

Appeal 2001-2002

 International Federation
of Red Cross and Red Crescent Societies

Caribbean

Click on programme title or figures to go to the text or budget

	<i>In CHF</i>
1. Disaster Preparedness	1,034,571
2. Health and Care	1,082,067
3. Humanitarian Values	448,988
4. Institutional Development	1,074,085
5. Regional Cooperation	406,652
6. Coordination & Management	401,461
Total	4,447,824



Introduction

Regional Context

Politically, socially and economically, the Caribbean is a large and diverse region. In most countries fragile ecosystems and equally fragile open economies face unique sustainable development problems and opportunities. With a few exceptions, the economies are strongly dependent upon tourism and agriculture, sectors highly susceptible to price and demand fluctuations of the international market. Agriculturally, low yields of mono crops and an inability to compete with international markets have resulted in a decline in the agricultural economy in the last decade. Unfortunately several serious environmental problems have arisen in the wake of tourism and other development activities over the last decade. At the entry to the new millennium, the political landscape is marked by many stable multi-party democracies throughout most of the Caribbean, with some notable exceptions.

The Caribbean countries are experiencing similar health related transformations encountered in all regions in transition, such as lower fertility rates, rapidly ageing populations, rapidly growing urbanization and increasing gaps in health service availability and quality. The Caribbean countries, most of them Small Island Developing States (SIDS), are making several collaborative efforts to increase national and regional institutional capacities for sustainable development. The main political trends in the region point to closer collaboration and integration between the Caribbean nations through inter-governmental cooperation mechanisms like CARICOM, the Association of Caribbean States (ACS), and the Organisation of Eastern Caribbean States (OECS) to enhance the sustainable development capacity of the Caribbean countries.

At the same time, natural hazards of all types exist, particularly hydro-meteorological hazards (hurricanes, tropical storms, floods, landslides, and drought) and geological hazards (earthquakes, tsunamis, volcanoes, and landslides). The damage or destruction caused is magnified by the small physical size of most Caribbean countries. Natural disasters in the Caribbean have invariably shown that those with low income and a poor quality of housing suffer disproportionately when a natural disaster strikes. The poor, with lower levels of education, often live in improvised settlements in highly vulnerable locations, such as landslide-prone hills,

the slopes of volcanoes, or riverbanks. In addition, population growth and the accelerated rate of urbanization in the Caribbean adds to its vulnerability, and also leads to environmental degradation and to poverty.

National Society Priorities

The Caribbean Regional Delegation provides assistance to 16 National Societies - Antigua and Barbuda, Bahamas, Barbados, Belize, Cuba, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, St. Lucia, St. Vincent and the Grenadines, St. Kitts and Nevis, Surinam, and Trinidad and Tobago - and 16 local branches of overseas National Societies (France, Netherlands, UK and USA). Despite their diversity in terms of culture, language, history, size and capacity, there is a strong regional identity, especially in the Eastern Caribbean. At the 1999 Caribbean biannual regional meeting in Boca Chica, the National Societies identified the following common priorities:

- youth development to strengthen the societies and address the vulnerabilities of Caribbean youth;
- resource development through the full involvement of Red Cross volunteers in programme development and implementation, promotion of networking and strategic alliances;
- disaster preparedness which strengthens the vulnerable community and links it to the national society through identification with the local Red Cross committees.

Priorities programmes for Federation Assistance

In 2001-2, the Federation will focus on supporting Caribbean national societies and overseas branches in the following areas:

- **Disaster Preparedness:** The Federation will assist in strengthening the disaster management capacities of the Caribbean Red Cross and communities while reinforcing the relationship which exists between the Red Cross, governments and the private sector. The programme will bring these groups together in a collaborative effort to develop and implement proactive measures designed to reduce local vulnerabilities and improve the response capacities at the headquarters, local branch and community levels.
- **Health and Care:** The regional health programme comprises three main components: (1) The Caribbean HIV/AIDS project aims at reducing the vulnerabilities of young people in the Caribbean to HIV and supporting their personal development in order to decrease the number of young people at risk; (2) The plight of Haitian migrants calls for Red Cross humanitarian action to improve their situation. The Santo Domingo Regional Delegation is therefore implementing the first assessment phase of a social welfare programme to meet the needs of this vulnerable group; and (3) The Regional Delegation over the next two years will aim to increase the capacity of the Caribbean Red Cross to implement health activities at the community level.
- **Humanitarian Values:** This programme aims at promoting the activities and the social role of the Caribbean Red Cross through the design, with support from communications and marketing professionals, of country level programmes to improve the Red Cross image. An important element of the programme is to diversify the dissemination channels, using the mass media (local, national and international) and emphasizing the use of alternative information sources and educational techniques through which the humanitarian values of the International Movement will be promoted.
- **Institutional and Resource Development:** The Caribbean institutional and resource development programme is a medium-to-long term comprehensive initiative to enhance both the Caribbean national societies' capacity to respond to the needs of a variable environment and their presence at local level by a stronger constituency. To succeed in this effort the programme will emphasize the promotion and sustainable development of society/branches resources. This programme is developed jointly with the regional programmes in an integrated capacity building approach.
- **Regional Cooperation:** The Caribbean cooperation programme aims at further building the capacity of the Caribbean Red Cross through the strengthening of the existing Red Cross internal and external networks within the region. In addition to systematically expanding regional activities to also include the overseas branches, the main programme objectives are to strengthen existing networks and to identify how the resources available to the Caribbean Red Cross can be better explored and utilized by the national societies and overseas branches.
- **Coordination and Management:** The Santo Domingo Regional Delegation will aim to ensure efficient planning, coordination and management, including reporting, logistics and personnel,

optimizing available resources in developing strategic plans, programmes and projects within the framework of *Strategy 2010*..

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1. Disaster Preparedness

Background and progress to date

The Caribbean is affected by all types of natural hazards. The most common are hydrometeorological hazards such as hurricanes, tropical storms, floods, landslides and drought, and geological hazards, such as earthquakes, tsunamis and volcanoes. These hazards have had serious consequences for the countries of this region, causing injuries and deaths, and severe damage to housing, agriculture, fishing and other industries. The destruction they have caused is magnified by the small physical size of most Caribbean countries.

The regional disaster preparedness programme commenced in 1997 with initial funding provided by the Netherlands Red Cross. The programme is designed to strengthen the capacity of National Societies and communities to prepare for, respond to and recover from disasters. At a secondary level it supports the decentralization process being pursued by societies in the region, and also serves as an effective community outreach programme that can attract new volunteers and members to the Red Cross.

Since its inception, programme activities have been implemented in 13 of the target countries (Antigua & Barbuda, Barbados, Belize, Cuba, Dominica, Dominican Republic, Guyana, Grenada, Haiti, Jamaica, St. Kitts & Nevis, St. Lucia and St. Vincent & the Grenadines). Additionally, combined workshops have been held which included representatives from the British and Dutch Red Cross overseas branches of Montserrat, Cayman Islands and St. Martin. Programme activities are still to be implemented in three National Societies (Bahamas, Surinam and Trinidad & Tobago) and in five branches of the British Red Cross as well as in the St. Martin branch of the Netherlands Red Cross.

From the start of the programme in 1997 to the end of the year 2000 the main achievements are:

- 471 facilitators trained in 15 countries.
- 70 local community workshops held by National Societies.
- 2,593 community members trained in their respective communities prone to disasters.
- Five micro-projects implemented.
- Positive programme reviews by the Secretariat Disaster Preparedness Department and by the representatives of the World Bank and the US Federal Emergency Management Agency. Based on the latter review the Red Cross programme was recommended to the Caribbean Disaster and Emergency Response Agency which is now working with the National Societies of Dominica and St. Lucia on the expansion of the programme in these countries. Similar joint implementation is being considered for the Bahamas and St. Kitts and Nevis.
- Increase in the regional pool of disaster preparedness instructors.
- Small stocks of essential relief items in place in container storage facilities in seven National Societies (Antigua and Barbuda, Dominica, St. Lucia, St. Vincent and the Grenadines, Guyana, Belize and Jamaica).
- All 16 National Societies have installed functional internet and e-mail connections, and most of them also HF and/or VHF radio communications systems.

The implementation of the programme was affected by various delays that occurred at two levels. Firstly, the response to Hurricane Georges required the involvement of programme personnel in relief activities for several months after the hurricane, which affected full implementation of the programme. Secondly, political unrest in a number of countries along with general elections had a further negative impact on the programme. This was most pronounced in Haiti and St. Vincent and the Grenadines where activities had to be suspended for several weeks (St. Vincent), and even months (Haiti).

