

# Plan 2010-2011



## Latin Caribbean

### Executive summary

The Latin Caribbean Regional Representation covers three of the most vulnerable countries of the Caribbean: Cuba, the Dominican Republic and Haiti, which are highly affected each year by the impact of hurricanes. This geographical area of the Continent includes the poorest country in the Americas, Haiti, where levels of vulnerability are high and the conditions of risk are increasingly affecting several millions of people, as a result of socio-economic, environmental and political factors.

The 2010–2011 plans for the Latin Caribbean Regional Representation reflect the strategy outlined in Strategy 2010 and the Federation of the Future to work towards the goals of the Federation’s Global Agenda through scaling-up programmes, increasing Red Cross capacity and strengthening the role of the National Societies in civil society. At the same time, the plans for the region put into practice the Inter-American Plan 2007–2011 approved by the XVIII Inter-American Conference in Guayaquil held in June 2007. The Conference motto was “safer and healthier communities,” focused on further Red Cross involvement at community level, ensuring that more vulnerable beneficiaries are assisted through relevant Red Cross programming carried out by stronger Red Cross National Societies with reinforced national networks.

The main goal of the Federation secretariat is to be effective in the provision of membership services to the three National Societies by maintaining regular and direct support to the three National Societies to assist vulnerable people in their countries.

Emphasis will be placed on supporting National Societies to work at the community level through programme and capacity-building support to increase community and local resilience and better support coping strategies of the most vulnerable population. Efforts will be put in place to enhance coordination between Movement partners and to better measure the impact of Red Cross interventions through the compilation of baseline data and subsequent monitoring and evaluation.

The secretariat’s structure to support the three National Societies in the region consists of the Latin Caribbean Regional Representation based in Santo Domingo and a Country Programme Coordinator based in Haiti reporting to Santo Domingo. The Caribbean Regional Representation based in Port of Spain also provides some of the programmatic support and the Americas Zone Office provides both programmatic and service support, and ensures coherence and overall coordination with respect to the secretariat’s presence in the Americas. Furthermore, the Zone Office through the Pan American Disaster Response Unit (PADRU), ensures technical support and coordination of disaster management in the Continent.

The main focus of the Federation’s 2010–2011 plans will be to continue to promote the prominence of the Red Cross as a leader in disaster management in the region at national and regional levels, paying particular attention to the preparedness of communities. Emphasis will also be maintained on the continued work to address the impact of the HIV and AIDS pandemic.

However, in order to enable the Red Cross Societies to meet the numerous and varied challenges they face within their societies, a greater focus is necessarily on providing a high level of organizational development support that will enable them to implement tailored development strategies.

In the case of Haiti, the secretariat will make an effort to conclude the Cooperation Agreement Strategy (CAS) process by re-taking the discussion where it was left by the Haitian National Red Cross Society (HNRCS) and its Movement partners in early 2007. It is felt that conditions are now more favourable to reach an agreement on setting the relationship with HNRCS in a multilateral framework that coordinates the investments of all Movement partners around the National Society strategic plan. The support to the HNRCS by the Federation to revise the strategic plan is essential so that the National Society defines its priorities for the next years in a legitimate, participatory process that reflects the different interests within the National Society, including those of the regional and local branches.

To the extent that the CAS process is successful and there is an agreement by all Movement partners in Haiti, discussion of the Operational Alliance of the HNRCS on Disaster Management will be included in the cooperation agenda. The Federation in Haiti will continue to work towards creating the necessary conditions for this discussion to take place among the different component of the Movement partners.

In the case of the Dominican Red Cross (DRC), the focus will be to continue bringing day to day support to all the different levels of organizational development challenges including resource mobilization with the private sector, branch development and the volunteer cycle management. Special attention will be paid to the intensified scale up required for the Dominican Red Cross' participation in the Global Alliance on Disaster Risk Reduction.

Particular consideration will be provided to support the National Societies of Cuba and Haiti in implementing their bi-national plan of action. This includes addressing challenges posed by migration in Hispaniola by promoting appropriate advocacy ensuring an independent humanitarian stance on migration, and strengthening well-defined partnerships with inter-governmental institutions, in view of providing assistance and protection to vulnerable migrants.

The national development plan of the Cuban Red Cross (CRC) establishes three clear objectives: to increase operational capacity to reduce vulnerability and promote the Fundamental Principles, as well as to consolidate organizational growth at branch level, taking into account the critical priority of the potential vulnerability of the Cuban Red Cross' image.

These plans are based on the individual and collective priorities of the three National Societies in the region, taking into account their feedback to a consultation on their priorities with regard to the Inter-American Plan 2001–2011 and in coordination with regional National Society technical networks and partners.

*The total 2010 - 2011 budget is CHF 1,882,413 (EUR 1,216,241 or USD 1,484,385) [Click here to go directly to the attached summary budget of the plan](#)*

## Context

Covering the countries of Cuba, Haiti and the Dominican Republic, the Latin Caribbean Regional Representation is one of the two Federation offices which provide **core membership services and programmatic support services** to National Societies of the Caribbean region, the other being the Caribbean Regional Representation based in Port of Spain, Trinidad and Tobago, which covers the predominantly English speaking National Societies, Overseas Branches of the British, French and Netherlands Red Cross Societies, as well as National Societies of the mainland countries of Belize, Guyana and Suriname.

The Caribbean reflects great diversity in terms of area, population, wealth, culture, language and economic models. Overall the Caribbean region faces unique social, economic and environmental

challenges. Statistics from UNDP<sup>1</sup> indicate that the region has **an average 32-40 per cent of the population living below the poverty line**. The limited resources of most of the countries, the seasonal character of employment opportunities (predominantly tourism services and agriculture) and the 'brain drain' with the migration of educated people results in fragile economies throughout the region. There are high levels of entrenched poverty and inequity as well as significant inequality in income and distribution of resources. There are extremely high levels of violence and crime and the Caribbean is suffering from one of the highest murder rates in the world<sup>2</sup>. Exacerbating this reality are other social problems, such as the proliferation of illegal activities, including drug trafficking and money laundering.

UNDP 2008<sup>3</sup>

Human development index		Life expectancy at birth, annual estimates (years)	Human poverty index (HPI-1) rank	Population not using an improved water source (%)	Population living below the national poverty line (%)
		2005	rank	2004	1990-2004b
HDI Rank					
High Human Development					
51	Cuba	77.2	6	9	..
Medium Human Development					
79	Dominican Republic	71.5	26	5	42.2
146	Haiti	60	74	46	65

The figures above show that within the Caribbean Region the three countries covered by the Latin Caribbean Regional Representation are very different among themselves, not only in language and culture, but also in terms of socio-economic indicators. This adds to the challenges that the Federation faces as a result of grouping the three countries into a "region". The Latin Caribbean is where the majority of the population of the Caribbean lives (approximately 31 million people live in the three countries), with **the highest number of people living with HIV and AIDS** in the Caribbean, and where **the largest number of victims are affected when a disaster strikes** the region.

