

# Appeal 2002-2003



International Federation  
of Red Cross and Red Crescent Societies

## CARIBBEAN (Appeal 01.23/2002)

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

	2002 In CHF	2003 <sup>1</sup> In CHF
1. Disaster Preparedness & Response	1,244,270	1,205,618
2. Health and Care	522,360	506,854
3. Humanitarian Values	224,494	120,674
4. Organizational Development	860,225	870,225
5. Regional Cooperation	132,809	424,944
6. Coordination & Management	338,764	324,831
Total	3,322,922	3,453,146

## Introduction

### Regional Context

The countries of the Caribbean region are characterized by great variety in area, population and wealth, as well as rich cultural diversity and a broad spectrum of economic models. As an essentially archipelagic region, the Caribbean faces particular challenges in the fields of transportation communication, and economic integration. Many of the region's nations are small island states with limited resources and a particular vulnerability to natural disasters and sudden changes in the economic climate.



Additionally, like other regions of the globe, the Caribbean has felt the impact of significant geopolitical, economic, social, and climatic changes over recent years. The end of the cold war has reduced the strategic significance of the region, and the growth of economic conglomerates such as the North American Free Trade Area (NAFTA) has deprived countries in the region of some of their leverage in the marketing of products such as sugar and bananas, while leaving them vulnerable to the negative effects of global recession. Globalization has added its own pressures, while unemployment and poverty remain unabated.

<sup>1</sup> These are preliminary figures for 2003. and are subject to revision in the course of 2002.

Although the exponential growth in the tourist industry and the increasing facility of travel to the region have brought in their wake additional income, they have also resulted in the stresses associated with environmental degradation and the proliferation of disease and social problems. Climate change, and in particular the phenomena associated with global warming and the El Niño effect, has introduced a new severity and unpredictability to the weather in a zone already vulnerable to meteorological extremes. The increasingly deadly impact of the annual hurricane season reflects this. As in years such as 1998, when Hurricane George worked its way up the Caribbean island chain, and as in 2000, when Belize was devastated by hurricane Keith, storms can cost hundreds of lives and cause millions of dollars worth of damage. Apart from the regularly recurring disasters of the hurricane season, the region is also subject to unpredictable catastrophes such as earthquakes and volcanic eruption.

These external influences have impacted on a region rendered vulnerable by demographic pressures and, in some instances, entrenched poverty. The largest country in the region, Cuba, remains the subject of a trade embargo imposed by the United States with serious consequences for its economy and level of social development. Haiti, with a literacy rate of only 58 percent and a *per capita* annual income of USD 250, is the poorest nation in the Western Hemisphere. Throughout the region, rapid population growth has outpaced economic expansion, generating an influx of migrants to urban areas, as well as deforestation and pollution of air, water, and soil. Few of the states in the region are equipped to cope with the needs of a rapidly-aging population, only a small proportion of which has access to pensions.

With limited revenues available to governments, state-provided services such as communications, health, and education have suffered accordingly. There has also been a rapid growth of negative social phenomena such as drug-use and crime, and an explosive increase in the number of people infected with HIV/AIDS. The HIV/AIDS prevalence rate in the Caribbean is second only to that in sub-Saharan Africa, and the disease is now the major cause of death among men under the age of 45. Young people are particularly vulnerable not only to this threat, but to the personal dislocation and disorientation caused by the weakening of family ties and traditional ethical values. The proliferation of low-income communities in the vicinity of the region's capitals, the pressure on vital necessities such as drinking water, and the continuing stream of illegal migration, both within the region and toward the developed world, reflect these grim social realities.

In spite of courageous efforts by some governments in the region to address these issues and a growing sense of regional integration expressed through such organizations as the Caribbean Community (CARICOM) and the Association of Caribbean States (ACS), these economic pressures have inevitably resulted in political and social strains. Political tensions have been on the rise in countries such as Haiti and Guyana, and relations between states have also suffered as disputes arise over contentious issues such as migration, border demarcation, and access to resources. Migration has posed a particular problem for the small island states of CARICOM and the Dominican Republic, whose standards of living are generally higher than those of the more heavily-populated islands of the Western Caribbean. On a more local level, economic competition has heightened tensions between ethnic groups and fostered prejudice against groups and individuals seen as "outsiders" or as threats to the health and well-being of the host community. In addition to facing the challenges of survival, therefore, vulnerable communities in the Caribbean may also encounter discrimination and stigmatization. The whole range of these issues presents a challenge to the Red Cross Movement in the region.

### **Regional priorities**

The heterogeneous geographic, political, economic, historical and social map of the Caribbean region affects the level of development, size and number of Red Cross national societies. The Caribbean has one of the largest regional concentrations of Red Cross entities, consisting of 16 national societies and 16 overseas British, French, Netherlands and US Red Cross branches and committees, for a total population of about 35 million people. These Red Cross entities face varying realities and challenges. But despite their cultural, historical, linguistic and developmental diversity, there is a strong regional identity. The Red Cross in the Caribbean has held regular biennial meetings and in 1999 hosted the 16th Red Cross Inter-American Conference, which took place in the Dominican Republic. On that occasion, the Caribbean national societies and their counterparts from elsewhere in the region highlighted certain programmes for priority attention.

These included development of human and financial resources, disaster preparedness and prevention, youth programmes, and communication and networking.

By the beginning of 2001, the evolution of the situation in the Caribbean, which includes a continuing worsening of the impact of natural disasters and the explosive growth of HIV/AIDS infections, required a re-assessment of regional Red Cross priorities. The regional delegation was tasked with the development of a regional assistance strategy (RAS), which evolved in consultation with the national societies and in keeping with the Federation's Strategy 2010, conducted a survey involving both Caribbean national societies and non-regional national societies in order to establish Red Cross regional priorities. An evaluation of the overseas branches had been carried out previously.

The survey showed that the Caribbean national societies face new challenges but have limited experience, structure and resources with which to confront them. Traditionally focused on delivery of services such as first aid training, ambulances and blood banks, the Caribbean national societies, together with the Federation and non-regional national societies, have developed in recent years new and more focused regional and national programmes to better respond to the new social problems facing their communities, such as community based disaster preparedness (CBDP) and HIV/AIDS peer educators' programmes, both of which have had a positive impact at the institutional and community level, and both of which remain priorities. Nevertheless, the national societies are concerned about the sustainability of these community efforts and seek more support in this connection.

The survey also revealed that, financially, some national societies show a high level of dependency on external funding. Furthermore, the proliferation of non-governmental organizations (NGOs), the generally unfavourable economic context, and limited institutional structures have reduced Caribbean national societies' fundraising and income-generating impact. There is a clear understanding of the necessity of setting up new and more innovative fundraising activities, strengthening national society financial reporting systems, and developing new and more attractive social programmes to improve this situation. With regard to human resources, national societies responses showed that there is currently a limited base of volunteers, but the main issue concerns not only quantity but also quality and permanence, as well as finding ways to improve co-ordination, interaction and mutual understanding between professional staff and volunteers. In addition, the survey revealed the importance placed on strengthening the national society capacity to plan, manage, implement, and to evaluate their own strategic plans. At present, most of the Caribbean national societies need to update or to develop a national development plan.

Building on the responses to the survey, taking into account objective data concerning the situation in the region and applying the priorities identified in the Federation's Strategy 2010, the regional delegation elaborated a draft regional assistance strategy during early 2001. This document was distributed to all Red Cross entities in the region, including principal contributing national societies and the ICRC, in May 2001. It was subsequently debated at length at a series of working groups at the sixth Caribbean Red Cross biennial meeting (CRCBM) held in Trinidad in early June. The final plenary session of the meeting adopted the RAS unanimously, and the priority programmes, planned objectives and activities from that document form the basis for the contents of the present appeal.

### **Priority programmes for Federation assistance**

The overall goal of the Red Cross Movement in the Caribbean, as defined by the RAS, is to ensure that all Caribbean national societies achieve as many of the characteristics of a well-functioning national society as possible in order to meet more effectively the needs of the vulnerable. Furthermore, the regional delegation will assist national societies in the implementation of Strategy 2010, the Plan of Action of the 27th International Conference and the recommendations of the last Inter American Conference through the Santo Domingo Declaration. The Federation will, during 2002-2003, focus its assistance to national societies and branches in the Caribbean in the following areas:

**Promotion of humanitarian values** The Federation will work with national societies and overseas branches to raise the profile of the Movement in the Caribbean through the revival of the Red Cross Caribbean website and other communication tools, provision of standardized basic materials on the Movement's principles and

fundamental humanitarian values, support for advocacy activities on behalf of vulnerable groups, the sharing of successful media initiatives, training, and other technical inputs to promote effective information activities at the national level. Most major activities in this sector will be coordinated with the ICRC.

