

Plan 2010-2011



International Federation
of Red Cross and Red Crescent Societies

Caribbean

Executive summary

The Caribbean has one of the largest regional concentrations of Red Cross entities with 16 National Societies, 12 Overseas Branches of the Netherlands and British Red Cross Societies, as well as branches of the American and French Red Cross. The majority of countries are islands, including those of Hispaniola (shared by Haiti and the Dominican Republic) and Cuba, but also include the mainland countries of Belize, Guyana and Suriname, with a total population of around 40 million people. The countries of the Caribbean are characterized by a great variety in area, population and wealth, as well as a rich cultural diversity and a broad spectrum of economic models. Many of the region's nations are small island states, with limited resources and a particular vulnerability to natural disasters and sudden changes in the economic landscape.

The Federation's secretariat support structure in the region has two offices: the Caribbean Regional Representation (CRRO) based in Port of Spain and the Latin Caribbean Regional Representation, based in Santo Domingo. The CRRO provides specific support to the 13 predominantly English speaking National Societies, while encouraging regional knowledge-sharing and cooperation between all the Red Cross entities. These regional plans detail the support provided to all the National Societies, however, reference is made to the specific support to the Red Cross Societies of Belize, Guyana and Jamaica, as a move towards country level support plans. This does not imply that these National Societies receive more or less support than others, but have been targeted for monitoring and reporting in a move to country level support plans.

The 2010–2011 plans for the Federation secretariat in the Caribbean 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 motto of the conference, 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.

In contributing to achieving Global Agenda Goal 1, the focus of the 2010–2011 plans are on increasing the coordination and collective support to the Caribbean Red Cross Disaster Management Framework 2009–2014. This sets out the process for a coordinated disaster management approach, focusing on achieving three expected results: firstly to build safer, more resilient communities; secondly, to enhance institutional Red Cross capacity for disaster management at national and community levels; and thirdly to increase Red Cross coordination and advocacy for comprehensive disaster management.

In contributing to achieving Global Agenda Goal 2, the focus of the 2010–2011 planning continues to build on and support the Red Cross response to the HIV and AIDS pandemic in the region, with a focus on tailored support to those National Societies with highest prevalence rates, using the Global Alliance on HIV framework to scale up the response.

There will be an increasing focus to ensure convergence of programme activities related to the fulfilment of Goal 1 and 2, focusing on areas such as pandemic preparedness and provision of support to National Societies in first aid provision.

In contributing to achieving Global Agenda Goals 3 and 4, attention will be given to supporting the National Societies with key Organizational Development and Capacity Development interventions. This will include regional support for Statutes development and strategic planning. National Societies that are having difficulties developing their internal capacity will be provided with focused assistance.

Across the range of activities provided via the Federation, attention will be given to supporting volunteering, youth and communications. The value of using the expertise in the region will be enhanced through the promotion of regional visits, internships and the strengthening of the technical networks.

The total 2010–2011 budget for the Caribbean is CHF 8,716,543 (USD 6,883,443 or EUR 5,627,395). [Click here to go directly to the summary budget of the plan.](#)

Context

The countries of the Caribbean are characterized by a great variety in areas, population and wealth, as well as rich cultural diversity and a broad spectrum of economic models. Despite the diversity, regional cooperation is given substantial prominence with 15 countries (with the exception of the Dominican Republic and Cuba) being joined together under the Caribbean Community or CARICOM, which includes a single market and economy for the region and a number of other Caribbean regional entities to strengthen collaboration. It is important that the Red Cross entities in the region also maintain this same level of regional cooperation.

The Caribbean region faces unique economic, social and environmental challenges. **Economically**, many of the region's nations are small island states with limited resources, compounded with the seasonal character of employment opportunities (predominantly tourism services and agriculture) and the 'brain drain' with the migration of educated people, this translates into fragile economies throughout the region and a particular vulnerability to sudden changes in economic landscape. The global economic recession is having a severe impact, especially exacerbated by the downturn in the tourism to the region. Poverty rates are highly dispersed among the countries. The highest rates are recorded by Haiti (75 per cent), Suriname (69.2 per cent) and Dominica (49.6 per cent), and the lowest by Jamaica (14.8 per cent), Barbados (13.9 per cent) and the Bahamas (9.3 per cent).¹

Socially, many countries in the region are experiencing a drastic and disturbing rise in crime and violence, with the Caribbean experiencing one of the highest murder rates in the world². This is exacerbated by pockets of entrenched poverty and other social problems like the proliferation of illegal activities such as drug trafficking.

Statistics from the UNDP's 2007/2008 Human Development Report provide a clear picture of the region's socio-economic status:³



Human development
index

¹ UNECLAC Summit of the Americas 1994-2009: Selected Indicators, April 2009

² Report No. 37820 - *Crime, Violence, and Development: Trends, Costs, and Policy Options in the Caribbean: A Joint Report by the United Nations Office on Drugs and Crime and the Latin America and the Caribbean Region of the World Bank*, March 2007

³ UNDP Human Development Report 2007/2008: Fighting Climate Change-Human Solidarity in a Divided World

HDI Rank		Life expectancy at birth, annual estimates (years) 2005	Human poverty index (HPI-1) rank ⁴	Population not using an improved water source (%) 2004	Population living below the national poverty line (%) 1990-2004
High Human Development					
31	Barbados	76.6	3	0	..
49	Bahamas	72.3	..	3	..
51	Cuba	77.7	4.7	9	..
54	Saint Kitts and Nevis	70	..	0	..
57	Antigua and Barbuda	73.9	..	9	..
59	Trinidad and Tobago	69.2	7.3	9	21
Medium Human Development					
71	Dominica	75.6	..	3	..
72	Saint Lucia	73.1	6.5	2	..
79	Dominican Republic	71.5	10.5	5	42.2
80	Belize	75.9	17.5	9	..
82	Grenada	68.2	..	5	4.6
85	Suriname	69.6	10.2	8	..
93	Saint Vincent and the Grenadines	71.1
97	Guyana	65.2	14	17	..
101	Jamaica	72.2	14.3	7	18.7
146	Haiti	59.5	35.4	46	65

Compounded with these social challenges, **environmental challenges** prevail. The Caribbean is a region highly vulnerable to and severely affected by the global phenomenon of climate change - the frequency and power of the impact of natural events has increased in recent times. The region is highly susceptible 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 table below gives an indication of the number and types of disaster per country between 2000 and 2009⁵

	Antigua and Barbuda	Bahamas	Barbados	Belize	Dominica	Grenada	Guyana	Jamaica	St Lucia	SVG	Suriname	TT	Total
Drought	0	0	0	0	0	0	0	1	0	0	0	0	1
Earthquake (seismic)	0	0	1	0	1	0	0	0	1	0	0	0	3

⁴ UNDP Human Development Report 2007/2008: Fighting Climate Change-Human Solidarity in a Divided World - Human and income poverty: developing countries - Human Poverty Index (HPI-1) value (%) - <http://hdrstats.undp.org/indicators/18.html>

⁵ http://www.emdat.be/Database/AdvanceSearch/emdat_chooser.php

activity)													
Epidemic	0	0	0	0	0	0	0	1	0	0	0	0	1
Flood	0	0	0	1	0	0	3	2	0	0	0	0	6
Mass movement	0	0	0	0	0	0	1	0	0	0	2	1	4
Storm	1	8	2	7	2	2	0	12	2	3	0	2	41
Volcano	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildfire	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	1	8	3	8	3	2	4	16	3	3	2	3	56

Source: "EM-DAT: The OFDA/CRED International Disaster Database
www.emdat.be - Université Catholique de Louvain - Brussels - Belgium"

The Caribbean regional health profile is characterized by the high prevalence of HIV and AIDS and Sexually Transmitted Infections (STIs), with the Caribbean being 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 1 per cent (these statistics include Cuba, the Dominican Republic and Haiti) and remains one of the leading causes of death among people aged 25 to 44 years—causing 14,000 deaths in 2007⁶. The small size of the countries with limited health care facilities combined with the size of the Red Cross Societies, calls for increased links between disaster management and health programming. The outbreak of the A(H1N1) influenza virus demonstrated the region's vulnerability to health threats and reinforced the need for stronger links between programmes at the community level.

Priorities and current work with partners

The Inter-American Plan 2007–2011 sets out the main priorities for the region and serves as the basis for the development of the 2010–2011 plans. The emphasis of the plans is to concentrate work at community level to enhance capacities at the lowest possible level, addressing vulnerability and risk and contributing towards their resilience. The plan also promotes the importance of doing less, but better, building on the strong foundation of experience in disaster and health services, and through all interventions working closely with the National Societies to build their capacity.