Combined with these challenges, the Caribbean is a region which is highly vulnerable to and is severely affected by the global phenomenon of **climate change**; it is a fact that the frequency and power of the impact of natural events has increased in recent times. The region is highly vulnerable to extremes of weather and is commonly hard-hit by hurricanes, having experienced exceptional destruction from these in the past few years. The Caribbean region also lies in an **active seismic zone** and suffers from **volcanic eruptions and earthquakes**. This reality translates into a significant need for strong Red Cross disaster preparedness and mitigation at the community level.

The table below shows the number and type of disaster per country between 2000 and 2009<sup>4</sup>

<sup>1</sup> UNDP, Human Development Report 2006, <http://hdr.undp.org/hdr2006/>

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

<sup>3</sup> <http://hdrstats.undp.org>

<sup>4</sup> <http://www.emdat.be/Database/>

	Cuba	Dominican Republic	Haiti	Total
Drought	2	0	1	3
Earthquake (seismic activity)	0	1	0	1
Epidemic	0	0	1	1
Flood	6	9	17	32
Mass movement	0	0	0	0
Storm	14	12	18	44
Wildfire	0	1	0	1
<b>Total</b>	<b>22</b>	<b>23</b>	<b>37</b>	<b>82</b>

The total number of disasters in the three countries between 2000 and 2009 stands at 82; the Latin Caribbean region experiences the majority of hazardous events in the region which affect large numbers of the population.

Undoubtedly, from a humanitarian point of view **Haiti presents the biggest challenge in the region**, as the country is extremely disaster-prone, lying in the Caribbean hurricane zone and on an active seismic fault line. **Massive deforestation** and a **burgeoning population** increasingly settling in hazardous areas contribute to a high annual death-toll from **landslides and flooding**. In 2004 for instance, over 3,500 people died from natural disasters, and every year numerous communities are affected by localized flooding during the rains. Furthermore, in recent years, Hurricanes Dean, Noel and Olga during 2007 and Gustav and Ike in 2008 took their toll on all three countries.

**Migration** in Hispaniola between the Dominican Republic and Haiti represents a growing challenge. Cuba is also affected by migrant populations from Haiti, who setting out for the United States by boat land in Cuba as illegal migrants and need to be deported back to Haiti.

**Food insecurity** in Haiti is a growing matter of concern since more than 1.5 million people are food insecure in Haiti and are living in conditions of high vulnerability. The figure is growing year by-year.

In the health sector the Caribbean region is characterized by a **high prevalence of HIV and AIDS** and STIs, **alongside chronic-degenerative illnesses, violence and road accidents**. The Caribbean is subject to an acute epidemic of HIV infection, making it the second most affected region in the world - preceded only by sub-Saharan Africa. Some 230,000 people are living with HIV in the Caribbean, and more than three quarters of this number are to be found in Hispaniola (Haiti and Dominican Republic)<sup>5</sup>. An estimated 20,000 people were newly infected with HIV in the Caribbean in 2008, and some 14,000 people died of AIDS.

HIV surveillance systems remain inadequate in several countries, making it difficult to gauge recent trends in the epidemics. AIDS remains one of the leading causes of death among people aged 25 to 45 years - causing 14,000 deaths last year<sup>6</sup>. The main mode of HIV transmission in this region is unprotected heterosexual sexual intercourse.

National Societies in the region have enhanced their work in the area of reducing discrimination, mainly focusing on fighting specific stigma and discrimination of persons living with HIV and AIDS (PLHIV). While important progress has been made in this area, the Red Cross National Societies in the region

<sup>5</sup> UNAIDS/WHO AIDS Epidemic Update: December 2006 [http://www.unaids.org/en/HIV\\_data/epi2006/default.asp](http://www.unaids.org/en/HIV_data/epi2006/default.asp) states that Haiti's HIV prevalence rate is 2.2 but with signs that the epidemic is taking a turn for the worse.

<sup>6</sup> <http://www.unaids.org/en/CountryResponses/Regions/Caribbean.asp>

must continue to scale up and take more committed action, also strengthening collaboration with PLHIV.

The health sector reflects the contrasts that exist between the countries of the region: whereas Cuba has one of the lowest morbidity rates in the world, in the last decade Haiti has consistently presented the lowest human development indicators in the Western Hemisphere and continues to do so today. A mother in Haiti stands the highest chance in the region of dying during childbirth, given a maternal mortality ratio of 680/100,000 live births<sup>7</sup>) and her child is most at risk of dying in infancy and childhood since Haiti's under-five mortality ratio is 125/1,000 live births<sup>8</sup>. According to the Pan American Health Organization (PAHO), the top three causes of under-five mortality in Haiti are intestinal infections, infections of the perinatal period and malnutrition<sup>9</sup>. Causes for these high rates are various, similar to causes in other developing countries, and are complicated by increasing poverty, crime, poor infrastructure, inequality and gender violence. Furthermore, half of the population has no access to safe drinking water or existing medical facilities.

## Priorities and current work with partners

The Inter-American Plan 2007–2011 sets out the main priorities for the region. In 2008, National Societies took part in an initial consultation process regarding their priorities in relation to the Plan. Furthermore, as part of the 2010–2011 planning process, the Latin Caribbean Regional Representation carried out further consultation with the three National Societies in order to determine their priorities for secretariat support. The outcomes of the consultation serve as baseline information for ongoing dialogue with National Societies, and as a result of which **country support plans** have been developed for the National Societies of Cuba, the Dominican Republic and Haiti.

**Multi-country hazards** often affect the three countries of the region. While the level of disaster response is improving, and there are substantial gains through investment in risk reduction and the efforts that secretariat has made in training for response, there will be a focus **in the next two years on improving the coordination of the response mechanisms in the region**. In Haiti this involves better articulation with the Movement partners as proven during the 2008 hurricane season response. Special focus will be placed on better coordination with the concerned National Societies and the UN system and the complementary roles and functions in the activation of the Shelter Cluster during emergencies and creating better links between response programmes and the transition to recovery.