As of 2001, the newly established Pan American Disaster Response Unit (PADRU) will provide support to the regional delegation in reinforcing the disaster response capacity of the Caribbean Red Cross, particularly in the fields of relief, logistics, telecommunications, and water and sanitation. PADRU will assist the regional delegation, national societies and overseas branches in times of disaster, and also provide disaster response technical assistance and training to assist the network to be better prepared.

Goal To strengthen the capacity of the Caribbean Red Cross and Caribbean communities to prepare for, respond to and recover from disasters.

Objectives and Activities planned

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

The activities to achieve this objective are:

- Meetings are held with respective governments to determine the role of the national society in a disaster and the expectations of the government.
- National societies and governments sign agreements detailing the role of the society in a disaster.
- Training workshops are held for senior Red Cross personnel on relevant areas.
- National societies prepare disaster plans.

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

The activities to achieve this objective are:

- Target communities are identified by National Societies based on levels of vulnerability to identified hazards.
- Facilitators' training workshops are held for Red Cross personnel and local community workers.
- Facilitators conduct community training workshops.
- Communities prepare disaster plans.

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

The activities to achieve this objective are:

- Contract prepared for external consultant and consultant contracted.
- Training material developed for trainers.
- Training workshops held for trainers and local builders.
- Community public awareness programme implemented.
- Local training workshop held.
- Hurricane straps distributed to beneficiaries.
- Beneficiaries carry out individual retrofitting activities.

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

The activities to achieve this objective are:

- Training material for the team members incorporating the SPHERE minimum standards is developed.
- Qualified persons (volunteers or staff) are identified in each national society and selected for training.
- Training workshops are held for team members.
- Response kits are purchased and distributed to team members.

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

The activities to achieve this objective are:

- Purchase, distribution, and installation of equipment.
- Establish radio communications procedures for headquarters and branches.
- Conduct training workshops for local volunteers and Red Cross members.
- Establish radio communications procedures for the network.

Objective 6 To provide six National Societies with limited quantities of standardized basic emergency relief items in order to allow a quick and efficient release to the population most in need.

The activities to achieve this objective are:

- Target societies are identified and notified of project.
- National societies identify supplies needed.
- Purchase agreements are negotiated with suppliers and supplies ordered.
- Relief supplies are delivered to National Societies.

Expected results

At the end of the first year (2001) the following results will have been achieved:

- All 16 National Societies will have developed realistic disaster plans and have signed memoranda of understanding with their respective governments regarding their role in a disaster.
- 10 to 15 percent of all communities in the bigger countries and 30 to 50 percent in smaller countries will have developed local disaster plans. The variation is based on the size of each country and population dispersion.
- A similar approximation is expected for countries involved in the safe roof activity. At the end of the second year (2002):
- The regional response teams will be fully equipped and in place.
- All six communication systems will be functional.
- All target countries will have small stocks of disaster relief supplies available.

Indicators

- Disaster plans have been produced by 16 National Societies.
- Written memoranda of understanding have been signed with host government.
- Training materials have been developed and 50 training workshops held for local builders and artisans.
- An average of 25 percent of houses in target communities have improved the hurricane resistance level of their roofs.
- 40 local artisans or welders are producing hurricane straps locally.
- Regional response team consisting of 20 persons is developed and trained in disaster response.
- Simulations exercises are carried out routinely to test the response level of team members.
- All radio systems are in place and local networks are formed.
- Radio procedures are developed and applied by National Societies.
- Emergency stock is delivered to the six target countries.

Critical assumptions

- In the weaker national Societies parallel progress will be made in the areas of institutional and resource development.
- The target countries will not be affected by a significant disaster during the period.
- The respective governments will be sufficiently supportive of the Red Cross disaster role.

Monitoring and Evaluation arrangements

The programme will be monitored by the Regional Delegation in Santo Domingo with support from the American Red Cross and the Federation Secretariat disaster preparedness department. Additionally, an advisory group within each national society involved in the programme and selected community leaders will conduct periodic review meetings. Any major decisions, adaptations and revisions to the programme plan will be made in consultation with donors.

An evaluation of the programme will also be conducted at the end of the programme year to determine its effectiveness and impact within the target communities. The central theme of this evaluation will be to determine if stated goals and objectives are being met and can be met using the current procedures. Based on this evaluation, adjustments will be made if deemed necessary.

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2. Health and Care

Background and progress to date

In the Caribbean region, economic difficulties have resulted in reduced family income and consequently difficulty in meeting basic needs related to education and health care. Among the different islands exist some common problems affecting the health situation of the population, including emigration from rural to urban areas, illegal settlements in environmentally fragile areas, inadequate housing, sanitation, poverty and a high adolescent fertility rate. In the rural areas, there are high health risks relating to respiratory infections and diarrhoeal diseases associated with lack of access to clean drinking water and sanitation. Cyclones and hurricanes regularly affect the region and have created extensive damage to infrastructure in many countries despite government and private sector investments in recent years.

The quality of health care services remains inadequate and does not respond to the needs of the poor. In general, 40% of the rural population is still without access to potable water, 23% of adolescent women are pregnant or already mothers, and a high percentage of young men and women have reported some type of sexually transmitted infections. The maternal mortality rate (Guyana 180, Belize 147/100,000) and underlying malnutrition rate is unacceptably high given some countries' level of potential economic development.

HIV/AIDS and Youth

HIV/AIDS is already the leading cause of death in the 15-44 years age group. With an overall prevalence of approximately 2.11% among adults, the Caribbean is the hardest hit region in the world outside of Sub-Saharan Africa. While UNAIDS estimates that close to 360,000 people in the region are living with the virus, the Caribbean Epidemiology Centre (CAREC) and others suggest the figure is closer to 500,000.

One of the most important areas of emphasis for prevention efforts continues to be and must be young people. As with other sexually transmitted diseases (STDs), HIV/AIDS disproportionately affects the younger segments of the population. This is true of the Caribbean region: 70% of AIDS cases are diagnosed in the 15-44 years age group, of which half are in the 25 to 34 age group. Given the time it takes to progress from HIV infection to a fully diagnosed AIDS case, this actually means that most of these infections took place in people's teens and early twenties. As more than half of the overall Caribbean population is under the age of 24, these implications hold great significance for the social, economic and political future of this region, particularly when the sexual debut age for more than 50 per cent of the region's youth now is 12 years or younger, at times combined with sexual abuse and sexual exploitation. This evidence – not unique to the Caribbean - points towards the need to provide appropriate information at a much earlier age than current approaches.

With the support of the Regional Delegation, national societies in the region have appointed youth officers to assist in the implementation of regional programmes. Using HIV/AIDS project activities, more than 500 young people from primary and secondary schools have been enrolled in school programmes. Youth from community programmes have also been trained in basic community health education, including conflict resolution and decision making skills. Young people have also been planning programmes for the elderly of their local communities, and collecting, sorting and - in Guyana - distributing over 2,000 maths and reading books to primary, nursery and secondary school libraries.

Peer education materials have been developed, modified and revised, which target the 13-19 age group. Four National Societies (Trinidad and Tobago, Jamaica, Bahamas and Guyana) have already trained approximately 160 youth volunteers (Red Cross and other) to become peer educators, who now are conducting sessions in schools and also at the community level. 22 people (95% youth) from the four countries have been trained to become instructor trainers, now training peer educators and carrying out public awareness sessions. In Guyana, some young people are also involved in caring for children living with HIV/AIDS. Trinidad and Tobago Red Cross youth volunteers have been supporting Barbados Red Cross in the training of peer educators.

The Red Cross Caribbean AIDS Network (CARAN) has been launched with 20 participants from the Red Cross, from NGOs and from government agencies representing seven countries and three overseas territories. The participants were trained in preparing and implementing awareness sessions targeting young people. The CARAN chairperson and the secretary were elected from Jamaica where the first CARAN Secretariat is located.

Haitian Migrants

Continued political and economic uncertainty in Haiti, has resulted in an increase in migration to other parts of the Caribbean, specifically Cuba and the Dominican Republic. The migrants often suffer from a range of health problems, associated with preventable diseases and malnutrition, and experience difficulties in integrating into the host society. The Cuban Red Cross is currently running a camp for Haitian migrants in Guantanamo; the Regional Delegation is implementing a first assessment phase for a social welfare programme which will address the ongoing and urgent health and water and sanitation needs of this group in Haiti, the Dominican Republic and Cuba.