**Health and care in the community** The focus of this programme will be the Movement's ongoing efforts to stem the spread of HIV/AIDS in the Caribbean through intensive work in support of youth-oriented preventive programmes already being piloted by national societies and through further support for the Red Cross Caribbean Regional AIDS/HIV Network (CARAN). In addition, the Federation will work to strengthen links between the Movement and other regional bodies involved in confronting this crisis. The Federation will also seek to support, where appropriate, community-level health programmes, especially those intended to benefit extremely vulnerable communities such as Haitian migrants.

**Disaster preparedness and disaster response** The Federation will continue its support for community-based disaster preparedness (CBDP) programmes in several Caribbean states, and will also continue the provision of containerized relief supplies to selected national societies, possibly including Haiti. A major new initiative will be the selection and training of regional intervention teams. All activities in this sector will be undertaken in close collaboration with PADRU.

**Organizational development** In this sphere the Federation will focus at the regional level on training for national society staff and governance in planning, management, and doctrinal issues with a particular view to the preparation of national development plans. In addition, there will be an effort to support and strengthen the function and role of youth in Caribbean national societies and to promote fund-raising and revenue-generating capacities through information exchanges and training. Finally, special emphasis will be given to organizational development efforts in Cuba and Haiti, particularly through the promotion of branch development.

**Regional cooperation** The Federation will strengthen ties with the Caribbean Cooperation of the Red Cross (CCORC), especially in terms of monitoring the implementation of the RAS agreed upon at the Caribbean Red Cross biennial meeting (CRCBM) in 2001. Inputs will also be provided to the CCORC to strengthen its own functioning and the overseas branches. Committees will be further integrated into regional programming through a series of meetings and consultations, and the programme to recruit delegates from the region will be revitalized with a basic training course (BTC) that will take place in the region before the end of the appeal period.

**Coordination and management** The Federation will make initiatives in the region more efficient and effective by adhering closely to the priorities set in Strategy 2010, as further refined by the RAS, strengthening coordination with other Movement agencies in the region, including PADRU and the ICRC, and restructuring and streamlining the regional delegation to render it more cost-effective and responsive to the needs of Red Cross entities in the region.

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# 1. Disaster preparedness and disaster response

## Background and achievements/lessons to date

The Caribbean is subject to a wide variety of natural disasters, ranging from unpredictable events such as volcanic eruptions and earthquakes to seasonal phenomena, notably the annual hurricane season between June and November. Global meteorological changes, including new patterns of extreme weather, such as droughts and floods, and rising sea-levels pose a long-term threat. The small island states of the eastern Caribbean are particularly vulnerable because of their location directly on the inbound path of Atlantic hurricanes, the limited response capacity of each island alone, and narrowly-based economies. At the other geographical extreme, the relatively large states of the northwest Caribbean - Cuba, Jamaica, Haiti, and the Dominican Republic - harbour large vulnerable zones consisting of poverty-stricken communities living in marginal areas such as river-banks, urban slums, unstable hillsides, and flood-plains.

In recent years the Caribbean has been hit by devastating natural disasters. The hurricane season of 1998, for instance, was uncommonly severe; hurricane Georges in particular caused devastation from the Leeward Islands to Cuba. The volcanic eruption on Montserrat in 1995 virtually crippled the island, destroying its tourist trade and driving many of its inhabitants to leave permanently. In response to these and similar disasters, the regional delegation has since 1997 concentrated on developing national society capacity to respond effectively to disasters, focusing on community-level programmes. Since its inception, the programme has created a network of local Red Cross disaster committees across the region. Over one thousand community facilitators have been trained, local groups have prepared disaster plans, and the programme has achieved recognition from governments and the international community, as evidenced by the fact that in some Caribbean countries support for the programme is now being provided by the World Bank and the United States Agency for International Development (USAID).

In addition to this community-based initiative, the regional delegation has also provided basic relief supplies in containerized form to ten Caribbean states, and liaised closely with pan-regional institutions such as the Caribbean Disaster Emergency Response Agency (CDERA). Indeed, one of the lessons of recent years has been that, given the vulnerability and limited resources of some Caribbean states, regional cooperation and networking are of vital importance. The Federation's community-based disaster preparedness programme (CBDP) in the Caribbean has trained a small group of individuals capable of responding to cross-border disaster events.

In the next two years the regional delegation will reinforce these regional networks, drawing on the experience already gained in developing regional intervention teams in Central America. Relationships with regional bodies such as CDERA will be strengthened and formalized. In addition, the delegation will advocate for implementation of the plan of action of the 1999 international conference, encouraging governments and national societies to work toward strengthening national disaster preparedness plans and to lobby for access to international funding in the area of disaster preparedness.

Further progress will be made to sustain a disaster management module now being introduced, with Federation assistance, into the curriculum of a Caribbean academic institution; if successful, this could become a regional focus for disaster-related training, and a source of potential regional intervention team candidates. The groundwork already laid through the CBDP programme will be further extended, and the provision of containerized relief goods to national societies will continue.

Finally, in the realm of disaster response, the regional delegation will work closely with the Pan-American Disaster Response Unit (PADRU), which was set up in Panama in 2000 to reinforce Red Cross capacities in responding to disasters through specialized inputs in the fields of logistics, water and sanitation, relief management, and telecommunications.

**Goal** To improve the capacity of national societies, overseas branches and communities to prepare for, respond to and recover from disasters, and to firmly establish the Red Cross as an important player in the disaster management arena in the Caribbean.

## **Objectives and activities**

**Objective 1** By mid-2002, to develop a fifteen-person regional intervention team (RIT) capable of responding to disasters throughout the Caribbean, and to sustain a regional disaster management training module at a Caribbean academic institution.

Activities to reach this objective are:

- In close coordination with PADRU and the regional delegation for Central America, to develop training manuals and operational procedures and guidelines for the RITs by the end of the first quarter of 2002.
- In consultation with national societies and overseas branches, to select and screen potential RIT members by April 2002.
- To hold two training workshops for selected RIT members, utilizing inputs from PADRU and the Guatemala Regional Delegation by July 2002.
- To collaborate with CDERA to ensure country-level coordination of RIT response activities with regional norms and initiatives.
- To introduce a regional disaster management module into the curriculum through continuation of discussions with a local academic institution.
- Provision of material inputs to support the development of the disaster management module.

**Objective 2** Throughout the period covered by this appeal, to enhance the response capacity of national societies and overseas branches through the provision and secure stockage of basic relief items and equipment.

Activities to reach this objective are:

- Selection of two national societies or overseas branches per year as recipients of containerized relief and equipment stocks; in addition to the small island states, Haiti and the Dominican Republic will be considered for inclusion in this programme.
- Procurement of supplies and equipment according to Federation and SPHERE standards, utilizing the PADRU regional logistics unit (RLU) based in Panama, by April of each year.
- Delivery of containers to beneficiary national societies and branches prior to the onset of the hurricane seasons in 2002 and 2003.
- Training of national society and branch personnel in stock management in collaboration with the regional logistics unit within PADRU.
- Particular attention will be paid in Cuba to the branches and the communities affected by hurricane Michelle.

**Objective 3** By the end of 2002, to have maintained support for community-based disaster preparedness (CBDP) activities in at least six countries, including Cuba and Haiti; by the same period, to have assisted four national societies to develop and implement cost-effective, community-level disaster mitigation projects.

Activities to reach this objective are:

- Identification of national societies with requisite expertise and commitment to undertake further CBDP programming by end of the first quarter of 2002.
- In the case of Cuba, the holding of ongoing programme discussions with national society leadership to identify key areas for Federation support of current CBDP activities.
- In the case of Haiti, harmonization of programme inputs with branch development activities undertaken under the proposed consortium by mid-2002. See “organizational development” section of this appeal for further reference.
- Examination of projects proposed by national societies and branches, which will include analysis of project concept and viability.
- Mobilization of community resources and implementation of the programme beginning in early 2002.

## **Expected results**

- A Caribbean RIT will be in place, well-trained in Federation norms and procedures, recorded on a centralized database at PADRU, and available for responding to disasters throughout the region as part of an overall Federation/national society response mechanism.
- Disaster management will be taught as part of the curriculum of a Caribbean academic institution.
- Basic disaster material and equipment will be securely stockpiled in at least four additional national societies, possibly including Cuba, Haiti and the Dominican Republic, and will be effectively utilized in disaster response by national society staff.
- Four national societies will have completed at least one low-cost, community-level disaster mitigation project by the end of 2002, and community-based disaster preparedness activities will be continuing in Cuba and Haiti in the programmatic context specific to these two countries.