All three National Societies of the region benefit from a number of Federation regional training initiatives especially with regard to Disaster Management in which the importance of standardized, high quality tools and methodologies is key. This includes Vulnerability and Capacity Assessment (VCA), National Intervention Team (NIT) and Regional Intervention Team (RIT) training. The Federation will continue to support participation of the National Societies' staff and volunteers in regional training initiatives aimed at better integration of these National Societies in the Regional Disaster Response System. In particular, the Dominican Red Cross and the Cuban Red Cross have a growing cadre of trained personnel ready to be deployed during emergencies throughout the Continent. The emphasis on regional training and the development of standard approaches will continue in the coming years. However, the **regional focus is complemented by direct, tailored support to the National Societies** of Cuba, the Dominican Republic and Haiti for risk reduction programmes through Federation multilateral support and Partner National Society (PNS) partners.

In the **Dominican Republic** the Federation will continue to provide technical assistance in the context of the successful community disaster risk reduction work done by the National Society which is supported by Spanish Red Cross and UNDP/ECHO funding.

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<sup>7</sup> From the latest Human Development fact sheet <http://hdr.undp.org/statistics/data/countries.cfm?c=HTI>

<sup>8</sup> Human Development fact sheet <http://hdr.undp.org/statistics/data/countries.cfm?c=HTI>

<sup>9</sup> PAHO 1999 ([http://www.paho.org/English/DD/AIS/cp\\_332.htm](http://www.paho.org/English/DD/AIS/cp_332.htm))

In the particular context of **Cuba** the Federation will continue to provide support as requested by the National Society and maintain the links it has established with the Norwegian Red Cross, the only PNS in the country.

In **Haiti**, community-based disaster risk reduction work will continue with the UK Department for International Development (DFID) funds, targeting the most vulnerable provinces in the country. Last year funding facilitated the hiring of a national coordinator to oversee and bring coherence to the interventions of the six PNSs which are currently working in disaster preparedness or have an interest in doing so in the future. A key element of this national coordination is the harmonization of risk reduction tools, aiming to standardize service provision regardless of geographical area where it is offered or which partner is providing support.

Although much energy was dedicated during 2009 to respond to the priorities included in the regional plan, many of the needs in the three countries remain largely unmet given the major vulnerabilities to be addressed.

In Health and Care the region benefits from key regional programmes, such as the HIV programme, with initiatives such as: Together We Can youth peer education methodology and HIV condom promotion and anti-stigma campaigns such as “The Faces Campaign”. The challenge now is to tailor the National Societies’ efforts to their countries’ realities and ensure they are well positioned with external partners. In 2008 the start of the International Federation’s Global Alliance on HIV in Haiti (as well as in Belize, Guyana and Jamaica in the Caribbean) was initiated in order to scale-up and increase the impact of National Society’s work in HIV and AIDS. This will be a key focus of the 2010–2011 plans. A key partner of this initiative in Haiti is the American Red Cross, which is currently investing in HIV and AIDS prevention in youth peer education, using the Together We Can methodology. An important component of the Global Alliance work in Haiti will be to harness resources and contributions of country agencies involved in HIV and AIDS work, such as UNAIDS and UNICEF and to access funding from local funding sources, such as the Global Fund for HIV, TB and Malaria.

The success of the **Road Safety programme** of the Cuban Red Cross will be shared with the Dominican Red Cross, so that the National Society can learn from this experience and emulate steps taken to become the Ministry of the Interior’s main ally and technical reference in this area.

**Community based health initiatives** will continue to be one of the pillars of the Haitian National Red Cross Society. In this regard, the National Society will continue its work with the American and Canadian Red Cross Societies and collaborate with the Ministry of Health in malaria reduction and vaccination campaigns, as well as other public health initiatives.

In the area of Organizational Development, a key component of the regional strategy will be to offer standardized **volunteer management** training and support tools that could serve National Societies as a mechanism for compiling baseline information on their volunteers which will assist in building a volunteer management system that includes recruitment, retention, evaluation and recognition. This is needed in the three National Societies.

The Partner National Societies working with the Cuban, Dominican and Haitian National Red Cross Societies are listed below.

<b>Country</b>	<b>Movement partner</b>
<b>Cuba</b>	Norwegian Red Cross
<b>Dominican Republic</b>	Spanish Red Cross, Haitian National Red Cross Society
<b>Haiti</b>	American Red Cross, Canadian Red Cross, French Red Cross, German Red Cross, Spanish Red Cross, Dominican

## Secretariat programmes in 2010–2011

In 2010-2011 support from the Latin Caribbean Regional Representation to the Caribbean membership will continue to the programme areas and will mainly focus on the country support plans developed with each one of the Red Cross Societies of Cuba, Dominican Republic and Haiti.

Key programme support will be provided to Disaster Management, Health and Care and Organizational Development programmes from the Zone Coordinators in Disaster Management, Health and Care and Organizational Development through the Regional Representation.

The Federation foresees opening a country office within the Haitian National Red Cross Society in November 2009. This office, under the supervision of the Regional Representation in Santo Domingo, will offer continuous support to the programmatic commitments of the secretariat in Haiti.

### 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. 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: Georges 1998, Lenny 2000, Ivan 2004, Wilma 2006, Dean and Noel 2007, Gustav, Hanna and Ike 2008. Indeed, the history of the Caribbean is replete with natural catastrophes.

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.

#### a) The purpose and components of the programme

The Latin Caribbean Regional Representation in 2010–2011 will increase Red Cross coordination and advocacy for comprehensive disaster management.

<b>Programme purpose</b>
<b>Global Agenda Goal 1: To reduce the number of deaths, injuries and impact from disasters.</b>

The Disaster Management programme budget for 2010 and 2011 is CHF 595,828 (USD 469,163 or EUR 385,271).

<b>Programme component: Disaster Response and Recovery</b>
<b>Component outcome 1: The National Societies of Cuba, the Dominican Republic and Haiti are actively participating in the Caribbean Disaster Management network and have increased trained human resources for disaster response and recovery.</b>

The Latin Caribbean Regional Representation will promote full participation of the Cuban, Dominican and Haitian National Red Cross Societies in the Caribbean Disaster Management Network. Through participation in this network, the National Societies will receive support to promote communication, information exchange and enhance knowledge on disaster management standards and policies with National Societies in the Caribbean and external partners.

In cooperation with the Federation Secretariat's Pan American Disaster Response Unit, training will be offered to the three National Societies in key disaster response readiness, such as RITs, shelter and logistics. While the Centres of Reference based in Costa Rica and El Salvador will provide support in the development of Vulnerability and Capacity Assessment (VCA) and enhancing the capacities and skills of existing National Intervention Teams, policies and standards in Disaster Response and Recovery will be disseminated to enhance learning and standards, proven tools and methodologies will be promoted.