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, maintain and 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 standardized, high quality **disaster management** programmes. The National Societies - with the strong support of the regional Disaster Management Network - have identified and captured in a five-year strategic framework, the vision for Disaster Management in the region which includes strengthening resilience to disasters at the community level; strengthening the capacity of the Red Cross Societies to manage programmes and volunteers and improving preparedness in general through plans, programmes, standardized tools and methodologies and resources. Meetings and exchange of personnel, which expand knowledge and skills, are also valuable.

This approach of developing regional standards and training will continue in 2010 and 2011, looking at the potential to institutionalize this with a sub-regional Centre of Reference on Disaster Management. This regional approach is complemented by the scale up of the Disaster Risk Reduction initiatives in the Caribbean to reach all National Societies in the region. This will include the participation of the French, American, British, Canadian, Finnish, German, Netherlands and Norwegian Red Cross Societies - and further consolidation of the Federation's role as facilitator/coordinator of coherent disaster management programmes, which link with other Red Cross services such as Health and Care and Organizational Development and Capacity Building.

⁶ UNAIDS 2008 Report on the Global AIDS Epidemic: <http://www.unaids.org/en/CountryResponses/Regions/Caribbean.asp>

A more consolidated **Health and Care** programme is planned for 2010 and 2011. Some of the main priorities as identified by the National Societies are to increase resource mobilization through traditional programmes such as first aid; expand the first aid and volunteer programme to improve health at the community level (CBHFA); improve basic health through water and sanitation programmes in high risk communities and continue to mitigate 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 the Together We Can (TWC) peer education programme and The Faces anti-stigma campaign. The current challenge for National Societies is to tailor their efforts to the country realities and direct them to better position themselves with external partners. The year 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 in HIV and AIDS) in Belize, Guyana, Haiti and Jamaica with the objective of reaching 1,380,797 beneficiaries by the end of 2010. The Regional Health Network will continue to provide technical advice to the regional programme implementation.

National Societies in the Caribbean are individually at different stages of development, directly impacting their ability to manage and sustain programmes. Focused attention will be provided to National Society **organizational development**, ensuring tailored, targeted and appropriate support in particular to four National Societies where this intervention is most needed. Strategic planning, key to providing direction and allowing the Federation and other partners to work with National Societies in a holistic and comprehensive manner will make possible the strengthening of capacity and assure continued interaction with vulnerable communities. Federation support for the development of these plans will be provided and alignment ensured with the Inter-American plan of action and the Strategy 2020. Complementary to strategic planning will be continued support for the revision and update of Statutes by the end of 2010. Statutes define the legal status, structure, tasks and mode of functioning of a National Society, making it necessary that these are regularly revised, especially as the National Societies undergo the change process. Volunteer Management training for National Society personnel at all levels, including community leaders, will be undertaken in Antigua and Barbuda, Grenada, Guyana and Saint Vincent and the Grenadines, completing the 13 English speaking countries in the Caribbean. This will be complemented with volunteer development training that will support National Societies to integrate volunteer management in all programmes and projects. The genuine engagement of youth volunteers as *agents of change* and future innovators and leaders of the Red Cross will be a part of the strengthening of the volunteer base.

The focus of the plans is to work in closer cooperation with all Movement partners through sharing of information and the strengthening of regional technical networks, more tailored specific support to the National Societies based on their level of development and the positioning of the Red Cross as a key professional partner with government, UN and NGOs in the region.

Secretariat programmes in 2010–2011

Disaster Management

The Caribbean is one of the most natural hazard-prone regions in the world due to a combination of multiple geophysical and geological processes and inherent physical conditions that characterize the region. Included among these are shallow, intermediate and deep focus earthquakes (e.g. 29 November 2007 magnitude 7.4 off Martinique/ Dominica), volcanism (Montserrat 1997 onward), geological history and rock types, active tectonics and geological faults, mountainous terrain and deeply weathered soils. Indeed, the history of the Caribbean is replete with natural catastrophes. Many Caribbean societies have lived through natural disasters and have been shaped by them.

The region is also highly vulnerable to hazards of a hydro-meteorological origin. With a hurricane season that officially lasts six months, the region is commonly hit by hurricanes, having experienced exceptional destruction from these in the past few years (amongst others, Georges 1998, Lenny 2000, Ivan 2004, Wilma 2006, Dean and Noel 2007, Gustav, Hanna and Ike 2008). There are also floods,

flash floods, landslides and mudslides. Strong rains during the “dry season” have caused severe damage almost every year since 2004 in the “Guianas” (Guyana, Suriname and French Guiana).

The regional programme will enhance the capacity of Caribbean Red Cross National Societies to mitigate and respond to the adverse effects of climate change and natural disasters. This regional approach reflects and is reinforced by the national level strategies; e.g. Belize, Jamaica and Guyana will:

1. Target increased mitigation, preparedness and response ability at the community level – implement community-based disaster management (CBDM) in at least six high risk communities; ensure testing and feedback of CBDM tools with the Centre of Reference.
2. Strengthen the disaster risk management capacity of the National Society applying the National disaster preparedness and response mechanisms which provide a comprehensive approach with standards and indicators as well as the Well-Prepared National Society (WPNS) instrument; implement at least one National Intervention Team (NIT) in shelter management and develop Disaster Management programme planning: ensure prepositioned relief supplies for at least 500 families.
3. Increase the coordination and advocacy for comprehensive disaster management in-country through improved coordination around disaster preparedness; take a stronger leadership role regionally with governmental and non-governmental agencies and external institutions and partners.

a) The purpose and components of the programme

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

The Disaster Management programme budget in 2010 and 2011 is CHF 4,560,367 (USD 3,600,559 or EUR 2,944,506).

Programme component 1: Community-Based Disaster Risk Reduction
Component outcome 1: Vulnerable communities have increased knowledge, skills and resources to conduct disaster mitigation, preparedness and response activities.

Community level efforts focus on community disaster preparedness and risk reduction with the overarching goal of increasing community resilience in the face of disasters. This is achieved through the use of standardized Federation tools and methodologies, in particular the Community-Based Disaster Management process. National Societies work within communities to assess vulnerabilities and capacities (VCA), identify projects to mitigate risk, develop early warning systems, while building links with government and other partner agencies that can support these efforts. Working with other technical partners, the CBDM process will be adapted to support community response to adverse climate change in food security and water harvesting. Success will be measured by the involvement of community members and increased awareness measured through baseline and regular evaluations.

Response mechanisms will be strengthened by organization and training of Community Disaster Response Teams (CDRTs) which are taught to develop disaster response plans and spread disaster risk reduction messages to the wider community. CBDM serves as a keystone of disaster risk reduction and works to strengthen the communities’ ability to recognize and proactively reduce their own vulnerability to disasters, and to respond in a rapid and coordinated manner when disaster strikes. These teams together with the community leadership will work to develop community disaster plans and work with their neighbours in individual families to start to develop family disaster plans. The Red Cross will also work with schools in the community to reinforce awareness and preparedness. School children will be introduced to the hazards in their communities and will be taught basic/community first aid. Success will be measured by the effectiveness with which targeted communities are able to mitigate their risk and liaise with the national authorities in responding to the needs of the adversely affected.

Implementation of different activities will primarily take place by the National Societies with the support of Partner National Societies. The following partnerships to implement disaster preparedness projects are envisioned for 2010: Finnish Red Cross working with Trinidad and Tobago and Saint Vincent and the Grenadines Red Cross Societies, French working with Grenada Red Cross, Netherlands Red Cross working with Suriname Red Cross and Norwegian Red Cross working with the Belize Red Cross Society. The Canadian Red Cross will work with Jamaica, Dominica and Guyana, while American Red Cross will be working in the Bahamas, Antigua and Barbuda, Saint Kitts and Nevis and Saint Lucia. All projects in the region will be implemented using the set of CBDM activities outlined above.

The Federation's role within this component will focus on providing technical support, coordination, monitoring and information sharing. Taking into consideration the requirements of each National Society community programme, the Federation will work in tandem with Caribbean National Societies to supply the National Societies with experienced facilitators, as required, to facilitate capacity building. Exchanges of National Society staff to take part in key activities, and regularly scheduled coordination meetings will all be used to encourage exchange of information and capacity-building. Success will be measured by how well the Red Cross Movement components are able to share and reinforce each others' efforts in strengthening programmes and ultimately making communities more resilient.

