstanding reporting on previous operations was complete.

Conclusions

During 2001 the Caribbean regional delegation faced numerous challenges, including the necessity of completing outstanding reporting from earlier programmes, while preparing a regional assistance strategy in consultation with all major stakeholders, reducing costs to meet funding constraints, and dealing with two major natural disasters in the region during the hurricane season. This was not a simple task, but it was successfully carried out. The regional delegation continued to provide appreciated inputs to National Society capacities in the area of organizational development and disaster preparedness, while contributing to the growing regional Red Cross network confronting the HIV/AIDS epidemic in the Caribbean. An important start was also made in promoting respect for humanitarian values and the Fundamental Principles of the Movement, and cooperation with other Federation elements in the Americas, and with ICRC, was strengthened.
Needs in the Caribbean remain acute - more so since the region has been impacted by the global recession and the aftermath of the terrorist attacks in the United States. During 2002 the regional delegation will continue to work with National Societies and branches in the region to address the core areas and strategic directions of the Federation’s Strategy 2010, increasingly utilizing skills and resources from within the region itself.

For further details please contact: Leon Prop, Phone: 41 22 730 4258; Fax: 41 22 733 03 95; email: prop@ifrc.org.

All International Federation Operations seek to adhere to the Code of Conduct and are committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.

For further information concerning Federation operations in this or other countries, please access the Federation website at http://www.ifrc.org.

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**INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES**

**Interim report**

**Annual report**

**Final report**

**Appeal No & title:** 01.32/2001 Caribbean regional programmes

**Period:** year 2001

**Project(s):** CU001, HT005, 49001, 19160, 19161, 49163, 49164, 49301, 49302, 49401, 49402, 49900, 49901, 49902, 49904, 49925

**Currency:** CHF

### I - CONSOLIDATED INCOME 2001, CASH, KIND, SERVICES

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<td>5,394,534</td>
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</table>

**Contributions from Donors**

- **American Red Cross (DNUS)**: 156,818
- **British Red Cross (DNGB)**: 241,776
- **Canadian Red Cross (DNCA)**: 2,625
- **DFID - British Government (DFID)**: 1,116,966
- **Capacity Building Fund (DCBF)**: 250,000
- **Donor - Unidentified (D000)**: 39,523
- **ECHO - CARIBBEAN DPP (DE0300)**: 176,242
- **ECHO - CARIBBEAN DPP (DE1023)**: 303,482
- **Great Britain - Private Donors (DPGB)**: 48,250
- **Japanese Red Cross (DNJP)**: 241,348
- **Netherlands Red Cross (DNNL)**: 16,818
- **Norwegian Govt via Norwegian Red Cr (DNNO)**: 394,494
- **Private Donors-online donations (DPOL)**: 157
- **Sweden - Private Donor (DPSE)**: 8,992

**Great Britain**

- 59,958
- 50,000
- 51,088
- 130,764
- 80,901

**Spain**

- 80,901

**TOTAL**

- 2,930,733
- 372,711
- 3,303,444

### II - Balance of funds

<p>| | |</p>
<table>
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<tr>
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<tr>
<td>Opening balance</td>
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<tr>
<td>CASH INCOME Rcv'd</td>
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<tr>
<td>CASH EXPENDITURE</td>
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<td>CASH BALANCE</td>
<td>116,783</td>
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### III - Budget analysis / Breakdown of expenditures

<table>
<thead>
<tr>
<th>Description</th>
<th>Appeal Budget</th>
<th>CASH Expenditures</th>
<th>KIND &amp; SERVICES</th>
<th>TOTAL Expenditures</th>
<th>Variance</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Goods/services</td>
<td>Personnel</td>
<td></td>
</tr>
<tr>
<td><strong>SUPPLIES</strong></td>
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<tr>
<td>Shelter &amp; Construction</td>
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<td>50,530</td>
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<td>Clothing &amp; Textiles</td>
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<td>65</td>
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<tr>
<td>Food/Seeds</td>
<td>750</td>
<td>750</td>
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<td>Water</td>
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<td>Teaching materials</td>
<td>115,950</td>
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<td>Water</td>
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<td>72,922</td>
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<td>Other relief supplies</td>
<td>760</td>
<td>760</td>
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<td>760</td>
<td>-760</td>
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<td><strong>Sub-Total</strong></td>
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<td><strong>81,594</strong></td>
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<td><strong>81,594</strong></td>
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<td><strong>CAPITAL EXPENSES</strong></td>
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</tr>
<tr>
<td>Land &amp; Buildings</td>
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<tr>
<td>Vehicles</td>
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<td>15,582</td>
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<tr>
<td>Computers &amp; Telecom equip.</td>
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<td>27,000</td>
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<tr>
<td>Medical equipment</td>
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<td><strong>Sub-Total</strong></td>
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<td><strong>51,836</strong></td>
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<td><strong>51,836</strong></td>
<td><strong>61,139</strong></td>
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<tr>
<td><strong>TRANSPORT &amp; STORAGE</strong></td>
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<tr>
<td><strong>Sub-Total</strong></td>
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<td><strong>146,082</strong></td>
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<td><strong>146,082</strong></td>
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<td><strong>PERSONNEL</strong></td>
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<tr>
<td>Personnel (delegates)</td>
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<tr>
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<td>330,741</td>
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<td>330,741</td>
<td>448,785</td>
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<td>Training</td>
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<td><strong>Sub-Total</strong></td>
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<td><strong>1,182,762</strong></td>
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<td><strong>372,711</strong></td>
<td><strong>377,307</strong></td>
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<td><strong>GENERAL &amp; ADMINISTRATION</strong></td>
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<tr>
<td>Assessment/Monitoring/experts</td>
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<td>12,611</td>
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<td>12,611</td>
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<td>Travel &amp; related expenses</td>
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<td>187,035</td>
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<td>Administrative expenses</td>
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<tr>
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<td>238,687</td>
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<tr>
<td><strong>Sub-Total</strong></td>
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<td><strong>472,266</strong></td>
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<td><strong>472,266</strong></td>
<td><strong>1,143,032</strong></td>
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<td><strong>PROGRAMME SUPPORT</strong></td>
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<td>Programme management</td>
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<td>119,361</td>
<td>180,555</td>
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<td>Technical services</td>
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<td>Professional services</td>
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<td><strong>Sub-Total</strong></td>
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<td>-262,043</td>
<td>262,043</td>
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<td>Transfers to National Societies</td>
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<td><strong>TOTAL BUDGET</strong></td>
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<td><strong>372,711</strong></td>
<td><strong>2,239,951</strong></td>
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</tbody>
</table>

**Consumption rate:**

- Expenditures versus income: 68%
- Expenditures versus budget: 50%