In 2010 and 2011 the Latin Caribbean Regional Representation will work to achieve the following indicators:

- The Latin Caribbean National Societies are fully embedded in the Caribbean Disaster Management Network which works to harmonize, validate and disseminate disaster response tools, policies and standards for the region.
- Additional National Intervention Team and specialized Regional Intervention Team members from the Cuban, Dominican and Haitian National Red Cross Societies are available for deployment in a disaster situation.
- The Dominican Red Cross and Haitian National Red Cross Society are conducting annual shelter management training.

<b>Programme component: Disaster Management Planning</b>
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<b>Component outcome 1: Disaster Preparedness and Response Plans enhance readiness to face disasters and define the benefits of collaboration and joint action.</b>
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The Federation secretariat office in Haiti will act as facilitator for the re-organization of the Disaster Management Department (Direction de la Gestion des Catastrophes) in the HNRCS. The Federation will provide follow-up and mentoring of the new Head of Department, as appropriate. Work will take place to ensure that the HNRCS has specific contingency plans and protocols for the most frequent and significant disasters, ensuring that all plans are developed with the participation of the regional branches, the relevant services of the headquarters and external partners including the Civil Protection and the UN system.

Furthermore, joint plans will be developed between the Haitian National Red Cross Society and the Dominican Red Cross with regard to mutual assistance in times of disasters.

During 2010–2011, work will take place to ensure that:

- The HNRCS has a well functioning Disaster Management Department which is adequately staffed and equipped.
- By the end of 2010, the HNRCS has contingency plans and defined protocols for disaster response for frequent disaster situations.
- By the end of 2010, a bi-national plan of action will be developed and formalized between the National Societies of the Dominican Republic and Haiti.

<b>Programme component: Organizational Preparedness</b>
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<b>Component outcome 1: National Society preparedness is strengthened at provincial, municipal and community levels.</b>
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In Cuba and the Dominican Republic, operational and relief groups at the provincial level have been established, but it is important that additional resources are assigned for training and equipment. This will be carried out through reinforcement of capacities in case of an emergency disaster situation.

Municipal and community groups have developed with an uneven geographical coverage depending on the resources they have received from past relief operations. An extra effort should be given to provide the support needed to these groups. In particular, attention will be given to reinforce the capacity of these groups to respond in the event of an earthquake.

For 2010–2011 work will focus on the following indicators:

- In the Cuban Red Cross, fourteen provincial relief groups are equipped and trained
- The curriculum for the Cuban Red Cross' Specialized Groups for Operations and Relief (GEOS) at the three levels: provincial, municipal and community are harmonized.
- 50 members of the Cuban Red Cross' 14 provincial groups have received training in collapsed structure rescue.
- Exchanges take place with National Societies in the region, especially between the Haitian National Society and the Dominican Red Cross in the context of rescue.
- Eight local disaster committees in the Haitian Red Cross are formed, trained and equipped to prepare and respond.

<b>Programme component: Community Preparedness/ Risk Reduction</b>
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<b>Component outcome 1: Increased use of community-based disaster programming by the National Societies of Cuba, the Dominican Republic and Haiti serves as a baseline for the Global Alliance on Disaster Risk Reduction.</b>
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This outcome focuses on community-based disaster preparedness with volunteers and disaster response teams through capacity-building training, as well as the development of community-based disaster preparedness programmes targeted at vulnerable populations living in high-risk areas. A component of the bi-national plan between the Dominican Red Cross and the Haitian National Red Cross Society will include cross-border community-based disaster risk management programming, as well as monitoring and assessment of the implementation of the plan.

Furthermore, the Dominican Red Cross has been included in the Global Alliance on Disaster Risk Reduction since 2009, and it is planned that the Cuban Red Cross and the Haitian Red Cross will join the Alliance in 2010 and 2011 respectively. The National Societies are seeking to ensure the involvement of communities and local and national authorities in disaster management programmes and projects with a view to reducing disaster risk and ensuring effective response when a disaster strikes.

In 2010 and 2011 the National Societies seek to achieve the following indicators:

- Local risk management and situational analysis in risk management in 40 branches is strengthened in the Dominican Red Cross.
- 40 branches of the Dominican Red Cross have disaster management programmes in which communities and local authorities are participating.
- Programmes based in the community dealing with preparedness in the event of earthquakes are implemented by the Dominican Red Cross.
- At least 6 of the border branches in Haiti and the Dominican Republic have disaster risk reduction programmes targeting vulnerable communities on both sides of the border with community-based disaster preparedness initiatives.

In 2011 it is hoped to develop an Operational Alliance on risk management profiling both the Dominican Red Cross and the Haitian National Red Cross Society as National Societies capable of delivering disaster risk reduction impact, ensuring recognition by the public as key actors for the dissemination of advocacy toward a culture of risk reduction.

<b>Component outcome 2: Risks related to disasters and climate change and their impact at community level are reduced through community training.</b>
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The Federation seeks to support the Cuban Red Cross by working in close coordination with the Norwegian Red Cross in the bilateral implementation of the PRECO project in Cuba, promoting an exchange on methodology and facilitating didactic materials through the Centres of Reference. The Federation will also support the holding of workshops and training and a national coordination meeting.

In 2010 and 2011 the Cuban Red Cross seeks to achieve the following indicators:

- Communities are better prepared in nine Provinces.
- An early warning system is implemented in the nine provinces which are most affected by disasters (hurricanes and floods).

<b>Programme component: Cooperation and advocacy</b>
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<b>Component outcome 1: Increased Red Cross coordination and advocacy for comprehensive disaster management</b>
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Even with their differences, the Caribbean National Societies face the same types of challenges and are vulnerable to the same risks. Red Cross National Societies remain one of the strongest partners for the international donor community and governmental actors. The Regional Representation will promote the securing of partnerships and alliances of Latin Caribbean National Societies and external organizations. In Haiti, the aim is to promote the development of an Operational Alliance in Disaster Management.

In 2010 and 2011, the work of the Regional Representation will seek to ensure that:

- The Federation and the Latin Caribbean National Societies have improved coordination around disaster preparedness and are taking a stronger leadership role in the region with governmental and non-governmental agencies and external institutions and partners.
- The HNRCS has a Operational Alliance in Disaster Management, included in the cooperation agreement strategy.