Community Health

Caribbean National Societies are implementing a range of other health activities including provision of first aid in case of disasters, water and sanitation, vector control, immunization campaigns and health education. In line with Strategy 2010, the Regional Delegation will support national societies in providing public health care activities in vulnerable communities, challenging them in the task of health promotion, and supporting the health authorities in the development of the health sector not just in terms of disaster response, but also strengthening health in the communities through health education, prevention and care.

Goal To support the Caribbean National Societies and overseas branches in reducing the impact of human and natural disasters and to improve the lives of vulnerable people by supporting community-based first aid, HIV/AIDS, and water and sanitation activities in line with *Strategy 2010*.

Objectives and Activities planned

1. HIV/AIDS Youth Project

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

The activities to achieve this objective are:

- Continue the development of regional training and information, education and communication materials for the prevention and control of HIV/AIDS and other STDs.
- Train 1,600 young people as instructor trainers and peer educators, reaching approximately 16,000 youth (13-19 age group) in structured HIV/STD sessions.
- Develop strategies for evaluating the impact of the programme on peers reached.

Objective 2 To integrate five additional National Societies, and six British and Netherlands Red Cross branches into the Red Cross Caribbean AIDS Network (CARAN), building bridges and supporting cooperation between the Red Cross and the other main players within the region.

The activities to achieve this objective are:

- Further refine the terms of reference as well as the communication mechanisms for the CARAN.
- Hold one network meeting each year.
- Develop strategies for involving the Caribbean Red Cross in the regional plan for HIV/AIDS developed by CARICOM.
- Sensitize and stimulate interest in 11 other national societies and overseas branches of the British, American and Netherlands Red Cross.
- Support the regional “Stop Ignorance about HIV/AIDS” campaign.
- ◆ Make the programme financially viable through sustainable fund-raising at the regional and national levels.

- Continue strengthening the networks between national societies and with other NGOs, community based organizations, and UN agencies (PAHO, WHO).

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

The activities to achieve this objective are:

- Provide on site technical support, including youth leadership development and training, in national societies and overseas branches.
- Produce and distribute quarterly the “*Caribbean Red Cross Youth in Action*” along with other information materials.
- Hold two regional youth leadership training courses (one each year).
- Encourage national societies and overseas branches to organize recruitment activities and drives regularly in their countries and territories.
- Develop a Caribbean regional Red Cross youth policy and advocate for the same at the national level.
- Develop strategies and activities that seek to integrate Caribbean youth in other Red Cross programme areas such as disaster preparedness, community health-first aid.
- Design and implement country programmes addressing the dynamic vulnerabilities of youth in the region, especially in the area of HIV/AIDS by the end of 2001/2.

Social Development for Haitian Migrants

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

Preliminary activities:

- Feasibility study on the capacity of Red Cross branches in three countries - Cuba, Dominican Republic and Haiti - to implement the project.
- Health baseline data in the border communities.
- Formal contacts with PAHO, MoH, and other organizations working in the inter border areas

Phase I:

- Conduct mapping of pilot communities (discussions with local authorities and community leaders).
- Identification of human resources in the pilot and target communities.
- Establish management issues regarding institutional development aspects, disaster preparedness and health and care related issues.
- Rehabilitation/equipment of local Red Cross branches.
- Identification of potential Red Cross counterparts and volunteers.
- Provide training in participatory processes, disaster preparedness at community level, health promotion and disease prevention as well as initial response.
- Provide basic first aid activities at community level.
- Train coaches and field supervisors.
- Establish a supervision plan in the target communities, including monitoring of new migrants.
- Establish a referral system from communities to MoH health facilities.
- Build basic sanitation facilities and provide clean water in identified target areas where migrants are settled.

Community health

Objective 1 To increase the capacity of the Regional Delegation and national societies, at the regional and country levels, to implement community-based first aid (CBFA) and other health activities for vulnerable communities.

The activities to achieve this objective are:

- Provide technical assistance to the national societies in the development of health projects in the areas of first aid, water and sanitation and HIV/AIDS and in the development of implementation, monitoring and evaluation tools.

- Elaborate together with the national societies, and in coordination with the institutional development delegate, a health strategy for the Caribbean region.
- Strengthen the technical health capacity of the Regional Delegation (a regional health delegate will be contracted) and national societies (National society staff counterparts and volunteers, contracted and trained) for the management and implementation of regional Red Cross health activities.
- Support health promotion, disease prevention and first aid activities in at least five identified pilot areas.
- Purchase and distribute first aid kits to all identified pilot areas.
- Produce and disseminate information, education and communication materials on priority health topics and use developed Red Cross first aid manuals.
- Train 16 health technicians and 220 volunteers in CBFA/IMCI (Integrated Management of Childhood Illnesses) techniques by the end of 2002.
- Support the development of Red Cross branches/community committees in the areas where health activities are being implemented.
- Participate in baseline surveys.

Expected results

Youth and HIV/AIDS project

For objective 1: 1,600 young people will have been trained in HIV/AIDS peer education, reaching a further 16,000 young people targeted by the end of 2001. Strategies will have been developed to evaluate the impact on peers by 2001. Existing training materials will have been modified and new developed by end of 2001.

For objective 2: Improved communication and working mechanisms will have been developed for the network. 11 additional national societies and branches will have joined the network by the end of 2001, and training for network members will have increased by the end of 2002. Strategies for assisting in the Caricom/UN Task force plan will have been developed by the end of 2001. The “Stop the Ignorance” campaign will have been implemented and evaluated by the end of 2001. Network members are assisting in the implementation of local peer education activities across the region. Regular working relationships will have been established between targeted societies/branches and regional intergovernmental and non-governmental organizations by the end of 2001.

For objective 3: A regional youth policy will have been developed and accepted by the national societies and local branches by the middle of 2001. Red Cross Youth structures with sustainable activities have been developed in four National Societies and in two overseas branches by the end of 2001, and an additional five National Societies and two branches by 2002. Youth leadership will have been developed in the targeted National Societies and youth will be participating in regional activities for greater cohesion in the Caribbean. The Caribbean youth newsletter will have been developed and distributed quarterly. Nine targeted National Societies and two overseas branches will have appointed youth officers by the end of 2001. Youth will be integrated in other Red Cross programme areas by 2002.

Social development for Haitian migrants

For objective 1: The Morbidity and mortality related to vector and parasitic infections, diarrhoea and HIV among the local and migrant populations has been reduced (short and long term) due to increased knowledge and improved practice of caregivers of children less than five years old regarding prevention of prevalent diseases within the targeted communities. The knowledge and practice of community Red Cross volunteers and health workers regarding prevention and treatment of prevalent diseases (including, cholera, dengue, malaria and HIV/STDs) has improved. Access to water and sanitation systems and facilities in targeted communities has increased.

Community health

For objective 1: There will be an increase in national society knowledge and participation in first aid community interventions. National society health/programme officers are able to design professional projects documents, using the logical framework. Red Cross staff and volunteers will have been trained and providing correct basic interventions in the Integrated Management of Childhood Illnesses (IMCI), with a special focus on diarrhoea, dengue, malaria, STD and HIV/AIDS prevention practices. Good coordination and support will be in evidence with the Ministry of Health and UN (UNICEF/OPS) both at headquarters level and in the field. The Regional Delegation will have increased its technical capacity to support the national societies and co-ordinate PNS health activities in the region. National societies will have more

knowledge and technical skills in CBFA and project development. The operational capacity of the targeted National Societies will have been increased in the health sector by the end of 2001.

Indicators

Youth and HIV/AIDS:

- A decrease of new cases of HIV/AIDS has been reported by UNAIDS, Caribbean Epidemiology Centre and local Ministries of Health, in the areas where the Caribbean Red Cross is active.
- Seven National society/branch headquarters have reported successful implementation of HIV/AIDS peer education training courses.
- There is an increased knowledge about HIV/AIDS and STDs as well as marked behavioural changes in the target population as well as among the overall population.
- 11 additional Caribbean societies/branches are members of the Red Cross Caribbean AIDS Network.
- Two network meetings have been implemented with the appropriate training courses as part of the agenda.
- Activities are being implemented to support the CARICOM/UN Task Force regional strategic plan.
- The network is actively involved in the implementation of the peer education activities across the region.
- The “Stop Ignorance about HIV/AIDS” campaign has been successfully launched in nine of the network countries.
- Clearer communication lines have been established between all the network members.
- The Caribbean Red Cross is represented on UN theme groups and task forces at national and regional levels.
- The Caribbean Red Cross Youth policy is developed at the regional level, and will have influenced the development of those at the national level.
- Number of youth leaders trained and having assumed positions in their respective national executive committees.
- A quarterly distributed youth newsletter reaches all the Caribbean Red Cross.
- Communications are fluent among youth leaders in the Caribbean.