## **Indicators**

- A Caribbean RIT is maintained at a level of twenty persons participating regularly in Red Cross disaster response activities throughout the region and applying all Federation norms and standards by the end of 2003.
- A disaster management module at a local academic institution is fully developed and self-sustaining.
- Installation and security of relief stocks are verified, as well as their regular utilization in disaster response scenarios, with national society staff applying stock control and distribution norms according to Federation standards.
- At least four disaster mitigation projects are successfully implemented by each selected national society by the end of 2003; CBDP activities are ongoing in Cuba and in selected areas of Haiti.

## **Monitoring and evaluation arrangements**

- The regional disaster preparedness delegate will have the prime responsibility for monitoring this programme and will cover all aspects of the programme in a monthly report to the head of the regional delegation.
- Project progress will be monitored against defined indicators on a quarterly basis by the regional disaster preparedness delegate.
- Regular meetings will be held with stakeholders to ensure implementation of planned activities.
- National societies and overseas branches involved in this programme will be required to submit reports to the regional delegation at regular intervals.
- The regional disaster preparedness delegate will make regular field visits to monitor programme implementation.
- This programme, together with other regional delegation programmes, will be reviewed at regional delegation co-ordination meetings every six months.
- An internal evaluation by staff from the Federation Secretariat will take place at the beginning of 2003.
- A final evaluation by an external evaluator will be carried out in early 2004.

## **Critical assumptions**

- Donor support for the programme achieves a level sufficient to sustain two disaster preparedness delegates and simultaneously permit programme activities to take place.
- Caribbean Red Cross entities demonstrate commitment to the programme through full participation in the various components.
- Caribbean Red Cross staff participating in the programme remain with the national society concerned, ensuring that skills and information imparted are available to the Movement.
- A major natural or man-made disaster in the region does not unduly delay or disrupt the programme.

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## 2. Health and care in the community

### Background and achievements/lessons to date

The Caribbean region is suffering from the effects of globalization and economic slow-down, leading to increased levels of poverty and the concomitant problems associated with health care and education. In many countries within the region, common factors such as emigration from rural to urban settings, illegal settlements in environmentally fragile areas as well as inadequate housing and sanitation are leading to particularly high health risks related to HIV/AIDS, respiratory infections, diarrhoeal diseases and a high adolescent fertility rate. Regarding HIV/AIDS, the threat is particularly severe: the Caribbean has the second highest prevalence rate of the disease in the world after sub-Saharan Africa; the rate is 2.11 percent among adults.

The quality of health care services remains inadequate and does not respond to the needs of the poor. Given the essential need for improved health and social services in the region, the delegation will advocate for implementation of the plan of action of the 1999 international conference, whereby states and national societies committed to strengthen cooperation in order to improve the health status of the most vulnerable. 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. Of these, HIV/AIDS is already the leading cause of death among persons 15 to 44 years of age.

One of the most important areas of emphasis for prevention efforts must be and continues to be young people. Recognizing the intensity of the problem surrounding HIV/AIDS, the Red Cross Caribbean HIV/AIDS Network (CARAN) was established in 2000, to prevent the spread of HIV/AIDS and reduce its impact by designing, enhancing and implementing information, education and communication (IEC) intervention strategies with a special focus on youth. CARAN brings together a multidisciplinary group, comprised of professionals and experienced volunteers from Red Cross national societies, government organizations and non-governmental organizations from several Caribbean islands and territories to create and foster a system for the exchange of information, experiences and best practices among members, UN agencies and other national, regional and international organizations.

In April 2001, CARAN held its second regional meeting in the Dominican Republic, adding one branch and two national societies to the network, thereby bringing the total number of member countries to twelve. A five-year HIV/AIDS strategic framework for the region was developed and later approved during the Caribbean Red Cross Biennial Meeting (CRCBM) held in Trinidad and Tobago in May 2001.

With the support of the regional delegation and the CARAN secretariat, national societies in the region have now 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, conflict resolution and decision-making skills. Peer education materials that target the younger population have been developed and revised. Four national societies - Trinidad and Tobago, Jamaica, Bahamas and Guyana - have already trained approximately 160 youth volunteers as peer educators who are now conducting sessions at the community level. In addition, 22 people from the four countries have been trained to become instructor-trainers and are now training peer educators and conducting public awareness sessions.

In the area of community health, Red Cross resource limitations as well as increased governmental and NGO involvement has led to a more focused approach concentrating on those areas of activity in which the Red Cross has comparative advantage, expertise, and experience. For many of the national societies, this requires a shift from curative medicine to activities related to prevention and health in the community. In 2001, some national societies undertook community health activities by integrating a health component into disaster preparedness and response measures by implementing first aid activities focused more on the communities

themselves and through a renewed commitment to work in HIV/AIDS prevention, care, support and advocacy activities.

The regional delegation intends to focus its support in 2002 and 2003 on those national societies which are providing public health care activities to vulnerable communities, assisting them to further develop the areas of health promotion, prevention and care. Furthermore, special attention will be given to the problems associated with increased migration from Haiti into the Dominican Republic and Cuba. The Cuban Red Cross is currently running a camp for Haitian migrants in Guantanamo. The regional delegation will continue to address health as well as water and sanitation activities in target communities in Haiti, the Dominican Republic and Cuba.

In early 2001, a regional health delegate joined the regional delegation. He has been able to provide strategic advice and technical support to national societies and assist in the implementation of the community health and HIV/AIDS/youth projects in co-ordination with the regional youth and HIV/AIDS delegate.

**Goal** To strengthen the capacity of the Caribbean Red Cross national societies and overseas branches to educate, mobilize, advocate for, and deliver health and care, of appropriate scale and quality, to the most vulnerable and enable the target communities to reduce vulnerability and be prepared to respond to public health crises.

## **Objectives and activities**

**Objective 1** Throughout the two-year period covered by the present appeal, to develop and enhance Red Cross involvement in activities related to the HIV/AIDS epidemic in the realms of prevention, care and support, and advocacy.

Activities to reach this objective are:

- Promotion of youth HIV/AIDS peer education in the region using the adapted Jamaican Red Cross youth/AIDS model, aiming to mobilize and train 1,000 Red Cross volunteers and others, reaching 16,000 young people with age-appropriate information in all CARAN member countries.
- Continuation of the development and distribution of training and IEC materials.
- Development of strategies for evaluating the impact of the programme on peers reached, and utilization of this process to guide the development of the programme in CARAN member national societies and branches.
- Preparation of a cadre of trainers at the regional level for deployment in training activities in CARAN member countries.
- Organization of training opportunities for Red Cross volunteers in palliative techniques, psychosocial care, community-based first aid and counseling skills.
- Development of home-based care activities for people living with HIV/AIDS in the most-affected CARAN member countries.
- Advise clinics and hospitals in a referral system for People Living With HIV/AIDS (PLWHA).
- Design, support and evaluate anti-discrimination campaigns in at least 60 percent of CARAN member countries.
- Participate in advocacy activities at regional and international level using newsletters, the Internet and web-pages.
- Advocate for the implementation of the regional HIV/AIDS strategic framework in keeping with the priorities developed by CARAN, and develop specific HIV/AIDS country projects in at least 60 percent of all CARAN member territories.

**Objective 2** To integrate five additional national societies, including British and Netherlands Red Cross overseas branches, into CARAN, and to increase co-operation between the Red Cross and other major organizations within the region, thereby strengthening the overall capacity of the network.

Activities to reach this objective are:

- Increase the role and capacity of the CARAN secretariat through the provision of resources to include secretariat staff, including at least one part-time staff, office and communications equipment.
- Hold one network meeting and one technical training session per year.
- Sensitize contributing national societies to CARAN aims and activities and stimulate active participation of five additional national societies and/or overseas branches in the network.
- Research possibilities for sustainable fund-raising for projects at regional and national levels.
- Develop a stronger partnership with the Caribbean regional network of PLWHA.
- Continue strengthening networks among national societies and other NGOs, community-based organizations, and UN agencies such as PAHO, WHO, UNAIDS, and involve CARAN in the regional plan for HIV/AIDS developed by the member states of the Caribbean Community (CARICOM).

**Objective 3** To increase the capacity of the regional delegation and national societies to implement programmes, including community-based first aid (CBFA) and water and sanitation activities, in target countries and in line with Strategy 2010.