## **Potential risks and challenges**

The Latin Caribbean Region is prone to risks and threats from natural disasters and hazards due to unsafe overpopulated urban areas with unplanned housing where highly and chronically vulnerable populations live. This situation challenges the implementation of activities during the first six months of the year; the following six months present a higher risk of hurricanes and storms and necessitates a constant availability and flexibility of human resources (from National Societies, the secretariat, PADRU and volunteers) and finances (short, medium and long-term financing) addressing multi-hazard conditions and multi country-hazards. A disaster in-country could disrupt programme implementation.

The Disaster Risk Reduction programme seeks to ensure a globally integrated, complementary and consistent approach with sister National Societies with multi-funded programmes and cross-cutting programming in order to strive towards *safer and healthier communities* through an integral approach.

## Health and Care

### a) The purpose and components of the programme

<b>Programme purpose</b>
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<b>Global Agenda Goal 2: Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.</b>
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The Health and Care programme budget for 2010 and 2011 is CHF 503,375 (USD 367,128 or EUR 324,505).

<b>Programme component: HIV and AIDS</b>
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<b>Component outcome 1: The Haitian National Red Cross Society and Dominican Red Cross are supported by the secretariat to scale-up their HIV responses through the harmonized framework of the Federation's Global Alliance on HIV following a common platform for planning, implementation, monitoring and evaluation.</b>
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Through the Global Alliance on HIV, the secretariat will support the Haitian National Red Cross Society to scale up its actions in prevention, treatment, care and support, reduction of HIV and AIDS-related stigma and discrimination and strengthen its capacities to respond to the impact of HIV and AIDS. The focus for strengthening National Society capacities will be on accountability, improved monitoring and reporting, and volunteer development and management systems.

The secretariat will support the Haitian National Red Cross Society to develop a resource mobilization and communication strategy for scaling-up the HIV programme and ensuring sustainability. The HNRCS will participate in continental and regional training workshops for dissemination and roll-out of new prevention guidelines, standards and methodologies, and annual Global Alliance on HIV meetings for sharing of good practice, planning and review.

Support will be provided for development of an HIV workplace policy and programme providing training for staff and volunteers. The Federation support will focus on the Haitian National Red Cross Society's efforts to reach most at-risk populations such as sex workers and PLHIV with new intervention models through the Global Alliance on HIV and in close cooperation with the key implementing partner, American Red Cross.

The secretariat will provide technical support to the Dominican Red Cross Society for development of the Global Alliance on HIV proposal for the period 2011-2013 and for the establishment of minimum conditions for membership of the Global Alliance on HIV. The Dominican Red Cross will participate in Global Alliance planning meetings and training initiatives in preparation for scaling up the HIV programme.

In 2010-2011, the Regional Representation will seek to achieve the following indicators:

- By the end of 2011, the Haitian National Red Cross Society has reached 50,000 people with prevention messages
- By the end of 2011, 900 people are reached with care, treatment and support services by the HNRCS.
- By the end of 2011, the Haitian National Red Cross Society develops a strategic plan in health
- By the end of 2010, the HNRCS develops an HIV workplace policy and by the end of 2011 has trained staff/volunteers in this issue.
- By the end of 2010, the proposal for inclusion in the Global Alliance is developed by the Dominican Red Cross.
- By the end of 2010, the Federation's guides, policies and standards in HIV are implemented by the Dominican Red Cross.

## Programme component: Community-Based Health

### Component outcome 1:

**The Haitian, Cuban and Dominican Red Cross Societies are supported by the secretariat to respond effectively to health challenges in their communities through harmonized methodologies, training and technical support for strengthened community-based health programmes.**

The Federation secretariat in the Americas Zone will ensure that existing International Federation strategies, guidelines, tools and methodologies related to community-based health programmes are disseminated to National Societies and relevant regional stakeholders and partners.

During 2010–2011, there will be a particular emphasis on the **promotion and roll-out of the International Federation’s new Community-based Health and First Aid methodology (CBHFA in Action)** with National Societies and partners, building on the initial steps taken during 2009 in the Americas roll-out process. National Societies will be involved in validation workshops and building a pool of CBHFA Master Facilitators who can support the roll-out of the methodology in their countries. CBHFA in Action will be a transversal health programming framework and a key methodology for volunteer development and building safer and more resilient communities. In the Latin Caribbean, CBHFA will have a central role in bringing together efforts of capacity-building, advocacy for increased community involvement and strategic partnerships involving the National Societies, their bilateral partners and other stakeholders.

CBHFA will equally be a vital link between **health response in emergencies** and longer-term health programme initiatives, strengthening the volunteer base through training, and introducing the volunteers to a common set of methodologies, thus giving predictability for emergency health interventions together with a framework for lessons learned, planning, monitoring and reporting.

There will be a focus on promoting harmonized frameworks, models and methodologies for community-based health: psychosocial support (PSP), mother and new-born child health (MNCH), voluntary-non-remunerated-blood donor recruitment (VNBDR) and Water and Sanitation programming with National Societies and their partners in order to increase National Society capacity to deliver scaled-up and quality programmes. National Societies will be encouraged to participate in the development and adaptation of strategies, methodologies and tools, and sharing of good practice in community health programming.

Technical support will be provided for development of information and advocacy campaigns at national and community level to protect lives and reduce transit accidents, development of public/private partnerships and resource mobilization. A regional workshop will enable Cuba, the Dominican Republic and Haiti to share experiences in the progress that have been made in road safety and contribute to alliances and agreements that have been made between National Societies and government institutions.

In 2010-2011, the Regional Representation seeks to achieve the following indicators:

- The Cuban Red Cross develops a blood-donor recruitment campaign adapted to Cuban reality.
- In 14 Provinces, Cuban Red Cross volunteers receive training in road safety.
- All public beaches in Cuba benefit from at least one volunteer life-saver from the Cuban Red Cross who is prepared to deal with water rescue.
- The Dominican Red Cross is implementing the CBHFA methodology.
- Federation guides, standards and policies in psychosocial support (PSP), mother and new-born child health (MNCH), and Water, Sanitation and Hygiene (WASH) are applied in 40 branches of the Dominican Red Cross.

- A road safety project is implemented in 2010 in three major cities in the Dominican Republic: Santo Domingo, Santiago and Puerto Plata.
- By the end of 2011, the CBHFA in Action methodology is adopted by the HNRCS and rolled-out in four provinces (two per year).
- Club 25 monitoring and implementation guides are disseminated and implemented in the Cuban, Dominican and Haitian National Red Cross Societies.