By the end of 2010:

- 13 National Society (all English speaking and Suriname) will have implemented community-based disaster management programmes (CBDM) in 52 high-risk communities (average pop 1,500/comm.) with a special emphasis on climate related hazards, in partnership with PNS.
- At least two National Societies will have piloted disaster awareness and first-aid training in one school in each community targeted for the CBDM activities.
- Standardized regional tools and methodologies for are being used in all CBDM projects.

Country Plans – Belize, Guyana and Jamaica Red Cross Societies

Support will be provided to these Red Cross Societies in order to reach directly those who are at greatest risk of disasters. This will give these communities the knowledge, skills and resources to undertake mitigation, preparedness and response activities. In 2010, the Belize Red Cross Society will work with the Norwegian Red Cross to ensure CBDM services in at least six communities; Canadian Red Cross will work with Jamaica Red Cross in eight communities as well as in Guyana in eight more communities with an emphasis on water and sanitation. The Federation will provide a role of coordination and support, linking these national level projects to the rest of the region.

Programme component 2: Institutional Preparedness for Disaster Risk Reduction

Component outcome 1: Red Cross institutional capacity for disaster risk management at national and community levels is enhanced.

This outcome targets building capacity within each National Society to fulfil their mandate to support the government in times of disasters through the provision of sustainable disaster preparedness, relief and recovery services. Internal capacities will be strengthened through support for programme development, training and equipping for emergency response and development.

National Societies will improve their readiness for disasters first by identifying the gaps in their preparedness, response and recovery capacities. Through the application of the Well Prepared National Society instrument, a baseline will be established and used to identify opportunities for improvement. These will include developing or improving National Societies' response and contingency plans in keeping with the expectations of the government's national disaster plan. Volunteers' skills will be improved through National Intervention Team training as well as taking advantage of regional training opportunities. The National Societies will be assisted in developing disaster management programmes (3–5 year) in tandem with linkages in communications and resourcing strategies to support these. Where relevant, the National Societies will strengthen their shelter management role through training. The response capacities of the National Societies will be further strengthened through training and pre-positioning of supplies in National Societies led by the Zone's Pan American Disaster Response Unit (PADRU). The Red Cross will engage with stakeholders through programmatic activities such as response and contingency planning and simulations. Success will be measured by the timely

and effective response of National Societies to the needs of those negatively affected by disasters in keeping with the auxiliary role.

By the end of 2010:

- All National Societies will have conducted the WPNS self-assessment
- At least seven National Societies will have developed/updated National Disaster Response or Contingency Plans with the involvement of government stakeholders
- All National Societies will have relief supplies prepositioned in-country available for distribution to at least 500 families in times of disaster.
- All National Societies will have conducted annual NITS training for their volunteers and attend at least one regional Disaster Management training.
- All National Societies with a mandate or supporting role in shelter management will have conducted a shelter management training.
- At least seven National Societies develop institutional Disaster Management programs (3–5 yr) with associated Human Resources and budget plans

Country Plans – Belize, Guyana and Jamaica Red Cross Societies

In order to develop a baseline of current capacities in these Red Cross Societies, the Well Prepared National Society self assessment will be conducted. Furthermore, these societies will strengthen their auxiliary role through continuous training of staff and volunteers in National Intervention Team (NITs) for shelter management. In Belize and Guyana water and sanitation capacity will be increased to intervene in vulnerable communities.

Programme component 3: Coordination and advocacy

Component outcome 1: Increased Red Cross coordination and advocacy for comprehensive disaster management.

Efforts designed to strengthen coordination and advocacy within the Red Cross Movement (Federation, National Societies, PNS) are focused on a number of areas. At the national level, partnerships with government, civil society and private sector actors will be maximized by providing leadership and advocacy for/through national disaster management coordination platforms. At a regional level, emphasis will be on engagement with the Caribbean Disaster Emergency Management Agency (CDEMA) and contributing to the achievement of the outcomes of the Caribbean's Comprehensive Disaster Management Framework through an active lead role in the Harmonization Council and Co-chairing of the Civil Society Group. Technical engagement with CDEMA will be enhanced through the development of a Centre of Reference for Caribbean Disaster Management, which will build on the tools and methodologies developed in the Caribbean and Latin America and provide linkages to Central American Centres of Reference for cross-regional learning. Regional learning and engagement will be promoted through National Society to National Society exchanges and internships. Success will be measured by tangible collaborations which reduce redundancy and strengthen programmes based on shared experience and learning.

By the end of 2010:

- The Caribbean Disaster Management Network has met at least four times and is working actively to harmonize, validate and disseminate disaster response tools, policies and standards for the region.
- The Caribbean Centre of Reference has been established and serves as a platform and repository for the development, testing and storage of disaster risk reduction related tools, methodologies and information.
- The Federation and National Societies have improved the coordination around disaster preparedness and are taking a stronger leadership role nationally and regionally with governmental and non-governmental agencies and external institutions and partners.
- Monitoring, evaluation and reporting on all National Society CBDM projects is taking place using a regional monitoring framework.

Country Plans – Belize, Guyana and Jamaica Red Cross Societies

Over the course of 2010–2011, regional learning and engagement will be promoted through National Society to National Society exchanges and internships in which these Societies will take part. The National Societies of Guyana and Jamaica will also help guide the Disaster Management programme through their position on the regional Disaster Management network.

b) Potential risks and challenges

Timing of activities will be a challenge because community groups take time to develop relationships and build trust, and the Caribbean Red Cross Societies are expanding their operations in all areas. This can be improved by (a) working with knowledgeable stakeholders and established community groups, as well as (b) regular and careful collaboration/coordination with the Movement partners. The National Society may be challenged with the capacity to scale-up and then implement CBDM processes. This would necessitate the roll-down of skills; hiring of support staff, engaging the branches and volunteers in the process. It would also be necessary to transfer knowledge and skills to the National Disaster Management Agency (NDMA) and local disaster authorities by including these in the programme.

These countries are at risk of severe hazards. A national disaster in-country could disrupt programme implementation. In such instances it has been found that the targeted community group and NDMA are pleased to work along with the Red Cross providing practical experience towards the outcomes. With so many activities and Red Cross Movement partners involved, two results are challenging (a) to capture the lessons and successes of these interventions; (b) to coordinate, ensure maintenance of standards and improve the processes. Regular and standardized reporting formats should allow for oversight and sharing as well as a mechanism to capture and communicate the best practices from the programme.

It can be a challenge identifying and selecting vulnerable communities with a bonded contiguous nature as well as getting the support of the NDMA and other stakeholders to agree upon process and criteria. Clearly a guided consensual approach is required, with initial criteria and a draft process being offered for discussion, revision and agreement.

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 budget for 2010 and 2011 is CHF 1,719,087 (USD 1,357,209 or EUR 1,109,999).

The Health and Care programme for the Caribbean will continue to support initiatives geared towards safer and healthier communities, ensuring that National Societies strengthen their capacity to meet the needs of the most vulnerable populations with the assistance of volunteers. In this respect, the Health and Care Programme for 2010 and 2011 will focus on three components, namely HIV and AIDS, with specific support to the countries which have adopted the Global Alliance on HIV framework, community-based health and first aid and pandemic preparedness, ensuring close links with the community-based work in the Disaster Management programme.

Programme component 1: HIV and AIDS
Component outcome 1: National Societies scale up activities aimed at preventing further HIV infection

A key focus of the 2010 and 2011 plans will be to support the five Global Alliance National Societies – Belize, the Bahamas, Guyana, Jamaica and Trinidad and Tobago, in their activities aimed at preventing further HIV infection, to enable these National Societies to reach a total of 500,000 people by the end of

2010. The common approach of peer education, which in the past has had an emphasis on youth, will focus on other groups most at risk of infection, such as sex workers, men who have sex with men and out of school youth in 2010. In addition, support will be given to the Global Alliance National Societies to develop and scale up where appropriate, prevention activities specifically targeting vulnerable groups. This will be supported by the sourcing and distribution of tools and information, education and communication (IEC) materials to Global Alliance National Societies. These activities will be further supported via collaboration with regional partners through the implementation of the Pan-Caribbean Partnership against HIV and AIDS (PANCAP) regional programme.

By the end of 2010 and 2011:

- The five Global Alliance National Societies will:
 - Increase the number and percentage of persons reached by peer education programmes;
 - Reach at least 10 per cent of their national population with information, education and communication materials;
- Three of the Global Alliance National Societies – Belize, Guyana and Jamaica, will scale up activities targeting vulnerable groups;
- Two Global Alliance National Societies – the Bahamas and Trinidad and Tobago, will implement activities targeting vulnerable groups;
- Three Global Alliance National Societies – Belize, Guyana and Jamaica, will reach 10 per cent of the targeted youth population through peer education programmes.