Activities to reach this objective are:

- Train national society staff counterparts and volunteers in the management and implementation of the regional Red Cross health and care programme and HIV/AIDS strategic framework activities.
- Provide technical assistance to national societies in the development of educative and preventive first aid projects, such as community-based and commercial first aid, in collaboration with disaster preparedness activities.
- Assist in the development of community-based health projects for the control of basic communicable diseases with a focus on diarrhoeal diseases, malaria, and dengue in connection with water and sanitation and disaster preparedness projects implemented by regional and non-regional national societies.
- Provide support to blood programmes in the promotion of voluntary, non-remunerated blood donation.
- Provide support to health promotion, disease prevention and first aid activities in at least five identified pilot areas.
- Purchase and pre-position emergency health kits in the Dominican Republic to deal with expected disease outbreaks and in preparation for emergency response.
- Produce and disseminate education and information materials on priority health topics to national societies.
- Participate in health baseline data studies of the capacity of Red Cross branches in three countries - Cuba, Dominican Republic and Haiti - and conduct mapping of pilot communities in order to implement activities with a focus on actual and potential migrants.
- Support national society efforts in providing water and sanitation inputs to selected communities.
- Establish contacts and coordination with national authorities, UN agencies, and NGOs working for Haitian migrants.

### **Expected results**

- By the end of 2002, 1,000 young people will have been trained as trainers and peer educators, reaching an additional 16,000 young people.
- Strategies will have been developed to evaluate the impact of peer education.
- Existing training materials will have been modified and new materials developed. Prevention activities focusing on the development and distribution of IEC materials as well as implementation of youth peer education will have been strengthened.
- By mid-2002, instructors will have been trained in all CARAN countries and will be training peer educators at the local level, utilizing revised training materials.
- By the end of 2003, strong advocacy campaigns will have been developed and implemented in at least 50 percent of CARAN member countries.
- The Red Cross regional HIV/AIDS strategic framework will have been implemented and monitored, with national societies taking a lead role in target communities in HIV/AIDS prevention, care, support, and advocacy activities.
- Youth peer education projects concerning HIV/AIDS will have been further evolved and implemented.
- By the end of 2002, improved communication and working mechanisms will be in place within the CARAN network.

- Regular working relationships will have been established between targeted societies or branches and regional intergovernmental and non-governmental organizations. Strategies for assisting in the CARICOM/UN task force plan will have been developed in collaboration with UNAIDS.
- By the end of 2003, five additional national societies and branches will have joined the CARAN network. Networking systems within CARAN will have been improved, and information tools such as newsletters and specialist web-pages developed and accessed regularly by regional and non-regional national societies and donors.
- National societies will be regularly assisting each other in assessment, monitoring, and evaluation of health programmes, and sharing health-related information, education, and communication materials.
- A stronger and active CARAN secretariat will be working with regional and non-regional national societies and UN bodies.
- By the end of 2002, national societies will have identified feasible and focused interventions which will have a significant impact on a specific public health problem.
- By the end of 2003, national societies will have more knowledge and increased technical skills in project development, leading to increased funding and partnership opportunities. National society first aid programmes will have been strengthened and utilized as both life-saving and income-generating operations.
- There will be an increase in national society knowledge and participation in CBFA, relief health activities, and promotion of voluntary, non-remunerated blood donation interventions.
- Good co-ordination and support will be in evidence with ministries of health, UN agencies, and other regional organizations such as CARICOM and REDOVH+ at regional level and in the field.

### **Indicators**

- A decrease of new cases of HIV/AIDS reported by UNAIDS, the Caribbean Epidemiology Centre and local ministries of health in areas where the Caribbean Red Cross is active.
- Successful implementation by targeted national societies and branches of HIV/AIDS peer education training courses.
- At least twenty trainers being used as a CARAN team in the region.
- An advocacy campaign launched in at least 50 percent of CARAN member countries.
- An increased knowledge of HIV/AIDS and sexually transmitted diseases, as well as marked behavioural changes in the target population and the overall population.
- Five additional Caribbean national societies or branches will have become members of the Red Cross Caribbean AIDS Network (CARAN).
- Two network meetings will have been implemented with the appropriate training courses as part of the agenda.
- Activities will be under implementation to support the CARICOM/UN task force regional strategic plan.
- The CARAN secretariat will be active with at least one part time staff.
- Caribbean Red Cross national societies will be represented on UN theme groups and task forces at national and regional levels.
- Country projects will have been developed in at least 50 percent of CARAN member territories.
- Positive feedback will have been received from national societies and partners on the quality of technical support provided by the regional delegation.
- The region as a whole will be implementing activities with a common approach and with an impact at the grassroots level, and a number of national societies will be implementing health projects at the community level.
- At least 50 percent of the national societies will be implementing the strategies developed at the regional level.
- At least 50 percent of the national societies will have finalized health operational plans by the end of 2003.
- Memoranda of understanding between the national societies and the Federation and partners such as CARICOM, contributing national societies, and UN agencies will be under implementation.

### **Monitoring and evaluation arrangements**

- The regional health delegate will have the prime responsibility for monitoring this programme and will cover all aspects of the programme in a monthly report to the head of the regional delegation.

- Project progress will be monitored against defined indicators on a quarterly basis by the regional health delegate.
- Regular meetings will be held with stakeholders to ensure implementation of planned activities.
- National societies and overseas branches involved in the programme will be required to submit reporting to the regional delegation at regular intervals.
- This programme, along with all other regional delegation programmes, will be reviewed at regional delegation coordination meetings every six months.
- An internal evaluation of the programme by staff from the Federation Secretariat will take place at the beginning of 2003.
- A final evaluation by an external evaluator will be carried out early in 2004.

**Critical assumptions**

- Donor support for the programme achieves a level sufficient to sustain the post of regional health delegate and simultaneously permit programme activities to take place.
- Caribbean Red Cross entities demonstrate commitment to the programme through full participation in the various components.
- Caribbean Red Cross staff participating in the programme remain with the national society concerned, ensuring that skills and information imparted are available to the Movement.
- A major natural or man-made disaster in the region does not unduly delay or disrupt the implementation of the programme.

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## 3. Fundamental Principles and humanitarian values

### Background and achievements/lessons to date

Efforts by the regional delegation to work with Caribbean national societies to promote humanitarian values in the region have, to date, focused on dissemination of the Fundamental Principles of the Movement, technical advice and support for image-building programmes targeted at specific countries. These activities have generally taken place within the context of other sectors of the Federation's overall regional programming. For instance, image-building has been associated with organizational development initiatives and technical inputs have related to the health and disaster preparedness programmes. Cooperation with the ICRC, which undertakes training and other activities in the context of its mandate to disseminate International Humanitarian Law (IHL), has so far not been systematic.

Although the promotion of humanitarian values was highlighted as a priority by the Santo Domingo Declaration issued at the close of the 16th Inter-American Conference in 1999 and is one of the core areas of the Strategy 2010, it has in the past proven difficult to identify resources to support specific information-related programmes in the Caribbean. As a result, the regional delegation has been unable to undertake many concrete initiatives. A further difficulty is the relatively small number of national societies in the Caribbean that employ specialized staff in the area of dissemination, communication, information, and marketing.

In spite of these obstacles, the need for the Movement in the Caribbean to be actively involved in the promotion of humanitarian values is undeniable. The disparity of standards of living among nations in the region, the high level of illegal migration, and the existence of easily-identifiable migrant communities, which are often the poorest sectors of the population, create a breeding-ground for prejudice and resentment. The tensions resulting from the stagnation of many national economies and the spreading criminality resulting from the international drug trade have raised levels of violence in many Caribbean states. Finally, as the Caribbean becomes the epicentre of the global HIV/AIDS epidemic in the Western Hemisphere, the need for the Red Cross to help defend those living with the virus from prejudice and ignorance is paramount.

These challenges and constraints were reflected in national society contributions in the drafting of the regional assistance strategy adopted in June 2001. In discussion at the CRCBM, emphasis was placed on proposed actions which would encourage behavioural change, enhance the profile of the Movement in the region, and step up the Red Cross advocacy role on behalf of vulnerable groups. In addition, the delegation will work to promote the implementation of the plan of action of the 1999 international conference, whereby states and national societies alike committed to enhance cooperation to promote tolerance, non-violence in the community and respect for cultural diversity.

**Goal** To encourage behavioural change by enhancing the profile, image and institutional identity of the Red Cross in the Caribbean, and to increase the Red Cross advocacy role on behalf of vulnerable groups.

### Objectives and activities

**Objective 1** By mid-2002, to revitalize region-wide communications tools, and utilize them to raise the profile of the Red Cross in the Caribbean, and to promote basic humanitarian values and the Fundamental Principles of the Movement, with active inputs from national societies and overseas branches.

Activities to reach this objective are:

- Inclusion of news and information from the Caribbean region in the Spanish-language website maintained by the Federation's regional delegation in Guatemala, from the beginning of 2002 onwards, pending the establishment of a Caribbean Red Cross website.

- Establishment of a Caribbean Red Cross website in English, French, and Spanish by mid-2002.
- Development and use by the end of 2002 of at least two further regional communications tools, such as newsletters and internet updates.

**Objective 2** By the end of 2002, to ensure the utilization by the Red Cross in the Caribbean of standardized basic materials on the Fundamental Principles and basic humanitarian values, and to facilitate the effective propagation region-wide of a common Movement message.