### **Programme component: Public Health in Emergencies**

#### **Component outcome 1:**

**The Haitian, Cuban and Dominican Red Cross are supported by the secretariat to contribute to the health in emergencies and pandemic preparedness and response with community health promotion campaigns and institutional preparedness.**

The Federation secretariat in the Americas Zone will ensure that existing International Federation strategies, guidelines, tools and methodologies related to Public Health in Emergencies and Pandemic Influenza programmes are disseminated to National Societies and relevant regional stakeholders and partners.

The **Epidemic Control for Volunteers Manual and Toolkit** (ECVM) that was successfully piloted in Dominican Republic during 2009 will be introduced as a permanent element of the training palette of the National Societies and also introduced in French/**kreyòl** ayisyen before the end of 2010.

Special attention will be given to providing strategic guidance, preparation and response to the current pandemic and potential recurrent waves. The National Societies in the Latin Caribbean will be supported in their preparedness and readiness activities to face the current pandemic. This intensified capacity-building will also increase the National Societies' preparedness to face other future large-scale epidemic outbreaks.

During the coming two years, there will be a focus on integrating and standardizing the policy and intervention models for **psychosocial support programmes** throughout Latin America and the Caribbean, and specifically to guide National Societies in scaling-up capabilities around psychosocial support in times of emergency, promoting community resilience through preparation to provide community-based psychosocial first aid.

In 2010-2011, the Regional Representation will seek to achieve the following indicators:

- The Dominican Red Cross has developed a contingency plan for pandemic influenza for the National Society, aligned with the Federation's contingency plan.
- The Cuban Red Cross and Dominican Red Cross have strengthened capacities in health in emergencies.
- The HNRCS adopts national guidelines for PSP and WASH in emergencies which are disseminated and used at branch level.
- The HNRCS has a national plan for HIV in emergencies.
- In 2011 the HIV in emergencies plan is disseminated and use in 60 per cent of HNRCS branches.
- The HNRCS has a pandemic influenza preparedness and response plan, including relevant partners

#### **b) Potential risks and challenges**

In order to be successful, it is imperative that the National Societies have the capacity to provide high quality programmes to work with the health issues in the region. There is a need for strong connection to the other programmes, particularly the organizational development programme. The impact of

disasters in the region will also have an effect on the continued functioning of these plans. Attracting sustainable funding for these programmes, especially those outside of the scope of HIV and AIDS initiatives remains a key challenge.

## Organizational Development

### a) The purpose and components of the programme

<b>Programme purpose</b>
<b>Global Agenda Goal 3: To increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.</b>

The Organizational Development programme budget for 2010-2011 is CHF 330,251 (USD 261,674 or EUR 213,327).

<b>Programme component 1: Volunteering Development</b>
<b>Component Outcome 1: Improve the volunteer management cycle and use of databases.</b>

This expected result will enhance community volunteering, use of volunteer management tools, cross-regional knowledge-sharing, training and awareness campaigns and the improvement of services provided to the most vulnerable communities.

In 2010 and 2011, the Regional Representation will strive to ensure the achievement of following indicators:

- Community volunteering is actively being promoted by the Cuban, Dominican and Haitian Red Cross National Societies through the use of standard volunteer management tools.
- Volunteer profiles are defined for each programme area and the development of a volunteer database application is giving rise to better management of the volunteering cycle both at branch and Headquarters' level.
- There is an increase the number of volunteers covered by accident insurance to 4,270 in the Haitian National Red Cross Society.
- The three National Societies are supporting the implementation of training and awareness campaigns to build a mutual understanding of the Fundamental Principles and the Federation's vision, mission, and values amongst all Red Cross staff, volunteers and with external actors that specifically engage in education at the community level.

<b>Programme component 1: Branch Development</b>
<b>Component Outcome 1: Empowered branches implement their branch development plans.</b>

The achievement of this component is determined by dissemination and use of the Federation's branch development game, allowing the National Societies' branches to highlight their needs and to contribute the preparation of the National Society development plans.

- The Cuban and Dominican Red Cross use the Branch Development Toolkit for discussion of planning in local branches
- 2011–2012 planning includes the outcome of the planning tool and Branch Development Toolkit.

## **Programme component 1: Development of systems, procedures and staff sustainability**

### **Component Outcome 1: Capacities for Planning, Monitoring, Evaluation and Reporting in the Dominican and Haitian Red Cross are strengthened.**

This outcome emphasizes timely information sharing, inclusion and adaptation of planning, monitoring, evaluation and reporting (PMER) tools developed by the Federation at the National Society level with a view to improving accountability to communities, donors and the general public.

The Regional Representation will work with Zone PMER, the Zone Finance unit, the Zone IT unit and the OD programme to strive to ensure that:

- By the end of 2011, at least two National Societies in the Latin Caribbean region are using the PMER tools developed by the Federation to sustain the development and continuous review of the National Society planning process.
- Improved accountability is achieved as regards communities, indirect beneficiaries and donors as a result of quality reporting monitoring and reporting.
- By the end of 2011 at least one National Societies will be fully recognized as a “cash transfer” National Society with increased standards for managing financial resources
- By the end of 2011 at least one National Society has increased connectivity and is using virtual technology for training purposes.

### **Component outcome 2: Internal and external communication capacities of the Haitian National Red Cross Society and the Dominican Red Cross are improved**

Through this component, the National Societies’ communications departments increase their capacities and define a communications strategy, projecting a consistent image of their activities and for the most vulnerable people, and improve communication and relations with their internal and external partners, including local and national authorities and the general public.

During 2010–2011 the Latin Caribbean Regional Representation will work with the Zone Communications unit to strive to ensure that:

- By the end of 2011, the Dominican Red Cross and the Haitian National Red Cross Society have developed and are applying an internal and external communications plan.
- The National Societies have improved relations with partners, members and the general public.
- The communications department has improved capacities for internal and external communications.
- By the end 2011, the Haitian National Red Cross Society has a well-functioning web based Internet site.

## **b) Potential risks and challenges**

Challenges for organizational development relate to a willingness to delegate tasks and authority within the three National Societies to better address their development. Even if there is political will to adjust the current practices and improve the areas referred to in the organizational development plan, there is a major challenge to implement these changes in the service areas of the National Societies.

In this regard, the development of branches is a key element of the strategy to make sure that changes in terms of strategic planning indeed originate from the base of the National Society.

## **Principles and Values**

### **a) The purpose and components of the programme**

**Programme purpose****Global Agenda Goal 4: Promote Respect for Diversity and Human Dignity, Reduce Intolerance, Discrimination and Social Exclusion**

The Principles and Values programme budget for 2010-2011 is CHF 125,733 (USD 99,146 or EUR 81,286).