Component outcome 2: National Societies strengthen HIV treatment, care and support activities

The increasing availability of antiretroviral therapy (ART), home based care and support is viewed as a critical component of the Red Cross response to HIV and AIDS in the region. The five Global Alliance National Societies will therefore be supported in their efforts to assist beneficiaries in ART literacy, treatment preparedness, adherence, counselling and nutritional support. This will be undertaken through the organization of a regional training of trainers' workshop to support HIV Prevention, Treatment, Care and Support (PTCS), the distribution of PTCS materials to National Societies, and technical support to all five Global Alliance National Societies in the development and implementation of PTCS activities. Support will also be given to all five Global Alliance National Societies in scaling up activities supporting PLHIV.

By the end of 2010:

- The five Global Alliance National Societies provide support to PLHIV groups and networks
- Two Global Alliance National Societies – Belize, Jamaica, will develop programmes supporting home based care (HBC) or treatment of clients and orphans and vulnerable children (OVC)

Component outcome 3: National Societies scale up activities to reduce HIV stigma and discrimination

Stigma and discrimination simultaneously reduce the effectiveness of efforts to manage the pandemic. Stigma prevents many people from negotiating safer sex, taking an HIV test, disclosing their status to their partners or seeking treatment themselves, even when prevention services are made available. The five Global Alliance National Societies will continue to be supported in their efforts to reduce HIV-related stigma and discrimination. Specifically, training will be undertaken to support the roll out of the HIV in the workplace policy for all staff and volunteers of all the Global Alliance National Societies, and will be complemented by the distribution of IEC materials to each of the National Societies. Furthermore, technical support will be provided to all Global Alliance National Societies in mainstreaming gender into all HIV programming.

By the end of 2010:

- The five Global Alliance National Societies will have workplace policies, with staff and volunteers participating in workplace HIV education activities
- The five Global Alliance National Societies will mainstream gender in their HIV programming

- The five Global Alliance National Societies will establish partnerships and collaborate with PLHIV networks in HIV programming

Component outcome 4: National Societies' capacities to deliver and sustain scaled-up HIV programmes are strengthened

Support to National Societies in Organizational Development is critical to the capacity of National Societies to deliver and sustain scaled up HIV programming. The close work of the Federation in monitoring and supporting the implementation of the National Society Global Alliance work plans will consider opportunities for gathering greater support for the sustained growth and development of the National Societies.

The Global Alliance framework provides an integrated approach to HIV and AIDS programming, and has enabled National Societies to streamline their activities. It has also proved to be a useful tool that allows National Societies to market their activities to donors in an effort to mobilize funding. In 2010, an appropriate mechanism will be identified through which the lessons learnt from the Global Alliance framework can be shared with non-Global Alliance countries and applied to other areas of programming.

Following a mid term review of the Global Alliance in the Americas, greater institutional support to the Red Cross HIV and AIDS programme will be considered, with the potential for the development of an Centre of Reference for HIV and AIDS to help coordinate technical work specific to HIV and AIDS programming in the region, and establish links with other regional and international organizations doing work related to HIV and AIDS.

The Caribbean Health Network serves as the body that guides and monitors the strategic direction of health programming in the region, and acts as advisor to the Caribbean Centre of Reference for HIV and AIDS. In this regard, in 2010, two meetings of the Caribbean Health Network will be convened to review and make recommendations for the strengthening of the region's health programming. In order to support the regional exchange of knowledge, the Federation will facilitate a regional exchange programme that will enable exchange of technical health officers between National Societies in order to gain first-hand experience of the HIV activities being undertaken by another National Society, and then bring their experience back to their own National Society to share with colleagues.

By the end of 2010:

- The five Global Alliance National Societies will be able to monitor and report on activities as per standard guidelines
- Three Global Alliance National Societies – Belize, Guyana, Jamaica will be using the Volunteer Management Toolkit within their HIV and AIDS programme
- The five Global Alliance National Societies will widen their partnerships and scale-up resource mobilization activities
- Experience, expertise and good practice will be shared across the region

Country Plans – Belize, Guyana and Jamaica Red Cross Societies

These three National Societies are part of the Global Alliance on HIV framework. They will be the focus of the Federation's support to HIV and AIDS programming and the learning experience from these National Societies will be used to support other National Societies to integrate the framework in their programmes.

Belize Red Cross Society - Support will be given for the development and scale up of prevention activities specifically targeting vulnerable groups such as PLHIV, orphans and other vulnerable children, complemented by the sourcing and distribution of tools and IEC materials. The Belize Red Cross Society plans to develop wellness clinics to improve the capacity of communities to address the needs of the HIV affected population and to ensure the dissemination of preventative materials. The Belize Red Cross Society will continue to be supported in its efforts to roll out the HIV in the workplace policy to all staff and volunteers. This will be complemented by the distribution of IEC materials. The Federation will provide technical support to this National Society in the development and implementation of prevention, treatment, care and support activities.

In **Jamaica** the principal focus of Federation support will be in scaling-up the work already being undertaken with PLHIV and by facilitating participation in a regional training to support the roll-out of the Federation HIV Prevention, Treatment, Care and Support tool. In addition, Jamaica Red Cross's participation in training to support the roll out of the HIV in the workplace policy for all staff and volunteers will be complemented by the distribution of IEC materials. Furthermore, technical support will be given to this National Society in mainstreaming gender into all HIV programming.

Guyana Red Cross Society's participation in training to support the roll out of the HIV in the workplace policy for all staff and volunteers will be complemented by the distribution of IEC materials. Furthermore, technical support will be given to this National Society in mainstreaming gender into all HIV programming. The Guyana Red Cross Society will also focus on strengthening its capacity to deliver services to PLHIV through ART literacy, treatment preparedness, adherence, counselling and nutritional support through the Federation Prevention, Treatment, Care and Support Tool.

The Federation will also work with the American Red Cross to maintain strong coordination and cooperation in relation to potential support to the Red Cross Societies of Jamaica and Guyana.

Programme Component 2: Community Based Health

Component outcome 1: Component Outcome 1: National Societies build capacity to expand first aid activities

Many National Societies are the leading provider of first aid training and services in-country. For 2010 and continuing into 2011, support to National Societies in strengthening their first aid programmes will remain a core activity of the regional health programme. The Federation will continue to provide support to three National Societies (with expansion to an additional two National Societies yet to be confirmed) – Antigua and Barbuda, Saint Kitts and Nevis and Saint Vincent and the Grenadines, to expand the services offered, increase the quality of the training, equipment and also the number of clients served, and build the capacity of each National Society to deliver a high level of service. National Societies will be supported in their efforts to monitor and evaluate their services to maintain standards.

By the end of 2010:

- The National Societies of Antigua and Barbuda, Saint Kitts and Nevis, Saint Vincent and the Grenadines, along with two other National Societies will have increased the income generated from first aid services;
- These five National Societies will have the capacity to monitor and report on their first aid activities as per standard guidelines.

Component outcome 2: Capacity and preparedness of communities to respond to health threats is increased

The Federation will continue to support activities to strengthen communities' preparedness to respond to health threats. Critical to this effort will be the training of volunteers in community-based health and first aid, who will subsequently train other people in the community, to build on existing knowledge and skills. This will further strengthen the preparedness of communities to cope with day-to-day health risks.

Central to building the resilience of communities to health risks is ensuring that key health messages are communicated in an effective and efficient manner. Existing mechanisms such as the CDRTs and the NITs are useful vehicles through which critical information can be communicated back and forth to and from communities. The promotion of local platforms will be an option to evaluate as a possible mechanism. In this regard, by the end of 2011, there will be much closer collaboration between the Disaster Management and the Community-Based Health and First Aid components of the health programme.

Country Plans – Belize and Guyana Red Cross Societies

In **Belize**, the CRRO will support the Belize Red Cross Society in strengthening its commercial first aid programme, expanding the services offered to include water safety, advanced first aid, and other programmes increasing the number of clients served, and building the capacity of the National Society

to deliver a high level of service. There will be an initial roll out of the CBHFA in two communities in 2010.

Guyana Red Cross Society will focus on maintaining standards and developing marketing strategies in order to increase the income generated from first aid training and services. There will be an initial roll out of the CBHFA in two communities in 2010, with the learning being shared with other National Societies in the region for further roll out of this much needed approach to expanding the work in communities.