Activities to reach this objective are:

- Provision of standardized publicity material on the Fundamental Principles to all Caribbean national societies and overseas branches for use in dissemination activities related to all programmes, including development and disaster relief, by the end of 2002.
- Ongoing provision of technical advice to national societies and overseas branches on the production of material for the media with a view to the projection of a standardized image and achievement of maximum impact.
- Assistance to Red Cross entities in the Caribbean to take maximum advantage of key dates, such as Red Cross Day and World AIDS Day, to draw media attention to the work of the Red Cross throughout the region starting in the first quarter of 2002.
- Identification of successful initiatives in the information field by national societies and overseas branches in the region and their dissemination for use and replication as appropriate starting mid-2002.
- Closer collaboration with ICRC, beginning early 2002, on dissemination initiatives and publicity activities to ensure that an accurate image of the various components of the Movement is projected and that there is a broad understanding of the latest developments in relation to the emblem issue.

**Objective 3** By the end of 2002, to ensure that all Red Cross entities in the region are aware of the Federation's commitment to advocacy on behalf of vulnerable groups and are capable of incorporating such activities in their ongoing plans and programmes.

Activities to reach this objective are:

- Ongoing guidance to national societies and overseas branches on advocacy techniques and mechanisms through the regional information tools described under Objective 1 above.
- Dissemination of successful advocacy initiatives to Red Cross entities in the region in the same manner.
- Close cooperation among the regional information delegate, delegates and national society personnel responsible for sectoral programmes such as health and disaster preparedness to ensure inclusion of advocacy elements where appropriate.

**Objective 4** By the end of 2003, to have provided training, technical advice, and other inputs to at least four national societies in the region with a view to creating or enhancing sustainable and well-functioning specialized information or communications departments in these national societies.

Activities to reach this objective are:

- The selection of four national societies by mid-2002 to participate in training initiatives organized by the regional delegation or other components of the Movement.
- The holding of at least four training workshops, two per year, for national societies and overseas branch information and communication personnel by the end of 2003.
- Regular visits, probably once every four months from mid-2002, by the regional information delegate to each of the four selected Red Cross entities to provide additional technical input and advice.
- By the beginning of 2003 at the latest, specific planning sessions with each selected national society to ensure quality control and sustainability of the information function.

### **Expected results**

- Caribbean information will appear on the Guatemala regional delegation website by the beginning of 2002, a three-language Caribbean website will be functional by the end of 2002, and this website, along with two other regional communications tools, will be being sustained with regular input from national societies by the end of 2003.

- At least 50 percent of Caribbean Red Cross entities will be using standardized dissemination material in their programmes by the end of 2003.
- There will be systematic and region-wide media exploitation of at least two Red Cross events each year in 2002 and 2003, and at least three joint media actions with ICRC will have been undertaken by the end of 2003.
- A strong advocacy campaign will be developed concerning at least one vulnerable group, probably seropositive persons, and coordinated at the regional level with the participation of at least 50 percent of the Caribbean national societies by mid-2003.
- By the end of 2003, the quality and impact of national society media material will have been measurably enhanced; staff from at least eight national societies will have participated in training workshops in media relations and the promotion of humanitarian values, at least 30 percent of Caribbean national societies will be employing full-time information and communications staff, and at least eight innovative national society information programmes will have been shared with other national societies.

### **Indicators**

- Regular appearance of information from the Caribbean on the Guatemala regional delegation website from the beginning of 2002, existence of a functional and sustainable three-language Caribbean website by the end of 2002, and the existence and utilization by national societies of two other regional information tools by the end of 2003.
- Existence of standardized regional dissemination material and its utilization by at least 50 percent of Caribbean Red Cross entities by the end of 2003; four regional media campaigns and three joint media actions with the ICRC will have been undertaken by the same date.
- Launching of a strong regionally-coordinated advocacy campaign involving at least 50 percent of Caribbean national societies by mid-2003; positive impact of this campaign through legislation, relevant reaction in terms of programme development by government agencies and NGOs, and popular attitudes as measured by opinion polling.
- Improvement in the quality of national society media material by the end of 2003; eight national society staff will be employing new skills and techniques in media relations and the promotion of humanitarian values; at least eight innovative information programmes will be known to all Caribbean national societies, and full-time information and communications staff will be functioning in at least 30 percent of the Caribbean national societies.

### **Monitoring and evaluation arrangements**

- The regional information delegate will have the prime responsibility for monitoring this programme and will cover all aspects of the programme in a monthly report to the head of the regional delegation.
- Project progress will be monitored against defined indicators on a quarterly basis by the regional information delegate and the head of the regional delegation.
- Regular meetings will be held with stakeholders to ensure implementation of planned activities.
- National societies and overseas branches involved in the programme will be required to submit reports to the regional delegation at regular intervals.
- This programme, together with all other regional delegation programmes, will be reviewed at regional delegation coordination meetings every six months.
- An internal evaluation of the programme by staff from the Federation Secretariat, will take place at the beginning of 2003.
- A final evaluation by an external evaluator and using recognized polling techniques will be carried out in early 2004.

### **Critical assumptions**

- Donor support for the programme achieves a level sufficient to sustain the post of regional information delegate and simultaneously permit programme activities to take place.
- Caribbean Red Cross entities demonstrate commitment to the programme through full participation in its various components and recognition of the importance of dissemination and advocacy activities.
- Caribbean Red Cross staff participating in the programme remain with the national societies concerned, ensuring that skills and information imparted are available to the Movement.

- A major natural or man-made disaster in the region does not unduly delay or disrupt the implementation of the programme.

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## 4. Organizational development

### Background and achievements/lessons to date

In producing a coherent organizational development programme for the Caribbean, the Federation faces serious challenges. National societies in the region vary widely in their capacities, structures, and available resources, yet they function in a region with pressing social needs and a wide spectrum of vulnerabilities. In order to implement sectoral programmes such as disaster preparedness and health, a sound basic organizational groundwork is essential. The increasingly complex social context, the existing capacities of other social organizations, and the heightened level of societal and governmental expectations, require more efficiency and professionalism from the Red Cross.

In early 2001, as part of the process of formulating a regional assistance strategy, which is also noted in the “regional cooperation” section of this document, the regional delegation conducted a survey of the capacities and priorities of Red Cross entities in the region. The survey showed that the Caribbean national societies confront new challenges but have limited experience, structures and resources with which to face them. At the moment, the majority of the Caribbean national societies share two main concerns and priorities: the development of their financial and human resources.

Financially, some national societies show a high level of dependency on external funding. Furthermore, the proliferation of NGOs, the generally unfavourable economic context, and limited institutional structures have reduced Caribbean national societies’ fundraising and income-generating impact. There is a clear understanding of the necessity of setting up new and more innovative fundraising activities, strengthening national society financial reporting systems, and developing new and more attractive social programmes to improve this situation. As a practical example, the service delivery excellence programme supported by the American Red Cross and the regional delegation has proven effective in Grenada from 1998 to the present. As a result of changes in administration and guidance from the delegation over the last three years, the national society has developed more creative fund raising methods and image-building techniques. The sustainability demonstrated by the Grenada Red Cross has reduced by 50 percent the support needed for the third year of the programme. This model may serve to demonstrate continuity in capacity building to other national societies.

With regard to human resources, there is currently a limited base of volunteers, but the main issue is one not only of quantity but also of quality, permanence, and of finding ways to improve coordination, interaction and mutual understanding between professional staff and volunteers. One regional priority should therefore be to improve the systems by which national societies select, manage, evaluate, promote, retain and train human resources. Special attention should be given to increased involvement of youth volunteers and people from vulnerable communities.

National societies of the region, with the support of the regional delegation, 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. In early 2001 for the first time in five years, a regional youth officers’ meeting was held, resulting in the development of a regional youth policy. Peer education materials have been developed, modified and revised, which target persons from age 13 to 19 years. Youth activities will remain a priority, and the regional delegation will focus some of its national society human resource development efforts on youth promotion and the elaboration of a model regional volunteer and staff policy.

In addition, capacity-building activities with the national societies should be built around the strengthening of their ability to plan, manage, implement, as well as evaluate their own strategic plans. At present, most of the Caribbean national societies need to update or to develop a national development plan and approve more updated constitutions. During 2001, the national societies of Cuba and the Dominican Republic updated their

national development plans, and Barbados, Haiti and Trinidad and Tobago started the process of updating strategic documents. The capacity-building programme for the British Red Cross society's overseas branches has resulted in four of the six branches completing development plans for 2001 through 2003, as well as annual plans and budgets for 2001. Over the next two years, the regional delegation will continue supporting national societies in updating and development of national development plans and will pay special attention to improving national society planning and management skills.