Social development for Haitian migrants

- Caregivers within the targeted migrant communities are able to identify selected key family health practices (related to prevention of the most prevalent diseases).
- By the end of the first year the volunteers are able to identify the targeted health messages, caregivers have water and are washing their hands after defecation, after handling babies’ faeces, before feeding, eating and preparing food.
- By the end of the first year, caregivers and trained volunteers can correctly prepare and use oral rehydration salts. 90% of the target population know about HIV and STDs transmission.
- Trained volunteers and caregivers can monitor the occurrence of communicable diseases, identify the severity of diseases, and assist or refer them.
- Households will use safe water and domestic refuse is removed from the settlement or buried on site before it comes a health risk.
- Hygienic sanitation facilities (latrines) coverage will be 90% at the end of the first year.
- Morbidity and mortality rates are under control (minimum standards: Sphere Project) and a reduction in parasitic-infection diseases such as dengue, malaria, meningitis and diarrhoea is in evidence.

Community health

- The Regional Delegation has increased technical capacity to support the National Societies in the region, and consequently National Society health/programme officers are developing professional project documents (logical framework).
- Implementation, monitoring and evaluation tools are in place.
- A regional strategy has been developed together with National Societies.
- There is an increase in activities in the field and consequently donors and partners are supporting Red Cross activities.
- There is increased vaccination coverage in children under five and pregnant mothers, decrease tetanus neonatal in target communities, decreased malnutrition, and acute respiratory infections in communities targeted using IMCI strategy.

Critical assumptions

- The ability to develop sustainable National Societies health/youth/community structures to implement the projects.
- The active involvement of and continuous support from National Society/branch leaders and staff requires joint efforts to bridge the generation gap.
- The availability of funding as well as of other support to the project from Participating National Societies and potential donors within and outside region.
- The economic relapse that the regions faces allows for a highly mobile population which poses a great risk of keeping youth volunteer leaders in country or in the region.

Monitoring and Evaluation arrangements

Monitoring of this programme will be carried out in the following ways:

- Submission of monthly and quarterly reports to the Regional Delegation.
- Project progress will be monitored against defined indicators on a quarterly basis.
- Regular meetings will be held between representatives of the Caribbean national societies/overseas branches and the Regional Delegation.
- Involvement, where appropriate, of local committees, MoH and PAHO in the monitoring process.

Evaluation of this programme will be carried out in the following ways:

- Evaluations will take place at the local level with representation from NGOs, government agencies, the Federation and the National Society/overseas branch.
- External evaluations of the projects may be carried out as required.

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3. Humanitarian Values

Background and progress to date

The focus of the Caribbean humanitarian values programme is the promotion of the Fundamental Principles, as well as highlighting the National Societies' contributions to alleviate health and social problems such as AIDS, STDs, drug abuse and malnutrition, and to prepare communities for future disasters and mitigate their impact on the most vulnerable populations. The external promotion of humanitarian values, as well as internal dissemination efforts, play an important role in improving the Red Cross' public image and developing realistic national society identities at the community level.

In the Caribbean, the national societies in general are characterized by a limited resource base, both in economic and personnel terms, and do not employ specialized staff in communications and marketing. For the past years, the Regional Delegation has therefore implemented information and dissemination initiatives within the framework of the regional ID/RD programme.

At the country level, support has successfully been provided to the Cuban Red Cross in the form of an image building programme since 1998. Audio-visual materials and printed publications produced within the framework of this programme have also been reproduced and distributed in the region, permitting a better knowledge of this National Society, and stimulating interest among Participating National Societies to develop their cooperation with the Cuban Red Cross.

In the Dominican Republic, an image building programme was launched in the wake of the successful Hurricane Georges operation (1998), in order to strengthen the Red Cross identity and public image of the National Society which had been negatively affected by an institutional crisis. However, continued institutional difficulties resulted in a negative media profile that limited the impact of the image building programme.

Red Cross image-building cannot be limited to contacts with the media and traditional dissemination sources. In coordination with the ICRC and with the support from non-traditional educational organizations, the regional programme will develop a comprehensive plan which embraces the dissemination of humanitarian values to a wide variety of target groups and the public, such as schools and community centres, and among donors and NGOs. Alternative and inexpensive communication methods such as games, theatre, marionettes, community radio stations, murals news papers, will be developed together with regular yearly campaigns for fund-raising and the recruitment of volunteers.

Special support will be given to the Cuban, Dominican Republic and Haitian National Societies due to the complexity of the realities faced by the Red Cross in these countries. In Cuba, focus will be on the dissemination of the Fundamental Principles at community level and among local organizations to ensure the recognition of the social role played by the Cuban Red Cross and its character as an independent auxiliary to the public authorities. The internal crisis in the Dominican Republic Red Cross requires emphasis on internal dissemination and understanding of the Fundamental Principles and the social role of the National Society among both volunteers, governance and management bodies. Finally, Haitian Red Cross information activities will aim to promote both a volunteer recruitment programme and the inclusion of new Participating National Societies in the branch development consortium.

Goal To enhance the profile, image and institutional identity of the Caribbean Red Cross, and to increase the Red Cross advocacy role in disaster and rehabilitation operations as well as in all youth/health activities.

Objectives and Activities planned

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

The activities to achieve this objective are:

- Conduct public image surveys in selected countries.
- Analyze and revise the messages disseminated by the national societies in order to identify the main problems linked to their public image resulting from their activities, programmes and their social role.
- Design national societies' image building plans aimed at solving the identified problems.
- Encourage each national society to appoint a volunteer information director, responsible for the development of the national Red Cross image and communication programme.
- Encourage the Caribbean Red Cross to establish dissemination programmes - with support from the ICRC and non-traditional educational organizations - in schools, educational centres, community organizations and universities.
- Develop and print educational and promotional materials related to the activities and values of the Caribbean Red Cross as support to the dissemination programmes.
- Establish a support mechanism for the programme in the Eastern Caribbean.

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

The activities to achieve this objective are:

- Establish working relations between each national society and local advertising companies for professional advice on the programme design and the societies' management of the Red Cross public image.
- Train national society staff and volunteers in basic communications and public relations techniques, emphasising the importance of the institutional image.
- Hold regional communications meetings to facilitate sharing of experiences.
- Actively promote Red Cross activities in the regional and local media.
- Launch promotional mass media campaigns relating to the World Disasters Report, International AIDS Day, International Red Cross/Red Crescent Day and the Power of Humanity.
- Continue the "Stop Ignorance About HIV/AIDS" campaign, as part of the Youth & HIV/AIDS project.
- Update and distribute audio-visual and printed material across the region for the annual "Better Be Ready" campaign, in preparation for the hurricane season.
- Encourage local TV stations across the Caribbean to show the Red Cross volunteer recruitment advertisement.
- Encourage National Societies to design and share their programmes with relevant community organizations, NGOs and community groups.
- Include updated information about Caribbean Red Cross activities in the publication "*Caribbean News*" and on the Caribbean Red Cross web site.

Expected results

For objective 1: Two of the three priority national societies will have qualified and trained personnel to develop and implement image and dissemination activities, and will have designed and be implementing an image and communications plan. A system of regular and periodic information will have been established between Caribbean Red Cross' headquarters and their local branches. The Caribbean Red Cross will be carrying out dissemination programmes with support from other organizations working in the humanitarian field. The Caribbean Red Cross will have prepared printed and audio-visual material for the support of its dissemination activities.

For objective 2: Selected national societies will have established professionally supported promotional campaigns to highlight the humanitarian activities of the Red Cross at the regional and national levels. Five different national and regional media activities to promote world-wide Red Cross campaigns will have been implemented during 2001. National and regional media will be well informed about the specific nature of the Caribbean Red Cross as independent national institutions, and report regularly to the public on their humanitarian and social role during the year. The Regional Delegation will be providing regular information to its partners and other relevant actors through "Caribbean News" and the regional website. A Regional HIV/AIDS sensitisation campaign will have been established and developed to promote the non discrimination of people living with HIV/AIDS. Five prioritized countries will be running the campaign and will collect at least 100,000 hand prints by the end of 2001.