Component outcome 3: National Societies capacity to contribute to increasing the country's blood supply strengthened

National Societies can play a critical and very influential role in improving the safety and sustainability of their countries' blood service. For 2010, the Federation will continue to support Club 25 – a strategy which aims to increase a country's blood supply by promoting voluntary non-remunerated blood donation among young people. For 2010, emphasis will continue to be placed on sourcing and distributing promotional material to the six National Societies which utilize the strategy - Dominica, Grenada, Guyana, Jamaica, Saint Lucia and Suriname. Federation support will also focus on building the capacity of these National Societies to monitor the contribution that they make to national blood services. In addition, the Federation will encourage and support the sharing of good practice between regions, in an effort to learn from the achievements of colleagues in other parts of the Americas.

By the end of 2010:

- Six National Societies - Dominica, Grenada, Guyana, Jamaica, Saint Lucia and Suriname, will be able to measure the number and percentage of annual non-remunerated blood donations in-country that are donated by Club 25 Members;
- The sub-regions of the Americas will benefit from information sharing and exchange of ideas, experience and expertise in the context of the Club 25 Strategy.

Country Plans –Guyana and Jamaica Red Cross Societies

The Federation will continue to lend technical support to the **Guyana Red Cross Society's** activities aimed at encouraging voluntary non-remunerated blood donation. Support will also focus on building the capacity of the National Society to monitor its contribution to national blood services. While in **Jamaica**, the Federation will support the National Society in its efforts to promote voluntary non-remunerated blood donation among young people. Emphasis will continue to be placed on sourcing and distributing promotional material to the Jamaica Red Cross. In addition, support will focus on building the capacity of the National Societies to monitor the contribution that they make to national blood services.

Programme component 3: Public Health in Emergencies

Component outcome 1: Capacity and preparedness of communities to mitigate against the impact of public health emergencies increased

Public Health in Emergencies is aimed at reducing mortality and morbidity, improving health, and maintaining human dignity in emergencies including natural disasters and infectious disease epidemics. Work in this area involves disease prevention, promoting health and healthy behaviour, treating diseases and helping people adjust to the social and economical determinants of health. For the Caribbean, efforts in 2010 will continue to focus on strengthening of communities' capacity to prepare for and respond to pandemic influenza.

In addition to this, the Caribbean region is particularly vulnerable to natural disasters, especially hurricanes and floods, and the accompanying loss of property, livelihoods and in the worst of cases, loss of life. It is therefore critical that the existing cadre of persons trained do deliver psychosocial support is expanded. As such, the CRROs focus for 2010 into 2011 will also involve the facilitation of training for volunteers in psychosocial support, with a view to having this core of trained volunteers deployed to other territories should the need arise. As previously mentioned, these efforts will be

advanced through close collaboration between the Health and Care and Disaster Management programmes.

Country Plans – Belize, Guyana and Jamaica Red Cross Societies

The Federation will continue to lend technical support to the **Belize, Guyana and Jamaica Red Cross Societies** in the implementation of activities related to their preparedness and response to the A(H1N1) virus. In addition, support will focus on building the capacity of these National Societies to undertake activities aimed at disease prevention, and the promotion of health and healthy behaviour.

By the end of 2010:

- All Caribbean National Societies will have strengthened their capacity to prepare and respond to pandemic influenza
- At least three National Societies will have volunteers trained to deliver psychosocial support

c) Potential risks and challenges

There is tremendous risk for both duplication of effort in some cases, and the existence of gaps in others, which may result in the needs of the most vulnerable not being met. As such, it is imperative that all programme managers look holistically at the needs of the population served, and plan accordingly to integrate programming where possible. The impact of disasters in the region – hurricanes, floods, etc. will also have a deleterious impact on the successful implementation of plans. As such, it is important that plans remain flexible enough to adjust to changing externalities. Attracting sustainable sources of funding for health programming remains a significant challenge, which can be met by forging and nurturing partnerships with key partners in the region and internationally.

Organizational Development

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 Organizational Development programme budget in 2010 and 2011 is CHF 1,156,298 (USD 922,552 or EUR 348,489).

The measure of success of National Societies' own work and that of the Federation in developing capacity is an increased number of vulnerable people served efficiently and effectively by an increased number of well trained and equipped volunteers and staff. National Societies in the Caribbean are increasingly aware of the need to focus simultaneously on service delivery and organizational strengthening. This can only be achieved through better planning, improved programme organization and the strengthening of volunteer programmes, with emphasis on branch development.

In 2010, support will be provided to Saint Kitts and Nevis, Saint Vincent's and the Grenadines and Antigua and Barbuda to support their organizational development which will be further strengthened in 2011.

Organizational Development (OD) support will target leadership development, volunteer management and youth development, backed by strengthening of National Society core structures and processes to include technical assistance for improved communication, better use of available technologies and stronger financial management systems and reporting. A focus on strengthening capacity will better position National Societies to address the problems faced by vulnerable communities today while preparing address the new and emerging challenges of tomorrow, optimizing use of increasingly limited or earmarked resources.-Poverty, environment, health, violence, migration, unemployment and education are just a few issues that will increasingly affect civil society in the Caribbean. The Red Cross will have to adapt and prioritize in order to respond effectively while striving to remain relevant and

focused. Developing a culture of adaptability while retaining and strengthening the best of traditional services is how National Societies will meet this challenge while simultaneously undergoing the Movement wide change process.

Programme component 1: Support National Society Organizational Development Processes

Component outcome 1: National Societies have stronger and more sustainable organizations able to provide effective services to the vulnerable nationwide

An enabling action of Strategy 2020, the overall guide to the work of the International Federation in the coming ten years, is for National Societies to define the core characteristics of their strengths and take responsibility for their own sustainable organizational development and service delivery capacities. Commitment to sustainable growth to do more and do better in serving the poor, marginalized, and vulnerable is intrinsically linked to strengthening leadership and raising the standards of human resource management. The Federation will provide National Societies with the tailored support needed to achieve this, based on an in-depth understanding of individual National Society needs and dynamics. Captured in an “active” database this mapping will guide the application of the Federation’s membership services to National Societies in the coming years.

This new approach of targeting support to National Societies based on very specific needs will continue into 2010. Three National Societies will continue to receive specific capacity-building support to Antigua and Barbuda, Saint Kitts and Nevis and Saint Vincent and the Grenadines. The aim is to build on the first aid programmatic approach used in 2009 to raise the overall quality and sustainability of National Societies’ work, through improved programme planning, standardization of training and professionalization of service delivery and marketing. This learning can then be applied across the other programme areas and in time be replicated in other countries.

Undergoing an honest internal analysis and having a “blueprint” of where the National Society wants to be in years to come, aligned to understanding the country’s socio-economic environment and undertaking an assessment of the needs, challenges and gaps in services, are all essential to the development of a strategic plan. In many respects the process is as important as the output, the plan. Approximately one third of National Societies in the Caribbean are using current Strategic Plans. Support will be provided to assist National Societies to undergo the process of developing or updating strategic plans a process that should precede the development of disaster and health specific plans. Where this is not realistic, National Societies will be assisted to develop a strategic framework which can later be the basis for developing the plan and which can guide other planning processes in the absence of one. Plans, though not the solution, are the foundation on which solutions are achieved.

The three Global Alliance countries Belize, Jamaica and Guyana will be directly supported to build capacity to implement and better sustain their HIV and AIDS programmes. This will include support to develop operational plans along with a monitoring tool for periodic evaluation and realignment of actions. When tailoring this support, all activities of the National Society, including the traditional, not currently supported by the Federation, will be considered.

Supported by the CRRO, the Guyana Red Cross Society has been successful in its application to the Federation’s Specific Organizational Development Support (SOS) fund for 2009–2010. This will assist the National Society to update its strategic plan, reinforce governance, improve resource mobilization and strengthen volunteering and branch development. Guidance in these core areas of Organizational Development will be provided and the learning applied to other National Societies. Using this collaborative approach, other National Societies will be supported in their application to the Federation’s funding mechanisms - the SOS, the Intensified Capacity Building Fund (ICB) and the Empress Shoken Fund.

The commitment of National Societies to revise and update their Statutes by the end of 2010 is well on the way to being met. Continued support will be given to those National Societies furthest behind in the process. In some instances weak governing structures have contributed to this delay, impacting all levels of National Society functioning. National Societies will continue to be supported to address this

and other integrity issues in close collaboration with the International Committee of the Red Cross (ICRC) and the Federation secretariat. The annual joint coordination meeting of the ICRC and the Federation will be held again in 2010 and 2011, focused on areas of current collaborative work.