During recent years, the region has proven vulnerable to integrity problems, in most cases due to governance and management issues. The regional delegation has worked, together with the ICRC, in assisting the national societies to attempt to solve integrity issues and institutional crisis situations in countries such as the Dominican Republic and Haiti, where the situation has perceptibly improved. However, these problems have absorbed much time and energy on the part of the regional delegation, and there is a clear necessity to take preventive measures to avoid new institutional crisis situations arising. The regional delegation will therefore collaborate with the ICRC in providing training to national society governing board members and management staff in Red Cross doctrine, governance and management issues, institutional self-assessment, strategic planning, and the elaboration of constitutional guidelines.

Among the Caribbean national societies, the Cuba and Haiti societies will receive particular assistance from the regional delegation in the realm of organizational development during the coming two years.

The Cuban Red Cross (CRC) has the largest constituency of all Caribbean national societies thanks to its 169 municipal and 14 provincial branches. Many are hampered by a lack of resources and inadequate infrastructure, weak response capacities, and a lack of training and communications equipment. During recent years, however, major disaster response operations have enabled the Cuban Red Cross to strengthen its image among the Cuban public and its role in society. Building on this momentum, the regional delegation has supported two key programmes with the national society: community-based disaster preparedness (CBDP) and capacity building. The first has greatly enhanced the role of the Cuban Red Cross in the eyes of the government and international organizations. The second has allowed the Cuban Red Cross to organize its human resources through a volunteer census, to develop an image and communication programme, to strengthen the life guard programme, which is one of the main activities of the national society, and finally, to support the national development plan process. In 2001, the national society received a grant from the Federation's capacity building fund to strengthen provincial branch capacities. The present appeal foresees a continuation of this programme which will focused on human resource development and image building.

In Haiti, the national society faces particular challenges. According to the 1999 UNDP Human Development Report, Haiti is the poorest country in the Western Hemisphere. Agricultural production declined sharply in the last decade, leaving the nation's population of eight million extremely vulnerable. Haiti is on the bottom of the regional list in terms of life expectancy, and literacy rates are around 50 percent. Due to ongoing political instability, many international donors have withdrawn their support. In these circumstances, and given the weakness of the government infrastructure, the role of organizations such as the Haitian National Red Cross Society is vital.

During the last two years, the Federation, the ICRC, and the Haitian National Red Cross Society have been involved in a concerted effort to reinforce the structures of the latter by providing training and helping to organize new elections at the branch level. Since mid-2001, the Haitian National Red Cross Society has had a new governing board and president, and the decision to embark on the national development plan process has been taken. The current appeal seeks to strengthen this organizational development process and facilitate Haitian National Red Cross Society programme planning and implementation. Special attention is paid to training the national society governing board.

The Haitian National Red Cross Society and the Netherlands Red Cross are currently successfully implementing a branch development project in four southern regions of Haiti. Building on this promising initiative, the Federation, the Netherlands Red Cross, and the Haitian National Red Cross Society propose to offer that other contributing national societies benefit from the earlier experience and undertake branch development activities elsewhere in the country. The Federation is considering with the Haitian National Red Cross Society the possibility of placing a delegate in Haiti to cooperate with the national society in 2002.

**Goal** The goal of this programme is to promote well-functioning national societies and overseas branches in the Caribbean which can therefore provide a more effective level of humanitarian assistance to vulnerable communities.

## **Objectives and activities**

**Objective 1** By the end of 2003, 10 among 16 national societies and four overseas branches will develop and implement quality programmes and projects according to specific national development plans.

Activities to reach this objective are:

- Harmonization of training material on planning and project management by mid-2002.
- Organization of one regional workshop per year on planning, project management and evaluation and of three national workshops in countries where a country assistance strategy is either fully developed or in progress.
- Throughout the period covered by this appeal, provision of technical assistance, training, and guidelines to those national societies seeking to develop or update their national development plans, starting with Haiti and Trinidad and Tobago.
- To ensure sharing of the results of the above process with other national societies as “case studies.”
- Revision, by the end of 2003, of the development plans of six overseas branches of the British Red Cross, according to model procedures developed by the regional delegation.
- Distribution of pre-assessment questionnaires for overseas branches followed by two-day workshops, thus aligning their review process with that of the national societies in the region.

**Objective 2** Before the end of 2003, to contribute to the maintenance of the integrity and smooth functioning of Caribbean national societies by increasing the level of knowledge of at least 30 percent of the governing board members of each national society about the Movement as a whole and their own specific responsibilities.

Activities to reach this objective are:

- Provision, in collaboration with the ICRC, of a two-day workshop for each national society governance and management body by the end of 2003, covering policies, guidelines, the Fundamental Principles, characteristics of a well-functioning national society, and governance and management practices.
- Facilitation of the national societies’ access to statutory documents and Federation policies and guidelines, and their dissemination throughout the region as needed.
- Provision of technical assistance and training to national societies to revise and update their legal base as needed and on request, starting with the Barbados Red Cross Society and the Trinidad and Tobago Red Cross Society.
- Systematic sharing of the results of the above process with other national societies as case studies.
- By the end of 2002, to have drafted a model volunteer and staff policy for national societies and branches in the region in collaboration with a group of selected national societies and branches.

**Objective 3** To revitalize and build the sustainable capacity of the youth departments of nine national societies and three British Red Cross overseas branches by the end of 2003.

Activities to reach this objective are:

- Conducting one regional youth leadership training course each year, and promoting the participation of youth volunteers of Spanish-speaking countries in leadership training organized outside the region.
- Follow up, throughout the period covered by this appeal, on the implementation of the regional youth policy, and provide technical support in revising and developing country youth policies in at least 60 percent of national societies and overseas branches by the end of 2003.
- Develop, throughout the period covered by this appeal, strategies and activities that seek to recruit Red Cross youth and integrate them in national society programmes such as disaster preparedness and community health, particularly in the context of the HIV/AIDS epidemic.

**Objective 4** To promote, by the end of 2003, the capacity of selected national societies to raise funds at the national level.

Activities to reach this objective are:

- Conducting one regional workshop on fund-raising and resource development before the end of 2002.
- Conducting assessment missions and programme analysis to assist in the selection of at least two national societies as beneficiaries of the programme by mid-2002.
- Signature of memoranda of understanding with the national societies in question, development of plans of action, and organization in each case of a corporate advisory committee to assist implementation of the programme, involving all stakeholders, by the third quarter of 2002.
- Development of training programmes for volunteers and staff engaged in programme implementation, with technical inputs from the regional delegation, by the end of 2002.
- Full implementation of programme activities from the beginning of 2003 onwards.

**Objective 5** To reinforce, by the end of 2003, the capacity of the Cuban Red Cross provincial and municipal branches to meet the needs of the most vulnerable, and to enhance the Cuban Red Cross's public image as an independent institution.

Activities to reach this objective are:

- Identification of equipment and repair needs of selected branches.
- Completion of e-mail facility installation in selected regional branches.
- Elaboration, by the end of 2002, of an updated Cuban Red Cross first aid manual and volunteers' basic training manual for branch activities.
- Organization of three national-level workshops on volunteering, planning, and project management and communication before the end of 2002, and a further three on issues identified according to national development plan priorities by the end of 2003.
- Support for a general publicity campaign aimed at raising and enhancing the profile of the Cuban Red Cross before the end of 2002.

**Objective 6** To strengthen the capacity of the Haitian National Red Cross Society to assist the vulnerable in Haiti.

Activities to reach this objective are:

- Assistance to the Haitian National Red Cross Society to elaborate a national development plan reflecting national needs and national society capacities by mid-2002.
- Technical assistance and training for both staff and governance personnel to improve financial procedures, management structures, and staff capacities.
- Provision of some limited equipment inputs to Haitian National Red Cross Society headquarters.
- Material and technical support to the proposed consortium on branch development with the Netherlands Red Cross as lead agency.

### **Expected results**

- Six national societies will have updated their national development plans, and a further three will have drafted national development plans.
- The average quality of national society and branch programmes, projects and reports will have improved perceptibly, resulting in increased support from donors.
- All Caribbean national societies will have at least two volunteers or salaried staff members formally trained in project planning, monitoring, evaluation, assessment and management.
- Revision of national society constitutions will have been initiated where necessary with advice from the regional delegation.
- Twenty percent of the membership of each of the 16 Caribbean national societies' governing boards will have achieved a better understanding of good governance and of the distinction between governance and management functions. Forty percent of Caribbean national society governing board members will have been trained in overall Movement principles and practice.