Indicators

- Number of surveys carried out and people interviewed.
- 15% increase in the amount of printed and audio-visual material produced and distributed for Caribbean Red Cross promotional campaigns.
- 25% increase in the number of press files and audio-visual material produced/published in media and used for internal training
- 15,000 copies of *Caribbean News* published quarterly.
- Number of media image campaigns.
- Increase in programmes carried out jointly with NGOs, community organizations, and local and regional enterprises.
- Increase in the number of volunteers collaborating with the Caribbean Red Cross.
- Number of workshops and other training sessions organized, as well as the number of participants.
- Increase in the knowledge and recognition of the social role of the Red Cross amongst countries with the highest HIV/AIDS prevalence rates.
- Increase in the number and quality of the relationships with the mass media.

Critical assumptions

- Support from governance bodies to support information and dissemination activities by appointing professional media technicians as volunteer information directors.
- Continued cooperation and support of local and national media to promote and publish Caribbean Red Cross image and humanitarian campaigns.
- The establishment of working relations with local organizations and volunteers with skills and experiences in non-traditional educational techniques to support the non-formal dissemination programmes.
- Financial and technical support from Participating National Societies and from other donors.
- National Societies must be able to accommodate new members and volunteers, and integrate them systematically into the organization.
- Resolution of integrity problems negatively affecting the Red Cross image.

Monitoring and Evaluation arrangements

Monitoring of this programme will be carried out in the following ways:

- Through regular field visits the Regional Delegation in Santo Domingo will ensure close monitoring of activities implemented at national and local levels.
- The Federation Secretariat's Publications Department in Geneva will supervise the production of printed and audio-visual materials.
- The National Societies implementing the programme will submit quarterly progress reports to the Regional Delegation and to the regional monitoring committee appointed by the CCORC.

Evaluation of this programme will be carried out in the following ways:

- The impact of the media campaigns, which will be measured through feedback from standardized questionnaires filled in by the participants of the dissemination workshops as well as from the public response to it.
- Evaluation of the programme will be carried out on a yearly basis.

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4. Institutional and Resource Development

Background and progress to date

The institutional and resource development programme is a medium to long term comprehensive initiative enhancing both the Caribbean National Societies' capacity to respond to the needs of a changing environment and their presence at the local level through a stronger constituency. To succeed in this integrated capacity building programme, the promotion and sustainable development of national societies' resources and that of their respective community stakeholders, is emphasized.

In the last few years, the Federation Secretariat has been supporting and coordinating the organizational development of the Caribbean National Societies, mainly reinforcing their capacity to address the needs of the vulnerable, in particular when they are affected by disasters. There has been close coordination between the institutional development programme and disaster preparedness activities, helping not only the communities to be ready and better prepared but at the same time focusing on reinforcing the national societies and the capacity of their branches.

Technical support has also been given to societies such as the Dominican Republic and Haitian Red Cross in the process of renewing their Statutes and their legal bases, and in some cases working together with the ICRC to help national societies to overcome integrity problems. Training activities have been developed throughout the Caribbean, very often on a regional basis. Sometimes particular support to training national society governance and management has been carried out, such as in St Vincent and the Grenadines, and Jamaica. A particular area of success has been resource development, with the creation of partnerships and strategic alliances with companies in the Caribbean.

In order to assure permanent, consistent and practical support to the Eastern Caribbean National Societies, several Federation regional delegates have been posted to National Societies in Grenada, St. Kitts and Antigua. This measure is complementary to the appointment of a branch development delegate providing support to the British Red Cross overseas branches (with the financial help of the British Red Cross), and to the English-speaking National Societies in the Caribbean.

The complexity of the Caribbean intercultural background poses a challenge in supporting organizational development. The different Caribbean countries vary from the point of view of their populations, language and culture, with institutional support needing to be often tailored to the countries' specific needs. Distance and communications are an additional problem. Furthermore, the frequent disasters which occur during the hurricane season often absorb the energy of the national societies and the regional delegation.

Beyond the differences, however, there is a strong regional identity in the Caribbean, particularly in the English-speaking countries. The Caribbean Red Cross has developed good coordination systems, especially through the Caribbean Coordination of Red Cross (CCORC), which are supported by the regional delegation. There is a real exchange of resources, ideas and expertise among the Caribbean National Societies and branches which greatly contributes to the reinforcement of the Caribbean network (please see the 'regional cooperation programme' for further information). In matters related to national society integrity and legal base issues, the regional delegation in Santo Domingo works closely with the ICRC and Caribbean Red Cross.

Close interaction and coordination with Participating National Societies that are cooperating directly in the development and empowering of the Caribbean Red Cross, is another important element in the regional delegation's integrated institutional and resource development strategy. The British, American, Netherlands and Spanish Red Cross Societies are currently providing financial and technical assistance to several of the Caribbean National Societies' and branches' programmes and core structures.

Outside of the Movement, the Caribbean National Societies have several natural partners to cooperate with in the framework of their capacity building process. They usually maintain close links with their governments and local authorities in the case of their branches. These authorities both provide national

societies with financial support for their core costs and key activities and they have an important role in the establishment or revision of the societies' legal bases.

Although there are contacts between NGOs and the national societies' headquarters and branches, cooperation is more frequent at the local level because of the small size of the communities. At this level Red Cross, churches, cultural associations, community organizations usually share leadership and membership and they are involved in the same community-based activities. However, this cooperation has to be improved at national and local levels to obtain self sufficiency.

The continued development of close and permanent strategic alliances and interaction with regional and local businesses and private companies as well as with governments, NGOs, universities and research institutes are key factors for the success of the programme.

Finally, UN agencies in the region are supporting Red Cross strategies, programmes and activities, for example UNAIDS and the regional youth and HIV/AIDS programme. The regional delegation will continue efforts to get more stakeholders involved.

The regional programme for 2001-2 will provide support to all the Caribbean National Societies, at the same time providing specific assistance to the Cuban and Haitian Red Cross, which were last year part of a separate appeal. Reinforcing the Red Cross youth, forms an integral part of the regional youth and HIV/AIDS project, which is included in the regional health programme.

Goal To promote the capacity building of the Caribbean Red Cross through an integrated approach.

Objectives and Activities planned

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

The activities to achieve this objective are:

- Disseminate the *Characteristics of a Well-Functioning National Society* among the 16 Caribbean National Societies, especially their governance/management bodies.
- Provide a two-day workshop on policies, guidelines, Red Cross principles and governance/management practices to be prioritized by Caribbean National Societies' governance and management bodies.
- Increase the CCORC involvement in regional programmes, inviting their executive members to participate actively in assessments of needs, planning processes, monitoring of implementation and evaluation of these programmes.
- Promote the involvement of youth membership in selected Caribbean Red Cross decision-making processes, through the implementation of the regional youth programme (please see the youth and HIV/AIDS project within the regional health programme for further information).
- Facilitate the National Societies' access to statutory documents and Federation policies and guidelines, and their dissemination through the region as needed.
- Provide technical assistance to National Societies to revise and update their legal base, as needed.
- Facilitate the introduction of democratic procedures and elections in the legal bases of these National Societies.
- Facilitate the introduction of mechanisms in the legal base of selected national societies which ensure a proper balance between governance and management levels.
- Propose a monitoring, evaluation and reporting system for programmes based on logical frame work to be used by national societies.
- Provide a well-functioning self-assessment system for the 16 national societies and assist them in its implementation.
- Provide technical assistance to National Societies either to draft or to update their national development plans upon request.

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

The activities to achieve this objective are:

- Create training material and documentation in French, English and Spanish adapting the material to the various regions.
- Train trainers in all national societies and in nine overseas branches according to priorities set by the society/overseas branch (planning, projects management, evaluation, monitoring and assessment, leadership, middle management, principles, participatory techniques).
- Promote the development of training plans in the Caribbean Red Cross.
- Systematize the Caribbean national societies' experiences in community based and capacity building activities.

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

The activities to achieve this objective are:

- Establish a regional marketing strategy for Caribbean national societies.
- Establish an agreement with a professional advertisement agency for the development of a regional strategy.
- Establish a regional resource development team.
- Provide training on the use of the emblem in strategic alliances to selected national societies.
- Promote the exchange of experience and provide training on the promotion of strategic alliances.
- Establish a regional cooperation strategy involving the CCORC as the main coordination body.
- Provide technical support to prioritized National Societies to design and implement volunteer development plans, including recruitment campaigns, training plans and internal promotion.
- Develop volunteer management guidelines for all national societies (English, French and Spanish versions).
- Promote cooperation memoranda of understanding between the national society and governments and NGOs in at least five prioritized National Societies.
- Facilitate the exchange of resources and personnel between national societies, especially in areas of common interest, like disaster preparedness and response, health and water safety.
- Promote non-traditional incoming generating activities through development of strategic partnerships and micro-business projects, at least in five selected national societies.