Aligned to this collaborative approach to National Society Organizational Development support, is the role of the Regional Organizational Development Network (RODNET) in providing direct technical guidance and mentoring, and in monitoring development across the region. RODNET will be supported to re-evaluate its mandate and changing role and define its areas of work within an Organizational Development framework and in collaboration with the other regional networks.

To continue strengthening the coordination between National Societies, the Federation and partners - both external and internal to the Movement, regional coordination meetings will be held in 2010 and again in 2011. Although directly related to the multi-donor funded disaster management projects across the Caribbean, the aim will be to assure standardization of content and process and the capacity of National Societies to implement and sustain activities. The objective is to develop capacity to move from a funded project-to-project modus operandi to a position where National Societies will be able to run sustainable programmes that continue to function efficiently between externally funded project time frames. Aligned to this will be the strengthening of project planning and project management capacity. Training will be conducted in 2010, again although aligned to strengthening National Society Disaster Management programmes, the skills developed will be applicable to all areas of National Society programming.

It is widely acknowledged that monitoring, evaluation and reporting are areas in need of strengthening in the Caribbean. Auto-evaluation in the form of the Well Functioning National Society self assessment has been done by all National Societies at one time or another in the last ten years, however it has not been aligned to ongoing monitoring so has only had limited impact on National Society re-positioning and development. The National Societies of Belize, Guyana and Jamaica, will be assisted to utilize the Federation's self assessment tools in 2010 to allow them to better manage the Global Alliance on HIV and other core programmatic areas throughout 2011. This will be further strengthened by PMER training in 2011.

Diversification of funding through improved and more strategic resource mobilization will be supported through training in 2010 and evaluated and supported with specific funding in 2011, targeting the Global Alliance countries and those National Societies that have current Resource Mobilization Plans.

The Belize Red Cross Society will be supported to apply to the Empress Shoken Fund for branch development. This will include developing branch plans aligned to the new National Society Strategic Plan for 2011 to 2015, to allow for the integration of programming and the strengthening of cooperation with partners.

Skills obtained through training, both in the National Societies, the preferred choice, and during regional workshops will be cemented by opportunities to practise these skills in the field. Internships have proven successful and much appreciated by both the host National Societies and the National Societies sending the intern. These will be increased in 2010 in all programmatic areas capitalizing on "learning by doing" and providing the opportunity for peer learning and skill transfer. Exchange of technical personnel in specific programmatic areas will also be encouraged and supported. Training of instructors across all programme areas will be pursued wherever possible to complement technical training and to help establish a cadre of instructor trainers available to the region.

By the end of 2010:

- The Red Cross National Societies of Antigua and Barbuda, Saint Kitts and Nevis and Saint Vincent and the Grenadines will have benefitted from specific capacity building interventions and are applying better planning to their programmes
- Coordination of support to National Societies between internal and external partners will have increased and in some instances formalized through agreements and MoUs

- The Red Cross National Societies of Antigua and Barbuda, Bahamas, Belize, Guyana, Jamaica, Saint Kitts and Nevis and Saint Vincent and the Grenadines will have developed/updated their strategic plans
- All National Societies will have updated and adopted their new Statutes
- At least two National Societies will have applied for and/or be implementing projects supported by the Federation's funding mechanisms;
- At least six internships/technical exchanges will have taken place
- All National Societies will have received project planning training
- At least five National Societies will have income generation plans supporting income generation initiatives

Programme component 2: Volunteering Development

Component outcome 1: National Societies have active and vibrant networks of well managed and trained volunteers

Volunteer Management has now become a key component of all programming in the Caribbean and is increasingly seen as critical for successful project implementation and sustainability. Training which includes use of a toolkit developed in the Caribbean by RODNET, and an adapted version of the Ideals in Action methodology developed by the British Red Cross, will be conducted in Barbados, Guyana, Grenada and Saint Vincent and the Grenadines. This will complete this training in the 13 English speaking Caribbean countries. Additionally in 2010, volunteer development training will be held with volunteer leaders and managers in six National Societies with the aim of including partner organizations that also rely on volunteers for their service delivery. Newly developing Federation and other volunteer tools will be sourced and shared with National Societies and a database of these materials established on the Caribbean Red Cross website. In this way, National Societies will increasingly be seen as leaders in understanding, engaging, supporting and highlighting the work of volunteers.

National Society preparations for the *International Year of Volunteers 2011* will be lead by RODNET and supported by the Federation. A plan of action will be developed in 2010 and National Societies assisted to access local funding to place attention on volunteers and recognize them for their invaluable contributions to their country. These activities will be linked to the Federation's Global Campaign and will further develop and build on the Caribbean volunteer campaign launched in December 2008. Region-wide activities will be coordinated to have maximum impact and visibility. The Movement itself will be highlighted as a voluntary organization dependent on its millions of community volunteers, many living in highly vulnerable areas with knowledge of local vulnerabilities and the skills to work within their own communities.

To guide the volunteer development process, a Regional Volunteer Strategy will be developed in 2010 in line with the Federation's Global Volunteer Policy review, currently underway. Supported by the Federation, it will be guided by RODNET. This will also be used as an opportunity for National Societies to undertake an analysis of their own volunteer systems and the impact it has had on programme success and/or challenges in recent years. This will highlight the need for continued realignment of evolving patterns of volunteering with the changing nature of communities, building new capacities, promoting innovation in social mobilization and harnessing new knowledge and advances in communications and technology.

Linked to overall volunteer programme strengthening is the development of tools to better support and engage volunteers during times of emergency or disaster. The tools developed in 2009 with the support of the Capacity Building Fund will be rolled out in 2010 and 2011 coupled with training. Scaled-up support to National Societies for community-based disaster management activities will result in more training of Community Disaster Response Team volunteers and National Intervention Team volunteers. Unless systems are in place to support these volunteers well during response and engage them outside of times of emergency, ongoing attrition will make the programme unsustainable and costly.

Capitalizing on school-based disaster management activities, Belize, Jamaica and Guyana will be supported to strengthen their youth volunteer base, integrating young people in all areas of the Disaster Management programme. Red Cross tools and training will be shared with the national disaster offices and other partners with the intention of positioning themselves as leaders in this field.

National Societies will also be encouraged to provide adequate insurance coverage for their volunteers, in particular during times of emergency response. To date, only three National Societies have accessed this insurance plan, although some have general insurance coverage for their volunteers from local providers. Support to access the Federation's volunteer insurance system will be linked to national laws especially where volunteers are mentioned in those laws, as in the case of Trinidad and Tobago. This is one of the actions deemed necessary to promote and establish an environment that is volunteer "friendly". Additionally National Societies will be supported to increasingly become spokespersons for volunteers, advocating with governments for laws that protect and promote them. A clearer understanding of the situation of volunteering in the Caribbean will be built into the mapping exercise presently underway. This will provide the baseline for evaluating the impact of improved volunteer engagement and management by the end of 2011 - an opportune time as the International Year of Volunteers.

By the end of 2010:

- A regional Volunteer Strategy will be in place, guiding Red Cross scale up in supporting and promoting volunteers
- Thirteen National Societies in the Caribbean have personnel trained and equipped to manage volunteers well
- Six National Societies will have evaluated and improved their volunteer systems, trained volunteer leaders in management and leadership and volunteers will be incorporated into National Society planning
- The volunteer management in emergency materials developed by the Federation will be in use in all National Societies
- A Plan of Action will have been developed to highlight the work and "spirit" of volunteering for the International Year of Volunteers 2011
- A database of volunteer management tools will be available on the Caribbean Red Cross website.

Programme component 3: Youth Development

Component outcome 1: National Societies with strongly integrated Youth Programmes
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With the revitalization of youth programming in the Caribbean, supported by the Capacity Building Fund in 2008 and 2009, a foundation has been laid for strengthening the active engagement of youth in all areas and levels of Red Cross work. An output of the Caribbean Regional Youth Forum held in Guyana in August 2008, the Youth Network, a loosely structured, inclusive mechanism, will continue to provide the space for youth to talk with and learn from each other. The network will continue to be supported by the Youth Coordinating Committee (YCC) of five youth leaders from Guyana, Jamaica, Trinidad and Tobago, Saint Lucia and Montserrat. This committee will be tasked with developing proposals for National Society youth projects including Club 25 and Youth against Violence, and in promoting the work of youth with internal and external partners. The network will be supported to encourage and coordinate the exchange of ideas for the education of children and young people in humanitarian ideals and for the development of friendly relations between young people across the Caribbean. It will promote the sharing of "good practices" for the participation of youth in volunteer services and the National Society decision-making process. National Societies in turn will be encouraged to include youth structures in their Statutes revision process in line with the Federation's new Constitution.