- Integrity issues negatively affecting Caribbean national societies will have been reduced by a factor of 50 percent compared with the period from 2000 to 2001. A model volunteer and staff policy for national societies and overseas branches will have been approved at the next Caribbean Red Cross biennial meeting in April 2003.
- By the end of 2002, 25 percent of national societies and overseas branches will have developed and implemented national youth policies and will see a 10 percent increase in their volunteer base.
- Red Cross youth structures with sustainable activities will have been developed in eight national societies and in two overseas branches by the end of 2002, and in an additional five national societies and two branches by the end of 2003.
- Youth leadership will have been developed in the targeted national societies and active youth officers will have been appointed in 60 percent of national societies and branches by the end of 2002.
- Sixty percent of national societies will have active youth representation on their national executive committees by the end of 2003.
- By the end of 2003, 50 percent of national societies in the Caribbean will have set up new and more innovative fund-raising and income-generating activities.
- At least two national societies will have succeeded in replicating income-generating programmes pioneered elsewhere in the region, with consequent enhancement of the image of the Red Cross in the respective communities.
- By the end of 2002, the Cuban Red Cross branch network will have been significantly strengthened and developed, with selected branches having received material inputs.
- By mid-2003, the number of persons accurately aware of the Cuban Red Cross and its role will have increased by 25 percent in relation to the end of 2001, and by the end of the year the national society will have achieved better collaboration with the authorities at the local level.
- By the end of 2003, the volume of activities and the number of active volunteers will have increased by 10 percent in selected branches, in comparison with end-of-2001 statistics.
- The national society communication and information strategy will have been updated during each year of the appeal period, and personnel in selected branches will have received adequate training to permit them to communicate accurately the Red Cross image and messages.
- By mid-2002, each department of the Haitian National Red Cross Society headquarters will have developed a consistent national programme, which will be understood and be under implementation at the branch level. By the same date, the leadership of the headquarters departments will be operating as a team, and the level of understanding of Red Cross issues at the governance level will have been enhanced.
- By the end of 2002, the branch-development programme will be fully operational with new non-regional national society partners, and by the end of 2003 branch development programmes will be implemented in all regions.

### **Indicators**

- Using end-of-2001 figures as baseline data, a measurable increase will have been recorded in the number of new national development plans initiated or completed, the number of national societies that have carried out self-assessments, the number of active programmes in each national society receiving donor support, the level of retention of trained national society staff and volunteers, and the adherence of national society programming for the priorities set out in Strategy 2010.
- Using end-of-2001 figures as baseline data, a measurable increase will have been recorded in the number of training activities for national society governance personnel, the number of national societies which will have initiated or completed a revision in their legal base, the number of volunteers at the decision-making level in prioritized national society structures, the level of participation of governance members in various ongoing national society activities, and the reduction of the incidence of integrity problems by 50 percent.
- The Caribbean Red Cross youth policy will have been implemented and will have influenced the revision and development of national policies in at least 50 percent of national societies and overseas branches; the same entities will have experienced a 10 percent increase in their youth volunteer base, compared with end-of-2001 baseline data.
- Active youth officers will have been appointed in at least 60 percent of national societies and overseas branches by the end of 2002, and the same percentage will have youth leaders in their national executive committees.

- Baseline income indicators from the end of 2001 will have increased in targeted national societies by 20 percent by the end of 2003, and revenue generation programmes will have been successfully implemented.
- Budget size, donor contributions, volunteer and staff numbers will have increased.
- The number of volunteers involved at decision-making levels in the prioritized national societies will have increased.
- The following parameters will be useful in judging programme performance of the Cuban Red Cross:
  - The number of branch offices refurbished
  - The number of training courses organized and the number of participants
  - The level of contact between the Cuban Red Cross and other actors
  - The number and accuracy of appearances of the Cuban Red Cross in the mass media
  - Better understanding of the role of the national society, as evidenced by standard polling techniques, and in comparison with the situation in 2001
- The following parameters will be used in assessing programme performance of the Haitian National Red Cross Society:
  - The overall number and quality of programmes developed by the Haitian National Red Cross Society
  - The number of branches benefiting from the branch development programme
  - The frequency and level of contact between branches and headquarters
  - The number of new partners joining the branch development consortium
  - The general level of support for the consortium

### **Monitoring and evaluation arrangements**

- The regional organizational development delegate will have the prime responsibility for monitoring this programme and will cover all aspects of this programme in a monthly report to the head of the regional delegation.
- Project progress will be monitored against defined indicators on a quarterly basis by the regional organizational development delegate.
- Regular meetings will be held with stakeholders to ensure implementation of planned activities.
- National societies and overseas branches involved in the programme will be required to submit reports to the regional delegation at regular intervals.
- This programme, together with all other regional delegation programmes, will be reviewed at regional delegation coordination meetings every six months.
- An internal evaluation of the programme by staff from the Federation Secretariat will take place at the beginning of 2003.
- A final evaluation by an external evaluator will be carried out in early 2004.

### **Critical assumptions**

- Donor support for the programme achieves a level sufficient to sustain the post for a regional organizational development delegate and simultaneously permit programme activities to take place.
- Caribbean Red Cross entities, particularly at the governance and management levels, demonstrate commitment to the programme through full participation in its various components and recognition of the importance of organizational development issues.
- Caribbean Red Cross staff participating in the programme remain with the national society concerned, ensuring that skills and information imparted are available to the Movement.
- A major natural or man-made disaster in the region does not unduly delay or disrupt the implementation of the programme.
- Governments within the region respect the integrity of the Red Cross Movement.

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## 5. Regional cooperation

### Background and achievements/lessons to date

In the Caribbean, a region of diverse nation states, many of them small island nations with extremely limited human and material resources, the concept of “working together effectively” as embodied in the third strategic direction of the Strategy 2010 is of vital importance. This was likewise recognized by the Caribbean national societies and overseas branches, which underlined the need to develop networks in the region to make better use of human and material resources in their Santo Domingo Declaration of 1999. The Federation, through its Caribbean regional delegation, has sought to promote this objective in a variety of ways.

On the programme level, networks have been developed in the health sector to coordinate the Red Cross regional response to the challenge posed by the HIV/AIDS epidemic, and this appeal likewise includes plans for the training of regional intervention teams in disaster response and the sharing of knowledge and experience through systematized information exchange. A start has also been made in promoting the recruitment of delegates from the region, with training workshops for national societies in the process of candidate selection for basic training courses (BTC) having been held in Guatemala in April 1999 and in the Dominican Republic in November 1999. These initiatives will be followed up in the present appeal. Sector-specific networking activities are dealt with in the relevant specialized sections of this document.

Additionally, the Federation has, during 2001, pursued an intentionally inclusive and participatory course in the preparation and refinement of the Caribbean’s first Regional Assistance Strategy (RAS). As described in the regional introduction to this appeal, all stakeholders (national societies, overseas branches, PNS with an interest in the region, and the ICRC) were canvassed by the regional delegation in early 2001 to elicit their views on the priority issues to be addressed by the Movement within the region, within the context of the Federation’s *Strategy 2010*. The inputs from this process were used to draft a Regional Assistance Strategy document covering the period 2002 to 2005, which was unanimously adopted at the Sixth Caribbean Red Cross Biennial Meeting (CRCBM) in Trinidad in early June 2001. The combined contributions of the Red Cross in the Caribbean, as reflected in that document, have been used in the drafting of this appeal.

Finally, an important aim of the present appeal is to continue support to the Caribbean Cooperation of the Red Cross (CCORC), the consultative body of the Movement within the region. This organization, although created in 1995, is still at a gestational stage, and is seeking to reinforce its networking mechanism to promote the exchange of resources, ideas, initiatives, and expertise among the various Caribbean Red Cross entities, and to work with the regional delegation in monitoring the implementation of the Regional Assistance Strategy, linking it to the whole Americas cooperation body, CORI.

**Goal** To ensure that the Red Cross in the Caribbean makes maximum use of the linkages and resources available in the region, both within and beyond the Red Cross Movement, to the purpose of both institutional development and service provision.

### Objectives and activities

**Objective 1** Throughout the two-year period covered by the present appeal, to maintain the momentum established by the process of RAS development during 2001, and to ensure that all Movement stakeholders in the region are involved in the process of review and further refinement of Federation strategies.

Activities planned to achieve objective 1 are:

- Creation of a RAS monitoring group involving RD personnel and CCORC representatives, and the holding of six-monthly meetings of this group to oversee the implementation of the RAS.
- Close collaboration with the ICRC, to ensure that the Federation and Caribbean Red Cross entities are able to participate fully in the Caribbean regional meeting likely to be organized by the ICRC in mid-2002.

- Facilitating the holding of the Seventh Caribbean Red Cross Biennial Meeting in Santiago, Chile, in April 2003 (at the same time as the Inter-American Conference).
- Support the Caribbean national societies in the preparation of the next Inter-American Conference, the implementation of the Plan of Action, and the participation of Caribbean representatives in CORI (Inter-American Regional Committee).