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

The Cuban Red Cross has the largest constituency of all the Caribbean national societies, thanks to its 169 municipal and 14 provincial committees. Most of them have a basic infrastructure and sufficient membership to develop worthwhile activities in favour of the most vulnerable groups but are hindered by lack of resources and support infrastructures; weak response capacity; lack of training and human resources development and lack of a proper human resources management system within the National Society.

The activities to achieve this objective are:

- Provide Cuban Red Cross branches with training activities and materials for their governance, management, staff and volunteers.
- Develop and implement local development plans in ten Cuban communities.
- Support the CRC volunteer recruitment system.
- Support CRC community-based activities.
- Provide support to projects to promote the image and services of the CRC (for further information, please see humanitarian values programme).
- Provide adequate office equipment as needed to develop community-based activities, projects and programmes.

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

The Haiti Red Cross and the Netherlands Red Cross are currently implementing with success a branch development project in four southern provinces of Haiti. Following this experience, the Federation, Netherlands Red Cross and the Haiti Red Cross proposed to invite Participating National Societies to create a branch development oriented consortium, the main goal of which is to strengthen the operational capacity

of the Haiti Red Cross branches. Community-based activities strengthened with capacity building in other regions than the southern provinces is essential for improvement of the performance of the Haiti Red Cross, which has a crucial role to play in such a vulnerable and unstable country.

The activities to achieve this objective are:

- Development of a Haiti Red Cross operating plan will be the joint responsibility of the National Society and the Federation, but this will be closely coordinated with the other consortium partners within the framework of the consortium agreement.
- Promote and support the HRC branch development consortium to increase the number of partners.
- Provide HRC headquarters with training and some basic equipment to carry out its activities.
- Facilitate the updating of HRC finances and set up a new financial system.

Expected results

Objective 1: The governing boards of the 16 Caribbean National Societies will have a better understanding of good governance and the distinction between governance and management functions. A revision of the legal base will have been initiated in those Caribbean national societies where needed. New and more realistic national development plans will have been elaborated in a participatory way by the national societies where needed. Integrity issues negatively affecting Caribbean national societies are reduced dramatically.

Objective 2: Senior managers and relevant technicians in all societies and branches are trained in project planning, monitoring, evaluation, assessment and management. The quality of the national society and branches' programmes and projects increases sharply. Learning/training material and documents are more available for all Caribbean National Societies and branches. The National Societies' operational capacities to meet the needs of most vulnerable are increased and their general performance improved.

Objective 3: Five prioritized National Societies will have increased their membership. All Caribbean National Societies will have increased the exchange of resources and knowledge with other national societies and partners. Non-traditional income generating activities will have been promoted and increased. The image of the Red Cross will have been promoted in the Caribbean.

Objective 4: The Cuban Red Cross branch network is strengthened and developed. CRC community-based projects and activities are developed and implemented using participatory methods and on a sustainable basis.

Objective 5: The HRC maintains the appropriate organizational structures and systems at headquarters and branch level to achieve the various goals set out in the branch development programme, while ensuring coherence with other activities and programmes of the National Society. The consortium in Haiti is set up on a sustainable basis and supported by PNS.

Indicators

- Number of Caribbean National Societies which have carried out an assessment of their institutional situation, services and social environment.
- Number of training activities for governance and management bodies implemented.
- Documents on policies, guidelines disseminated and number of National Societies which received them.
- Number of Caribbean National Societies which initiated/finished revision of their legal base.
- Number of volunteers in the decision-making level/structures in the prioritized National Societies has increased.
- Number of volunteers has increased in the five prioritized National Societies.
- Volume of resources exchanged has increased within the region.
- Number of National Society income generating activities which have been implemented within the region.
- Volume of resources in those National Societies which organized income generating activities has increased.
- Number of new national development plans initiated or completed
- Number of training courses/workshops organized and people trained in the selected branches.

- Improvement of the vulnerability indicators in the communities where the Caribbean Red Cross is working.
- CCORC structure in place and functioning according to its objectives.

Critical assumptions

- A minimum level of commitment and support from the involved national societies, especially at governance and management level is needed to implement this programme and to achieve the expected results.
- The maintenance of financial and technical support to the programme from governments and PNS is achieved; traditionally there is a lack of long-term funding for institutional development activities.
- A good level of coordination and synergy between ICRC/Federation (including Geneva Secretariat, regional delegation and national societies) and with other stakeholders.
- A good degree of integration with other regional programmes is needed to avoid overlapping and to offer tailored technical support while keeping some common standard/approach.
- The yearly hurricane season is quiet and therefore no major disaster occurs during the next two years. A quiet hurricane season will allow the regional delegation and its delegates to implement the planned activities.
- The CCORC executive body fully supports this programme and provides an active involvement in its activities as required.
- Governments respect the constituency of the national societies and the Fundamental Principles of the Movement.
- Programme support, involvement and close coordination with the national authorities, local authorities, other national and local organizations and community-based organizations is achieved.

Monitoring and Evaluation arrangements

Monitoring of this programme will be carried out by Secretariat Americas Department and a team composed of representatives from the regional delegation and the CCORC executive body in the following ways:

- Information obtained from delegates' mission reports.
- Information obtained from evaluations of training activities (mainly participants' questionnaires and facilitators' reports).
- Analysis of reports from national societies, the Secretariat and the regional delegation.
- Analysis of news in the media (regional /national level).
- Coordination meetings and regular contacts within/among the different stakeholders.

Evaluation of the programme will be carried out by Secretariat Americas Department and a team composed of representatives of the regional delegation and the CCORC executive body in the following ways:

- Information obtained from final reports (drawn up by delegates, the regional delegation, national societies, other stakeholders, with information from the monitoring and evaluation of activities).
- Analysis of the comparison between the initial survey results among prioritized national societies and final survey results.

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5. Regional Cooperation

Background and progress to date

The regional cooperation programme in the Caribbean is focused on the integrated regional programme strategy, and aims at further building the capacity of the Caribbean Red Cross - 16 National Societies and the local branches of overseas societies - through strengthening the existing networks within the region.

This programme is based on the third strategic direction of *Strategy 2010*: “to work together effectively, through programme coordination, long term partnerships and funding, as well as more active advocacy”. The programme tries to put into practice the *Santo Domingo Declaration* on the development of Red Cross networks based on “the need to share knowledge and experience,” taking into account the already existing networks, such as health and youth, in the America region.

The Caribbean islands have a limited resource base to offer the national societies and the local branches, both in terms of human, material and financial resources. In addition to systematically expanding regional activities to include the local branches, the main programme objectives are to strengthen existing networks and to identify how the resources available to the Caribbean Red Cross can be better explored and utilized by the national societies and overseas branches. The activities will be developed between the many components of the Caribbean Red Cross as well as between the Red Cross and other local, national and regional actors in the areas where the Red Cross is implementing programme activities aimed at improving the situation of the most vulnerable populations.

Most of the islands in the Caribbean are very small, and several of the national societies represent countries often characterized as Small Island Developing States (SIDS). The SIDS face particular challenges with regards to the many hazards which threaten their very existence and in terms of resource mobilization. Although geographically spread out over large distances and separated by the sea, historically and socially the countries and the people of the region share the same background and are bound together by a strong sense of solidarity and of common destiny. Existing Red Cross cooperation and networking in the Caribbean is characterized by the will and ability of volunteers and staff to join forces and pull together in the same direction, sharing resources to increase efficiency and ensure survival and progress. The national societies in the Caribbean have been working together in the last few years through the Caribbean Coordination of the Red Cross (CCORC), integrating cultural differences and overcoming long-distance communication difficulties.

The regional recruitment programme is a key aspect of regional cooperation. In 1999, the first regional workshop for delegate recruitment was organized in Santo Domingo with representatives from 13 Caribbean national societies. Four national society programme coordinators also participated in a similar workshop in Costa Rica organized by the Guatemala Regional Delegation. Regionally recruited personnel from the Cuban and Dominican Red Cross Societies supported the Venezuela floods relief operation, and a logistics delegate from the Cuban Red Cross supported an American Red Cross funded programme in the Dominican Republic.

Goal To establish regional cooperation and networking mechanisms between the Caribbean Red Cross (National Societies, overseas branches and the Federation Regional Delegation), the ICRC, major regional organizations and other important players in the region.