Guidance will be provided to the Youth Network in planning the Regional Youth Forum in 2010 and 2011 with a focus on leadership and enabling youth to meaningfully engage in decision-making processes for finding solutions to today's problems. The forum will be strengthened as a coordinated decision-making and collaborative planning mechanism for youth and an opportunity to "take stock" and evaluate progress. This will require sound preparation, detailed planning and good reporting on decisions and initiatives. Additionally, the toolkit *Youth as the Agents of Behavioural Change* will be piloted in the three National Societies that will receive targeted support in 2010 and 2011, Belize, Guyana and Jamaica. The objective is to have a cadre of youth instructor trainers that can roll the training out to the rest of the Caribbean, working directly in country with their peers through the internship programme.

Youth internships to peer National Society youth programmes and/or to work along with National Society leaders will help to develop management abilities and help young people to develop the skills that will enable them to assume positions of leadership within their own National Society. Internships within country will be encouraged to help develop citizens of tomorrow through the promotion of Humanitarian Principles and Values, to foster a sense of belonging and to promote change and renewal.

Through the Disaster Management Programme young people will be supported to engage in school risk reduction initiatives with the intention of eventually leading National Society school based programmes and capitalizing on the opportunity to bring young people into the Red Cross. This will commence in Belize, Guyana and Jamaica in 2010 and involve three additional National Societies that have actively engaged youth in 2011.

The work of young volunteers will be highlighted and encouraged on the youth page of the Caribbean Red Cross website with emphasis on the changing dynamic of the Red Cross allowing for innovation.

By the end of 2010:

- A strong regional youth network supported by the youth coordinating committee will be actively supporting and championing National Red Cross youth network activities and projects
- Mechanisms for engaging and capacity-building of youth leaders will be in place
- Young professionals in at least two National Societies will be leading youth programmes and projects
- Three National Societies will have trained instructors for the *Youth as the Agents of Change* methodology available to all National Societies for ongoing roll out
- National Society legal base and strategic planning will include youth in National Society relevancy, innovation and leadership

Country Plans: Country Plans – Belize, Guyana and Jamaica Red Cross Societies

The **Belize Red Cross Society** will be supported to apply to the Empress Shoken Fund for branch development. This will include developing branch plans aligned to the new National Society Strategic Plan 2011 to 2015 and its new operational plan and the development of a branch resource mobilization strategy to support branch work. In 2011 the National Societies will supported to develop a monitoring and evaluation tool to facilitate ongoing monitoring of progress against its Strategic and Operational Plans with biannual evaluation to assure effective readjustment of plans to reflect the changing dynamic of the National Societies and needs in country.

To strengthen programme management, the National Society will be supported to participate in programme planning training, to diversify its core funding through resource mobilization planning and initiatives and to improve its financial management system and reporting. As in the case of the National Societies of Jamaica and Guyana, the Belize Red Cross Society will be supported to continue its strong representation on the Organizational Development Network, RODNET.

Training of trainers in the Federation's methodology *Youth as the Agents of Behavioural Change* will be provided by the CRRO. This will then be rolled out in all volunteer training targeting youth. The National Society will also be supported to develop a proposal for youth based on the specific interests of young volunteers and aligned to its strategic direction and to actively engage young volunteers in Disaster Management activities in schools.

The Guyana Red Cross Society will be supported in its SOS funded project, July 2009 to July 2010, to leverage its position to that of a strong and well functioning organization through activities that will include an analysis of national trends and National Society capacity and priorities, revision and update of Statutes, development of new National Society Strategic and Operational Plans, income generation, volunteer and branch development and holding statutory meetings. Training and support in project planning, resource mobilization and financial reporting will be conducted by the CRRO. This can then be applied to projects presently funded by several partners including OFDA, CIDA, the European Union and the Federation in Disaster Management and HIV and AIDS (part the first round of the Global Alliance).

Technical support will be provided to maintain the GRCS membership on the OD Network (RODNET) which is chaired by the Director General.

Opportunities for the 350 active volunteers and the 40 National Society staff to learn through internships and exchanges will be encouraged and facilitated, with a focus on the units and branches, some of which are isolated and do not have as regular interaction with headquarters as they would like. A volunteer management workshop will be conducted with a focus on volunteer leaders who will then roll out the training to the units and branches. Aligned to this will be support to strengthen the National Society system of managing and supporting deployed volunteers during emergencies and disasters. Insurance coverage and training on safer access will also be a focus to help create the environment where volunteers feel valued and their safety considered. Activities planned in 2010 for implementation in 2011, including the International Year of Volunteers will be supported with regional standard materials

Support to the **Jamaica Red Cross** will focus on strengthening the National Society's ability to successfully apply for and implement support from the Federation's Intensified Capacity Building Fund (ICB).

Additionally along with the Zone secretariat the National Society will be provided with the support needed to successfully host the Inter-American Conference in 2010.

Like Belize, the Jamaica Red Cross will need to re-write its Strategic Plan for the period 2011 to 2015. Support to integrate Global Alliance initiatives and volunteer management into the strategic plan will be provided as will support to update its rules of procedures in line with the newly revised and updated Statutes. Additionally, the National Society will be supported to share good practices through internships and exchanges and the capturing of these experiences in case studies and articles on the website.

Support to increase its present volunteer base from 1 per cent of the population will be provided in the framework of branch development. Additionally the National Society capacity to better engage and support volunteers during times of emergency will be strengthened. Jamaica Red Cross estimates that 50 per cent of its 9,000 volunteers are young people. Developing the capacity of young Red Cross people to lead change and to help address the burgeoning violence in Jamaica will be strengthened with an instructor trainers course in *Youth as the Agents of Behavioural Change*. These youth instructors will then become a resource for the region and supported to develop a proposal aimed at violence reduction. Through the regional youth network, Jamaica Red Cross will be supported to lead violence reduction initiatives in schools.

b) Potential risks and challenges

The ongoing challenge to deliver on Global Agenda Goal 3 will be having sufficient resources to support National Society core development. Considering the result of not strengthening National Society capacities - programmes and projects of reduced relevance, quality and reach, poor sustainability with only short term impact on community resilience – it is incumbent on the Federation to continue to look for innovative ways of providing this support and on National Societies themselves to commit to putting in place the mechanisms necessary for their own growth. In the present economic climate it will be increasingly important that the Red Cross captures and clearly demonstrates the added value and economic sense of having strong National Societies in place, able to absorb increasing demands for their services by increasingly vulnerable people.

The opportunity to convince partners and donors of the intrinsic link between National Society strengths and community development must always be taken. For this, monitoring, using standard tools that allow for in-depth and transparent evaluation will be increasingly important, even though time consuming and at times seemingly invasive to National Societies.

Capacity development must be incorporated into all projects and programmes, in particular to build on the inherent strength of the Red Cross, the ability to rapidly mobilize large numbers of well prepared volunteers imbued with the spirit of the Fundamental Principles and guided by a code of conduct.

Principles and Values

a) The purpose and components of the programme

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

The Principles and Values programme budget in 2010 and 2011 is CHF 1,280,791 (USD 1,012,124 or EUR 826,573).

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

Support to this programme component will be two fold; it will be by increasing the understanding of the Fundamental principles and humanitarian values in all programmatic areas, especially through community and national trainings, as well as the promotion of the electronic Red Cross induction course.

The second focus will be an increased support to the National Societies through increasing the use of professional communication tools that will enable National Societies to approach donors in particular, but also media houses and potential partners to explain their added value and potential for partnership. This approach will significantly increase their chances of securing sponsorship and brokering partnerships to facilitate the continued work of the National Societies.

While some tools have been provided in the past, some National Societies do not have the capacity or expertise to use them effectively. In this regard, the Federation will provide the support needed for capacity development to ensure that all National Societies are adequately resourced to make optimal use of the communication resources provided to them.

The Federation will continue to engage with the award-winning advertising agency Inglefield Ogilvy and Mather Caribbean Limited (IOM) to professionalize the look of communications tools. IOM has been offering its creative services on a voluntary basis to the Federation and this partnership will continue to be developed in a manner that is mutually beneficial.