The Inter-American Plan 2007-2011 places emphasis on promoting individual and community values which foster respect for others as well as the willingness to work together to seek solutions to community issues. The National Societies covered by the Latin Caribbean Regional Representation will increase their work to promote respect for diversity, human dignity and to reduce intolerance, discrimination and social exclusion.

**Programme component: Promotion of Fundamental Principles and humanitarian values****Component outcome 1: Principles and Values are integrated into National Societies' operational programmes (Disaster Management and Health and Care)**

This component concentrates on the effective dissemination of Humanitarian Principles and Values and the training of more facilitators, particularly at the branch level, increasing the numbers of volunteers receiving training on Principles and Values.

The National Societies of Cuba, the Dominican Republic and Haiti intend to increase their work in promoting respect for diversity and human dignity and to reduce intolerance, discrimination and social exclusion. The aim is to ensure that Red Cross personnel, volunteers, public and private authorities and the community at large, know and understand the Humanitarian Principles and Values given that enhanced awareness should influence attitudes at the community level and lead to behaviour change to reduce discrimination and promote respect for diversity.

The Latin Caribbean will work to achieve the following indicators in 2010–2011:

- At the end 2010, 50 per cent of emergency and long term operations compile disaggregated data on people reached by gender and age group
- At least 50 per cent of community-based project plans in the areas of Disaster Management, Health and Care, and Organizational Development make an explicit link with Fundamental Principles and Values
- Two National Societies have a mechanism in place to ensure participation and/or feedback from beneficiaries (eg. reporting, complaint procedures including against abuse)
- In 14 Provinces in Cuba, anti-discrimination and respect for diversity are promoted

**Programme component: Migration****Component outcome 1: Migration issues are analyzed and National Society programmes and projects include considerations related to migration.**

All three countries of the region are both exporters and recipients of migrants, hence this issue is of particular concern to the National Societies as their numbers continue to grow given the socio-economic context. As a result, the National Societies of Cuba, the Dominican Republic and Haiti, as a first step, will analyze current initiatives and will take steps to strengthen activities to assist migrants in situations of vulnerability in their respective countries.

A specific strategy will be developed by the Dominican Red Cross and the Haitian National Red Cross Society to promote anti-discrimination and tolerance. In the Dominican Republic, there will be special attention paid to populations of Haitians overseas in relation to the migration policy of the Federation.

Furthermore, alliances will be promoted with national and international organizations that work in the area of migration in both countries.

During 2010-2011, the Latin Caribbean Regional Representation will seek to achieve the following indicators:

- Ensure that National Societies' activities and programmes are carried out in compliance with the Federation's Policy on Migration; that all staff and volunteers are aware of its rationale and content, and that all relevant governmental, inter-governmental and non-governmental partners are appropriately informed.
- The HNRCS and DRC have a comprehensive migration strategy, based on the migration policy of the Federation.
- The activities of the HNRCS and DRC are implemented in compliance with the Federation policy on migration
- The National Societies have established alliances with other organizations working with migration including the International Organization for Migration (IOM) and the Migration Departments in the Dominican Republic and Haiti.

## **b) Potential risks and challenges**

The promotion of Humanitarian Principles and Values is seen by the National Societies as a cross-cutting area which needs to be integrated into all of the programming areas. The Regional Representation is emphasizing this aspect in its plan in order to promote an integrated approach within National Societies' programmes. The National Societies of Cuba, the Dominican Republic and Haiti have focused their efforts on awareness-raising in the area of HIV and AIDS related to stigma. Even though there is a clear recommendation from the Study of the Americas and the consultation of the National Societies emphasized the need to scale up the dissemination of Humanitarian Principles and Values, promotion of tolerance, non-violence, rights of migrants, displaced people and minorities and non-discrimination, the sustainability of the programming is seriously at risk given funding difficulties.

## Role of the secretariat

The secretariat has an important role to play in ensuring the provision of core membership services to the three National Societies of Cuba, the Dominican Republic and Haiti. Furthermore, under the New Operating Model, the Federation carries out a coordinating role as it moves from implementing programmes to facilitation. In the region this is evident in Haiti, where a large number of PNSs with large cooperation portfolios require the Federation to be active in facilitating dialogue, coordinating strategies, and creating an environment where knowledge-sharing can take place. The focus of the Federation's effort in Haiti will be to work towards finalizing a Cooperation Agreement Strategy in the country. A critical component in this effort will be continued coordination within the Red Cross Movement and with other UN and civil society actors. It is important to mention that since the opening of the Latin Caribbean Regional Representation the Federation has had a solid and collaborative relationship with the ICRC delegation in Haiti. This has contributed to facilitate the work of both PNSs and the Haitian National Red Cross Society which are supported by the union between the two Geneva-based institutions as it relates to the role of the Movement in Haiti.

The management of DFID funds in Haiti present the only exception to this "facilitation" role, as commitments and responsibilities towards the donor require the Federation to take an active role in ensuring that the funds are well spent and that the programme goals and objectives are met and accomplished. However, the strategy will be to work towards building capacity in the Haitian National Red Cross Society to assist the National Society to become more self-sufficient and accountable over time.

The secretariat's budget for its support role is CHF 326,845 (USD 258,411 or EUR 210,879).

### **a) Technical programme support**

Key to supporting the three National Societies of the region is the provision of technical programme support. This is particularly true in the areas of Disaster Management, Health and Care (especially HIV and AIDS) and Organizational Development/Capacity Building. The initiative to establish a Regional Representation in Santo Domingo was to be closer to the three National Societies for the secretariat to provide core membership services. This implies that the Latin Caribbean Regional Representation is not meant to be a "full-service" Regional Representation – in addition, the financial reality of the Federation in the Americas is a further constraint to having a "full-service" cadre of technical staff. Hence, the provision of technical programme support will be provided by the Caribbean Regional Representation office based in Port of Spain, while the Regional Representative in Santo Domingo will oversee and coordinate the provision of this support. Additionally, other services: financial, communications, human resources to this Regional Representation and the three National Societies it covers will be assured by the Americas Zone Office.

The challenge for the Federation remains to increase the capacity of the Caribbean Regional Representation in programme support to make it possible to provide appropriate technical assistance to the National Societies of Cuba, Dominican Republic and Haiti in cultural and language-specific ways so tailored support can be provided to the particular needs of these countries.

In the area of Organizational Development/Capacity-Building a locally hired Organizational Development/Capacity-Building Officer will assist the Regional Representative to provide tailored services to the three National Societies.