Objectives and Activities planned

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

The activities to achieve this objective are:

- Share tools developed in the region to identify the most vulnerable, and assess their priority needs continually.

- Adapt the local structures to meet these needs, in terms of internal structures and systems, and the recruitment and training of volunteers and staff.
- Develop systems for the efficient sharing and exchange of sub-regional and regional resources.
- Link the Caribbean Red Cross Societies to existing Red Cross first aid networks in the Americas and in the Pacific.
- Organize the biannual regional meeting for Presidents and Directors in Barbados (May 2001).
- Give technical support to CORI (Inter American Regional Committee) in their activities, particularly in sharing information and in their follow up to the Santo Domingo Declaration.
- Increase the CCORC (Caribbean Coordination of the Red Cross) involvement in regional programmes, inviting their executive members to participate actively in assessments of needs, planning processes, monitoring of implementation and implementation and evaluation of these programmes.

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

The activities to achieve this objective are:

- Identify existing informal regional and sub-regional networks between Caribbean national societies and/or local branches, analyze their background and importance, and explore possible ways of reinforcing such networks.
- Promote sub-regional and bilateral exchange programmes and activities.
- Use radio networks and internet connections operationally, not only as information sharing tools.
- Keep all the Caribbean overseas branches regularly informed of all aspects and the progress of the regional Youth/HIV & AIDS programme.

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

The activities to achieve this objective are:

- Promote the export of National Society programmes and activities regionally.
- Liaise with international, government and non-governmental organizations at regional, national and local levels.

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

The activities to achieve this objective are:

- Continue to promote trained personnel to support National Societies' human resources departments, also for recruitment and maintenance of qualified volunteers.
- Train and support national societies in recruiting and preselecting candidates for Basic Training Courses (BTCs).
- Organize one BTC for skilled and experienced national society personnel to become international delegates for regional and international Red Cross assignments.
- Maintain a regional personnel roster.
- Coordinate the process of proposing suitable candidates for open positions in the Federation Secretariat and its delegations.
- Coordinate the reintegration process, after completed missions, of regionally recruited delegates.

Expected results

- Risk assessment techniques, including Vulnerability and Capacity Analysis, are used by Caribbean Red Cross to set priorities, and as a basis to adapt Caribbean Red Cross organizational structures and operational systems to the realities of the countries and to the needs of the most vulnerable populations in the region.
- A successful regional meeting is held in which decisions are taken for the regional programmes for the next two years.
- A CCORC constituency that functions as a counterpart in monitoring and evaluation regional delegation's programmes.

- The CORI is receiving good technical support for sharing knowledge and experiences all over the Americas region.
- The Caribbean branches of overseas National Societies are integrated into the regional and sub-regional programmes, networks and co-operation mechanisms.
- Regional and sub-regional co-operation mechanisms have been reinforced and institutionalized, and the Caribbean Red Cross is actively using radio networks and internet connections to exploit existing co-operation mechanisms, find new collaboration partners, and develop new networks.
- There is improved collaboration between National Societies and overseas branches through bilateral and multilateral activities.
- The Caribbean Red Cross is co-ordinating programme activities with national and local authorities and actors.
- All Caribbean Red Cross Societies and overseas branches will have increased the exchange of their resources and knowledge with other Red Cross entities and with national, regional and international partners.
- National Societies have dynamic human resources departments.
- The number of Caribbean delegates for international assignments have increased from five to 25.

Indicators

- Number of Caribbean Societies capable of identifying vulnerabilities and capacities of local communities.
- Number of Caribbean Societies having adapted - or being in the process of adapting - their structures to new insight acquired through VCA.
- Number of Caribbean Societies linked to existing first aid networks in other regions.
- Number of existing Caribbean collaborative networks identified and reinforced.
- Number of National Societies/overseas branches participating in the regional radio network, and conversant with internet.
- Number of societies/branches having received quarterly reports on the progress of the regional youth and HIV/AIDS programme.
- Number of societies/branches' programmes paired with other societies/branches.
- Number of communications sent to and received from as well as visits done to and received from international, inter-governmental and non-governmental organizations.
- Number of National Societies/overseas branches with skilled personnel to support the human resources function.
- One basic training course (BTC) organized for English-speaking Caribbean volunteers and staff with at least 25 new Caribbean National Society/overseas branch staff qualified as international delegates.
- CCORC structure in place and functioning according to its objectives.
- Caribbean National Societies part of the CORI executive, participating actively and keeping well informed the rest of the Societies in the sub region.

Critical assumptions

- The minimum funding available must cover the regional travelling of one delegate over the full two year period, as well as the training and communication costs budgeted.
- The clear tendencies to regional economic cooperation between the islands and the countries in the Caribbean Basin continue.
- The intended integration of regional Red Cross programmes as well as their integration with existing activity programmes at national and local levels, is effective.
- National societies in other parts of the Americas are committed to maintain and reinforce CORI's role.

Monitoring and Evaluation arrangements

- Monitoring will be carried out by the Americas Department and a team composed by representatives from the Regional delegation and national societies/overseas branches based on information obtained from delegates' mission reports and quarterly reports, analyses of reports from National Societies.
- Overseas branches and Regional Delegation reports .
- Co-ordination meetings and regular contacts within/among stakeholders, questionnaires to National Societies/overseas branches, and documents received by the societies/branches.
- Evaluation of the programme will be organized by the end of the first year of implementation (2001) by a team composed of two regional delegates and two external evaluators separately appointed, one by the

Caribbean Red Cross, and one by the Federation Secretariat in Geneva. Quarterly interim evaluations will be made based on the Regional Delegation quarterly reports.

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6. Coordination and Management

Background and progress to date

The Regional Delegation for the Caribbean is based in Santo Domingo and supports 16 national societies, as well as several overseas branches. Its strategies are based on the particular features and resources of the Caribbean as a region, and aim at strengthening the National Societies' and overseas branches' capacity to meet the needs of the most vulnerable by implementing an integrated capacity building approach which links and complements the technical support provided, building on the comparative advantages of the individual Red Cross Society and branch, and promoting regional cooperation between them as well as with so far untapped external national and regional resources.

The Regional Delegation has a core group of delegates in the Dominican Republic, with others posted to Grenada, Antigua and St. Kitts. This decentralized approach aims to assure closer cooperation with the societies in the Eastern Caribbean, with delegates continuing to fulfil their regional tasks. Thus the interaction of the Regional Delegation and the Caribbean national societies and overseas branches will be closer, with Federation delegates able to provide improved support.

The Caribbean Regional Delegation will continue its emphasis on the integrated approach to institutional development by focusing on strengthening regional support to national society programmes and activities to achieve the synergy necessary to improve the actions, organization and social impact of the respective National Societies. However, the Regional Delegation's programme planning and implementation is changing focus. While the regional approach hitherto has been a main feature of the Federation's programming in the Caribbean, country assistance strategies will be prepared for all Caribbean national societies over the next two years, based on national society self-assessments. At least six of the Caribbean region's 16 national societies have been targeted as priority countries for the year 2001: Antigua and Barbuda, Cuba, the Dominican Republic, Grenada, Haiti and St. Kitts & Nevis. Elaboration of a revised, inclusive regional assistance strategy, building on the resources available for the smaller societies, and reinforcing regional cooperation through better sharing of resources, will also be a priority. This new focus builds on *Strategy 2010*, current Secretariat policies and guidelines, and also incorporates recommendations resulting from a visit to the region in 2000 by the UK government's Department for International Development.

Goal To ensure efficient planning, coordination and management of the Santo Domingo Regional Delegation, including finance, reporting, logistics and personnel, optimizing available resources in developing strategic plans, programmes and projects within the framework of *Strategy 2010*.

Objectives and Activities planned

Planning

Objective 1 To combine the Santo Domingo Regional Delegation's regional planning approach with more tangible country level planning.

The activities to achieve this objective are:

- Identify priority National Societies and overseas branches by objective criteria combined with active commitment to external support and change.
- Promote the elaboration of inclusive country assistance strategies in all 16 National Societies by the end of 2002, as well as an all-inclusive regional assistance strategy.
- Coordinate closely with PNSs and the ICRC, as well as with other regional and national donors.

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

The activities to achieve this objective are:

- Conduct three logical framework training sessions for societies, branches and delegates in 2001 and two in 2002.
- Ensure application of the logical framework in regional programmes and projects.

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

The activities to achieve this objective are:

- Conduct one regional risk, vulnerability and capacity assessment workshop in 2001 and three national workshops in 2002.
- Apply risk, vulnerability and capacity assessments as a prioritization tool for regional programmes as well as during the development of the country assistance strategies.