The CRRO will also provide further support to National Societies to empower them to develop their own websites while at the same time contributing more meaningfully to the Caribbean Red Cross website (www.caribbeanredcross.org). The Communications focal point will be responsible for reviving the Communications network which will spearhead the development of new and enhanced communications tools (information brochures, guides, case studies, communication kit, etc) by the end of 2010 to be used with specific target groups including governments, partners, donors and stakeholders.

The CRRO will pursue partnerships with regional media houses through the formalization of MoUs. This type of official partnership is expected to increase the presence and profile of the Red Cross in the regional press and audiovisual media while allowing for better monitoring of Red Cross visibility.

Media training, with special attention to communications in times of crises, is a main area in which technical support to National Societies will be given. Such training to officers of National Societies will strengthen their ability to bring attention to the invaluable work of the Red Cross guided by the seven Fundamental Principles, mobilize support for the vulnerable and advocate for causes that are important to the Movement. This training will be organized by the CRRO and facilitated by a qualified and experienced consultant.

Country Plans: Country Plans – Belize, Guyana and Jamaica Red Cross Societies

The Federation will also assist the **Belize Red Cross Society** in updating and further developing its current website. The CRRO will collaborate more closely with Belize Red Cross Society as part of the Communications Network to facilitate the development of new and enhanced communications tools and provide additional support for the continued production and improved distribution of its current monthly newsletter.

The Regional Representation will provide further support to the **Guyana Red Cross Society** to enable the National Society to contribute more meaningfully to the development and relevance of the Caribbean Red Cross website www.caribbeanredcross.org. The CRRO will also support Guyana in creating its own website to respond to its growing need for outreach. Through the Guyana Red Cross Society will increase and monitor Red Cross presence and visibility in the press and audiovisual media in Guyana. In an effort to improve the way in which Red Cross officers engage with the media and maximize impact, media training seminars will be organized for Red Cross officers.

The CRRO will provide continued support to the **Jamaica Red Cross** to help the National Society to contribute more effectively to the content on the Caribbean Red Cross website www.caribbeanredcross.org. The Jamaica Red Cross has a functional website however, CRRO will provide support to update and further develop it. The CRRO will collaborate more closely with the Jamaica Red Cross as part of the Communications Network to facilitate the development of new and enhanced communications tools. Jamaica Red Cross officers will be exposed to media training seminars in an effort to improve their effectiveness in spreading Red Cross key messages. As a result, it is expected that visibility will increase and the CRRO will be better able to monitor its media profile in Jamaica.

b) Potential risks and challenges

Insufficient organizational capacity is the greatest challenge to achieving the programme outcomes as stated above. Further capacity development support needs to be provided in the future so that the all National Societies can indeed make the best use of the resources provided to them to effectively communicate with their various target audiences.

Role of the secretariat

a) Technical programme support

The Caribbean Regional Representation Office has a team of staff with programme functions focusing on Disaster Management, Health and Care, linked closely to organizational support. During 2009 there has been far greater convergence in the programme areas to work in an integrated manner looking at how Disaster Management and Health and Care programmes interrelate, especially at the community level. This has also been articulated in the Disaster Management five year strategic framework and will continue to be developed during 2010 and 2011.

These programmes are supported by the capacity-building, finance and communication officers looking at the elements of cross programmatic support to help the National Societies to develop as stronger institutions through the provision of programmatic support.

The regional disaster management and health networks will continue to be developed to be the guiding advisory group for all programmes in the region.

b) Partnership development and coordination

During 2009 greater attention was allocated to partnership and coordination and this is continued in these plans.

The five year disaster management framework has been developed for all Movement actors in the region. This will allow for PNS to develop CBDM programmes with the National Societies in the region, while the Federation will focus on coordination of approach and monitoring and evaluation of the results. For 2010, this includes the American, British, Canadian, Finnish, French, Netherlands and Norwegian Red Cross Societies. Outside the Movement, there will be substantial emphasis on partnerships with external organizations, especially the United Nations and CDERA, with time given to developing the Federation's lead role on the CDERA civil society group.

In the Health and Care programme, greater collaboration and partnership with PAHO will continue, with direct implementation of a joint programme in Belize, Guyana and Jamaica for pandemic preparedness. Relations will continue to be developed with the key HIV and AIDS partners in the region building on the momentum developed during the development of a regional proposal with the Pan Caribbean Partnership Against HIV and AIDS (PANCAP) to the Global Fund.

For the Global Agenda Goals 3 and 4, 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 programme. Efforts will continue to look for opportunities to partner with key private sector firms, to build on the extremely successful partnership with the advertising agency, Inglefield and Ogilvy.

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 in the Red Cross calendar such as World Red Cross Red Crescent Day.

c) Representation and advocacy

Through these partnerships mentioned above, the Federation will advocate with the key partners on IDRL, shelter in emergencies and the Code of Conduct for Disaster Relief. It will also work with other partners involved in HIV and AIDS on reducing stigma. Internally, the Federation will work with the membership on issues such as effective leadership, functioning governance, good volunteer management and respecting the Red Cross fundamental principles in the organizations and through the delivery of all services.

Promoting gender equity and diversity

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. This will be addressed through the Red Cross programmes. The Disaster Management Programme introduces gender issues through the VCA methodology, plus the National Intervention Team training package.

The Health and Care programme strives to involve equal numbers of males and females in all its programme areas including HIV and AIDS; voluntary, 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 representative 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 non-discrimination, and promotion of gender equity and diversity is ensured through all 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.

Quality, accountability and learning

The Federation strives to include monitoring and evaluation mechanisms in each intervention, with nearly all programme components 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 implementation 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 Societies' responsibility to monitor the advances and challenges of the programme and feed that information to the Federation for action.

Most of the Health and Care 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.

As for the Organizational Development 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 Organizational Development network. Mid year and annual reports will focus to a greater extent 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 National Societies will continue to be actively encouraged 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.

Ensuring effective partnerships, especially with the governmental, national, regional agencies and platforms, is key to the sustainability of the regional programmes. Also visibility, appropriate communication and information are important elements in self-sustainability for National Societies, as well as to gain 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 National Society to National Society cooperation is also extremely important in this region to help in the sustainability of ensuring cross learning and development of human resource capacities.

How we work	
<p>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".</p>	<p>Global Agenda Goals:</p> <ul style="list-style-type: none">• 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.
Contact information	
<p>For further information specifically related to this plan, please contact:</p> <ul style="list-style-type: none">• In the Caribbean Regional Representation: Tanya Wood, Regional Representative; email: tanya.wood@ifrc.org; phone +1 868 628 2439; fax +1 868 628 9715.• In the Americas Zone Office: Xavier Castellanos, Head of Zone; email xavier.castellanos@ifrc.org; phone: +507 380 0250; fax +507 317 1304.• In the Americas Zone Office in Panama: María Alcázar, Resource Mobilization Coordinator; email: maria.alcazar@ifrc.org; phone: +507 380 0250; fax +507 317 1304.	

Budget 2010 - 2011

Budget 2010

All figures are in Swiss Francs (CHF)

	Goal 1: Disaster Management	Goal 2: Health and Care	Goal 3: Capacity Building	Goal 4: Principles and Values	Coordination	Total
Supplies	308,000					308,000
Land, vehicles & equipment	100,000	70,000				170,000
Transport & Storage	48,765	1,965	1,965	1,965		54,660
Personnel	409,458	262,338	177,984	206,434		1,056,214
Workshops & Training	328,755	214,000	296,000	160,000		998,755
General Expenditure	181,459	352,370	96,870	255,370		886,070
Depreciation						
Contributions & Transfers	1,003,920					1,003,920
Programme Support	165,479	62,614	39,822	43,364		311,278
Services						
Contingency						
Total Budget 2010	2,545,836	963,287	612,641	667,133		4,788,897

Budget 2011

All figures are in Swiss Francs (CHF)

	Goal 1: Disaster Management	Goal 2: Health and Care	Goal 3: Capacity Building	Goal 4: Principles and Values	Coordination	Total
Supplies						
Land, vehicles & equipment	5,000	5,000				10,000
Transport & Storage	6,765	1,965	1,965	1,965		12,660
Personnel	442,178	255,838	175,484	176,434		1,049,934
Workshops & Training	242,600	196,000	215,000	160,000		813,601
General Expenditure	141,059	247,871	115,870	235,370		740,170
Depreciation						
Contributions & Transfers	1,045,984					1,045,984
Programme Support	130,945	49,127	35,338	39,888		255,297
Services						
Contingency						
Total Budget 2011	2,014,531	755,801	543,657	613,657		3,927,646