### **b) Partnership development and coordination**

While the role of the Federation in Cuba and the Dominican Republic involves facilitation and coordination among different Movement actors, undoubtedly it is in Haiti where the Federation is needed the most to provide this enabling role. While there are two PNSs present in the Dominican Republic and one in Cuba, there are six in Haiti, plus a large country delegation of the ICRC. All Movement actors have had a long and eventful history in Haiti, and the Federation is no exception. It is clear that a main priority of the Latin Caribbean Regional Representation's work in Haiti is to continue to improve the confidence of the National Society, the PNSs and the ICRC and to work towards the establishment of a CAS document in Haiti that demonstrates all Movement partners' assistance to the Haitian National Red Cross Society.

### **c) Representation and Advocacy**

An important element behind the decision to set up the Latin Caribbean Regional Representation was to ensure adequate connections and coordination between the Federation and a number of state and non-state actors in the region. It is strategically important to the Federation to maintain a political presence in this region to represent the Federation and support the National Societies in their work with governments and other actors (especially the UN system and EU specialized agencies) to advocate for the humanitarian issues derived from local, regional and global Red Cross/Red Crescent Movement meetings. In this case, humanitarian diplomacy work on behalf of people living with HIV and those affected by disaster will continue. Moreover, in the region perhaps there is no other humanitarian issue as pressing as the plight of migrants. While Cuba and the Dominican Republic both receive and export migrants, Haiti is a net exporter of migrants, within as well as outside the region. The deplorable conditions in which Haitian migrants leave their country and live on the margins of society in the Dominican Republic and elsewhere in the region is a matter of concern for the Federation and hence it will continue to be a special focus of its advocacy work in the Latin Caribbean Regional Representation.

In Cuba and the Dominican Republic the Federation will maintain its representation and advocacy work with government entities in the areas where their work overlaps with Red Cross programmes and also in promoting better understanding of the Red Cross comparative advantage with regard to the auxiliary role, as well as coordination with UN agencies, donor country embassies, and regional inter-governmental organizations. In the case of Haiti the Federation will continue its representation and advocacy activities with different actors, internal and external to the Red Cross/Red Crescent Movement. The particular circumstance of Haiti is that there is a large international community present in the country which ranges from multilateral lending institutions to embassies and international NGOs. The UN has its largest UN peace enforcing mission in the world in Haiti, (United Nations Stabilization Mission in Haiti – MINUSTAH), with a military, political and humanitarian mandate, which during disasters and other emergencies focuses its vast resources and logistical capabilities on response. It is then evident that the Federation has an important representation role to play in Haiti, as many of these state and non-state actors often work in areas of concern to the Red Cross, such as disaster preparedness or response or HIV and AIDS prevention work.

## Promoting gender equity and diversity

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

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

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, psychosocial support (PSP) and first aid. The National Societies are encouraged to employ people living with HIV within their health programmes and especially to employ people of different sexual orientation to better reflect the community they serve.

Important to the development of capacity is ensuring that Red Cross staff and volunteers are truly reflective of the highly diverse make up of the region, from National Society governance to community volunteering. 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 at 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 the promotion of gender, equity and diversity.

The protection of women and girls' rights will be promoted at every opportunity; and the ideas and concerns of women and girls will be sought throughout the development of every project and activity. The criteria set for beneficiary identification build upon the Federation's Fundamental Principles and the vision and values of respect for dignity and equity.

## Quality, accountability and learning

The Federation strives to include monitoring and evaluation mechanisms in each intervention, with nearly all programme component parts having an aspect of monitoring and evaluation built in. 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 paid by Federation secretariat staff to carrying out field visits supporting the National Societies in the monitoring of the implementation of the programmes.

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

The different components of the Global Alliance on HIV in Haiti have monitoring and evaluation mechanisms built into them. Moreover, most of the other Health and Care programme components also have their own monitoring and evaluation tools to measure the impacts of the interventions. The *Together We Can* Monitoring and Evaluation toolkit has been introduced throughout the region as the standard for measuring qualitative and quantitative aspects of the methodology. *Club 25* is designing a monitoring and evaluation tool to measure increase in numbers of donors and donations.

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

Monitoring, evaluation and reporting on operational plans of the National Societies and of the Regional Representations' activities in the region will be strengthened with the support of the Planning, Monitoring, Evaluation and Reporting unit in the Americas Zone Office. This will be carried out 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.

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><b>Global Agenda Goals:</b></p> <ul style="list-style-type: none"> <li>• Reduce the numbers of deaths, injuries and impact from disasters.</li> <li>• Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.</li> <li>• Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.</li> <li>• Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.</li> </ul>
Contact information	
<p>For further information specifically related to this plan, please contact:</p> <ul style="list-style-type: none"> <li>• <b>In the Latin Caribbean Regional Representation: Alex Claudon, Regional Representative; email: <a href="mailto:alexandre.claudon@ifrc.org">alexandre.claudon@ifrc.org</a>; mobile 'phone 1 829 970 9020.</b></li> <li>• <b>In the Americas Zone Office in Panama: Xavier Castellanos, Head of Zone, Americas Zone; email: <a href="mailto:xavier.castellanos@ifrc.org">xavier.castellanos@ifrc.org</a>; Telephone + 507 380-0250; Fax + 507 317-1304</b></li> </ul>	

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## 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	72,000					72,000
Land, vehicles & equipment			15,000			15,000
Transport & Storage						
Personnel	10,000	6,000	4,770	20,000	105,400	146,170
Workshops & Training	235,500	206,010	101,500	19,000	6,000	568,010
General Expenditure	56,500	81,000	61,515	32,780	41,400	273,195
Depreciation						
Contributions & Transfers						
Programme Support	26,000	20,370	12,707	4,990	10,622	74,689
Services						
Contingency						
<b>Total Budget 2010</b>	<b>400,000</b>	<b>313,380</b>	<b>195,492</b>	<b>76,770</b>	<b>163,422</b>	<b>1,149,064</b>

### 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	52,100					52,100
Land, vehicles & equipment						
Transport & Storage						
Personnel	10,000		5,000	10,000	105,400	130,400
Workshops & Training	118,000	142,000	65,500	9,000	6,000	340,500
General Expenditure	3,000	36,001	55,500	26,780	41,400	162,681
Depreciation						
Contributions & Transfers						
Programme Support	12,729	12,374	8,759	3,183	10,622	47,668
Services						
Contingency						
<b>Total Budget 2011</b>	<b>195,829</b>	<b>190,375</b>	<b>134,759</b>	<b>48,963</b>	<b>163,422</b>	<b>733,349</b>