Coordination

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

The activities to achieve this objective are:

- Ensure that all regional and country level activity programmes in the four core areas identified in *Strategy 2010*, include objectives and activities for capacity building in 2001, and that the capacity building programmes contribute to strengthening the four core programme areas of 2002.

Objective 2 To align the programmes of the Santo Domingo Regional Delegation more closely to the three strategic directions of *Strategy 2010*.

The activities to achieve this objective are:

- Organize one regional workshop in 2001 to monitor the implementation of the *Santo Domingo Declaration* and the recommendations and resolutions of the Caribbean regional meeting in Boca Chica in May 1999, ensuring compliance with *Strategy 2010*.
- Develop a comprehensive regional health strategy which addresses the main public health challenges in the Caribbean and builds on the realities and comparative advantages of societies and branches as well as on the particular resource situation in the region.

Objective 3 To build on the existing team-spirit and team-work to achieve full commitment to shared objectives, the integrated programme approach and *Strategy 2010*.

The activities to achieve this objective are:

- Share the Caribbean situation reports with societies and branches.
- Promote the sharing of periodic and punctual reports between societies/branches.
- Organize bi-monthly Regional Delegation coordination meetings together with representatives of society/branch governance and management.

Management

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

The activities to achieve this objective are:

- Continue close monitoring of all Regional Delegation expenditure, also at country levels, with regard to approved budgets, available funding as well as to the needs of the most vulnerable. This will be carried out with the support of the Regional Finance Unit.
- Utilize the services of the Pan-American Disaster Response Unit (PADRU) to support the regional disaster preparedness programme as appropriate, and to strengthen or lead emergency relief activities as required.

- Contract a regional health delegate, who will support health activities both within the Caribbean and Central America.

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

The activities to achieve this objective are:

- Organize five sub-regional training sessions in fund-raising and in budget control for technical delegates and society/branch counterparts in 2001.
- Develop appropriate systems for mutual support in programme/project budget control in 2001.
- Ensure that the regional delegation finance manager conducts at least two support visits to four different societies/branches per quarter.

Objective 3 To ensure full compliance of Regional Delegation's and societies'/branches' activities with Federation policies, guidelines and procedures.

The activities to achieve this objective are:

- Use internet and e-mail to develop understanding for relevant Federation policies and guidelines among National Society, local branch and overseas branch leaders.
- Develop pages of the *Caribbean News* and of the Caribbean Red Cross website to enhance interest in and knowledge of Federation policies and guidelines as well as of good practice with regard to societies'/branches' own constitutions.

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

The activities to achieve this objective are:

- Establish clear reporting schedules and deadlines, and ensure that they are known, applied and adhered to.
- Promote the best narrative and financial reporting practice, internal control routines and external audits included, among societies and branches.
- Ensure that technical delegates give appropriate support to societies/branches with regard to their narrative and financial reports on Regional Delegation supported programmes.

Expected results

- Comprehensive country assistance strategies will have been developed for all national societies, and will be being implemented with support from national and regional resources as well as from at least three different Red Cross donors, the ICRC included, by the end of 2002.
- All Regional Delegation supported programmes, regional or national, have been developed and/or modified on the basis of the logical framework approach during the planning phase.
- Risk assessment techniques, including vulnerability and capacity analysis, are used by Caribbean Red Cross to set priorities
- Caribbean Red Cross organizational structures and operational systems are adapted to the realities of the countries and to the needs of the most vulnerable populations.
- The integrated approach to planning and programming is standard among the Caribbean Red Cross societies/branches.
- The Caribbean Red Cross is fully committed to Strategy 2010: Regional Delegation programmes and activities as well as societies'/branches' strategic plans, and capacity building and service programmes are compatible with the strategy.
- All the Caribbean Red Cross societies/branches have officially approved the Caribbean regional health strategy.
- Regional Delegation funding and expenditure are in balance, and the use of regionally available and national resources is efficient, cost-effective and economic.
- Caribbean Red Cross' daily practices and institutional change processes are fully compliant with the International Movement's principles, policies, guidelines and with their own society/branch constitutions.
- Regional Delegation periodic and circumstantial reporting is concise, correct and timely

Indicators

- Improved ability of the Santo Domingo Regional Delegation, National Societies and overseas branches to effectively carry out their mandates as part of a co-ordinated international system in the Caribbean and in the Americas.
- Strong coherence and unity in the Caribbean Red Cross.
- High level of integrity and transparency in the Regional Delegation, the National Societies and the overseas branches, generating confidence in supporters.
- Greater awareness of and compliance with humanitarian principles and norms.

Critical assumptions

- The majority of the societies/branches realize the potential in the Caribbean of the integrated approach to capacity building and programming, and become committed to the approach.
- The Caribbean will not be affected by more than two major national disasters or one regional disaster during 2001 and 2002.
- The respective governments will be sufficiently supportive of the Red Cross.
- The active involvement of and continuous support from National Society/branch leaders and staff.
- The availability of funding from Participating National Societies and potential donors.
- The economic relapse that the regions faces might create unforeseen resource constraints.
- The will to establish working relations with local organizations and volunteers with skills and experiences in the new programme areas as well as to accommodate new members and volunteers, and integrate them systematically into the organization.
- Resolution of integrity problems negatively affecting the Red Cross image.
- The Dominican Republic remains the main base of the delegation, but technical delegates continue to be posted out to several of the anglophone Caribbean Societies on a rotating basis (one to two years)
- Increasing understanding in the region of the need to learn to use tools developed in the region to identify the most vulnerable, and to continually assess their priority needs.
- The will in the region to adapt the local structures to meet these needs, in terms of internal structures and systems, to recruit volunteers from the most vulnerable communities and train them there, and to appoint the most competent technicians in staff positions.
- Continued strong Caribbean tradition of developing systems for the efficient sharing and exchange of sub-regional and regional resources.

Monitoring and Evaluation arrangements

The Santo Domingo Regional Delegation management team will monitor implementation and progress on a quarterly basis through assessments of objectives, performance indicators, expected results and results achieved.

Programme evaluations will be carried out on a yearly basis during the month of January, immediately after the closure of the hurricane season. Evaluation teams will be composed of one Federation senior delegate from another Regional Delegation, one senior representative of the Caribbean societies/branches, and one independent evaluator, who will be the team leader.

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PROGRAMME	DP	Health & services	Human values	IDRD	Coord. & mgt	Regional coop.	TOTAL
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0	0
Food & seeds	0	0	0	0	0	0	0
Water	0	0	0	0	0	0	0
Medical & first aid	0	7,500	0	0	0	0	7,500
Teaching materials	81,200	10,800	0	23,950	0	0	115,950
Utensils & tools	1,600	0	0	75,000	0	0	76,600
Other relief supplies	0	0	0	0	0	0	0
Sub total supplies	82,800	18,300	0	98,950	0	0	200,050
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	27,000	0	0	27,000
Computers & telecom	0	6,400	4,675	43,350	5,650	0	60,075
Medical equipment	0	0	0	0	0	0	0
Other capital expenses	0	3,000	0	21,900	1,000	0	25,900
Sub total capital	0	9,400	4,675	92,250	6,650	0	112,975
Programme management	69,761	72,964	30,275	72,426	27,070	27,421	299,917
Technical services	20,883	21,842	9,063	21,680	8,103	8,208	89,779
Professional services	23,159	24,222	10,051	24,043	8,987	9,103	99,565
Sub total programme support	113,803	119,027	49,389	118,149	44,161	44,732	489,261
Transport & storage	28,600	11,000	3,910	16,000	35,000	2,950	97,460
Personnel (delegates & expatriates)	268,104	224,150	126,650	373,750	123,000	37,600	1,153,254
Personnel (local staff)	264,879	126,000	26,350	106,117	126,000	130,180	779,526
Sub total personnel	532,983	350,150	153,000	479,867	249,000	167,780	1,932,780
Travel & related expenses	38,350	241,700	14,294	73,014	35,400	124,000	526,758
Information expenses	6,000	40,500	193,905	46,250	2,450	30,340	319,445
Expert fees	18,889	28,400	850	45,000	5,400	11,500	110,039
Admin. - general expenses	213,146	23,400	28,965	104,605	23,400	25,350	418,866
Training workshops / seminars	0	240,190	0	0	0	0	240,190
Sub total travel, training, general exp.	276,385	574,190	238,014	268,869	66,650	191,190	1,615,298
Total budget	1,034,571	1,082,067	448,988	1,074,085	401,461	406,652	4,447,824