**Objective 2** By the end of 2002, to have achieved a perceptible strengthening of the CCORC, to permit it to play a more proactive role in fostering regional cooperation amongst the various elements of the Movement.

Activities planned to achieve objective 2 are:

- Provision of a consultant to assist in the development of the CCORC, including fulfillment of its monitoring role (see above) and preparation for governance functions within the Movement.
- By mid-2002, provision of inputs for a functioning secretariat for the CCORC.
- By mid-2002, initiation of a series of regular meetings and consultations between the CCORC leadership and the regional delegation.

**Objective 3** Throughout the two-year period covered by the present appeal, to further promote the integration of Red Cross overseas branches in the Caribbean into regional consultative mechanisms and programmes.

Activities planned to achieve objective 3 are:

- Throughout the period covered by the appeal, to maintain a delegate attached to the regional delegation part of whose mandate will be to ensure that the needs and interests of the overseas branches are recognized and met by Federation regional programmes.
- Ensuring that the overseas branches are enabled to participate in relevant regional gatherings.

**Objective 4** By the end of 2002, to have revitalized the programme for the regional recruitment of delegates; by the end of 2003, to have identified and trained up to ten delegates from the region for deployment on Federation missions, in the region and elsewhere.

Activities planned to achieve objective 4

- By mid-2002, to have followed up with national societies in the region to ensure that they remain capable of implementing the procedures for the identification of candidates for a regional BTC.
- By the end of 2002, to have completed the planning process for the carrying out of a regional BTC.
- By mid 2003, to have selected candidates for such a BTC, to have held the course, and to have trained up to 15 potential delegates from the region in Federation procedures and methods.

### **Expected results by the end of 2003**

- Fully functional monitoring of the implementation of the Caribbean RAS by the joint CCORC/Federation monitoring group, and full participation of all Caribbean Red Cross entities, PNS, and other stakeholders in debate on the RAS and other regional topics at regional meetings in 2002 and 2003.
- An effective CCORC secretariat will be in operation by mid-2002, and regular scheduled interaction between the CCORC and the regional delegation will be institutionalized by the same date, with growing CCORC “ownership” of regional programmes.
- All overseas branches and committees share fully in Red Cross planning and programming in the region by the end of 2003.
- By the end of 2003, a regional basic training course will have been held and a minimum of 15 candidates trained.

### **Indicators**

- Effective dialogue and input by CCORC into monitoring and further refinement of the Caribbean RAS, from early 2002, and an enhanced level of debate and discussion on regional strategic issues at regional meetings in 2002 and 2003, resulting in more widespread acceptance of RAS rationales and objectives by all Red Cross entities in the region.
- Growing frequency and depth of CCORC involvement in regional strategic planning and decision-making by the end of 2003.

- Specific involvement of all overseas branches and committees in all regional programmes by the end of 2003.
- Participation of a majority of Caribbean national societies in the regional delegation recruitment process by the end of 2002, with at least 15 potential candidates from the region trained by the end of 2003.

### **Monitoring and evaluation arrangements**

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

- The head of the regional delegation will have the prime responsibility for monitoring this programme, and will cover all aspects of the programme in a monthly report to the Americas Department and to the CCORC.
- Project progress will be monitored against defined indicators on a quarterly basis, by the head of the regional delegation.
- Regular meetings will be held with the CCORC and other stakeholders to ensure implementation of planned activities.
- This programme, together with all other regional delegation programmes, will be reviewed at RD coordination meetings every six months.

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

- An internal evaluation of the programme by staff from the Federation Secretariat, will take place at the beginning of 2003.
- A final evaluation by an external evaluator will be carried out in early 2004.

### **Critical assumptions**

- Donor support for the programme achieves a level sufficient to support the implementation of programme activities.
- CCORC and other Caribbean Red Cross entities demonstrate commitment to the programme through full participation in its various components.
- CCORC staffing and governance acquire a level of stability sufficient to ensure continuity of interaction with the Federation on programme implementation.
- A major natural or man-made disaster in the region does not unduly delay or disrupt the implementation of the programme.

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## 6. Coordination and Management

### Background and achievements to date

In striving to fulfill its mandate to assist the national societies and overseas branches in the Caribbean to meet the needs of the most vulnerable, the regional delegation must take account of the complexities of the region in which it works. Although there are 16 national societies in the Caribbean, the bulk of the region's population is located in just three countries in the western Caribbean - Cuba, Haiti, and the Dominican Republic - which are culturally and linguistically distinct from the remainder. These three nations face daunting problems of mass poverty and vulnerability, yet their largely anglophone neighbours to the east are also extremely vulnerable, lying as they do along the hurricane belt. With logistics and communications complicated by the archipelagic nature of the region, the regional delegation has tried to adapt its structure and organization so as to cover both of these geographical and cultural zones.

Since 1998, the headquarters of the regional delegation has been based in Santo Domingo. The Federation also maintains an office in Haiti, which supports a branch-development consortium managed by the Netherlands Red Cross. In late 2000, in an attempt to provide more direct support to national societies in the Eastern Caribbean, four delegates from the Santo Domingo headquarters were relocated to Grenada, St. Kitts and Nevis, and Antigua and Barbuda. This initiative proved only marginally successful, and by mid-2001 it was clear that a restructuring of the delegation into two main "bases", one in the east of the region and one in the west, might answer the needs of effective coordination and communication more adequately. It is therefore proposed to implement this model by mid-2002, with specialized delegates in each of the *Strategy 2010* core areas located in Santo Domingo and (probably) Trinidad. Simultaneously, in view of resource constraints, the overall number of delegates in the region will be reduced by approximately 40%, with more use being made of locally-recruited personnel, staff-on-loan from national societies in the region, and the services of pan-regional bodies such as the Guatemala-based regional finance unit (RFU) and regional reporting delegate, and the Pan-American disaster response unit, (PADRU), located in Panama. Relations and coordination with the ICRC and with bilateral programmes in the region will also be strengthened. The intention is to "do more with less" by reducing overhead costs and simultaneously tightening up financial management, reporting, and coordination mechanisms in the delegation.

As mentioned in the section of this appeal dealing with regional cooperation, this move coincides with a concerted attempt by the regional delegation to ensure that its programming is in keeping with the needs and capacities of all Red Cross entities in the region through the elaboration of an inclusive Regional Assistance Strategy (RAS), in partnership and consultation with all stakeholders. This document was endorsed by the Sixth Caribbean Red Cross Biennial Meeting (CRCBM) in June 2001, and its implementation will be monitored by the regional delegation and the Caribbean Cooperation of the Red Cross (CCORC). The RAS in turn contained criteria for carrying the strategic planning process down to the country level, by establishing criteria for the selection of countries on which Country Assistance Strategies (CAS) will be developed as a matter of priority. The original intention, when the appeal for 2001-2002 was drafted, was to develop CAS for all countries in the Caribbean by the end of 2002. However, this is clearly an unrealistic goal, and it is indeed questionable whether the CAS process is appropriate for some national societies, given the restrained scale of the programmes involved. Nonetheless, the Federation hopes to carry out the CAS process with at least four national societies in the region by the end of 2002 - Cuba, the Dominican Republic, Haiti, and Grenada - and will explore the feasibility of developing CAS for several other countries during 2003.

**Goal** To ensure that the Federation, in particular through its regional delegation for the Caribbean, fulfills efficiently and effectively its task of assisting the Red Cross entities in the region to achieve their institutional and programmatic goals, in line with *Strategy 2010*.

### Objectives and activities

**Objective 1** By mid-2002, to ensure that the RAS process is established as the guiding principle of Federation programming in the region, and that steady progress is being made in carrying the strategic planning mechanism down to country level.

Activities planned to achieve objective 1 are:

- Utilization of the RAS as a key planning template for all Federation programming in the Caribbean region, starting not later than the beginning of 2002.
- Development of Country Assistance Strategies in at least four Caribbean countries by the end of 2002, and in a further four by the end of 2003.

**Objective 2** Throughout the period covered by this appeal, to strengthen coordination between the regional delegation and other Movement agencies in the region, including the Guatemala regional delegation, PADRU, bilateral programmes, and the ICRC.

Activities planned to achieve objective 2 are:

- Organization of regular consultation and coordination meetings with the regional delegation for central America in Guatemala, PADRU, bilateral programmes, and the ICRC, beginning by mid-2002 at the latest, and continuing throughout the period covered by this appeal.
- Harmonization of regional delegation programmes and those of other Movement stakeholders active in the region to ensure optimum use of resources.

**Objective 3** By mid-2002, restructuring and rationalization of the regional delegation to ensure efficient and effective support to all national societies and overseas branches, wherever located in the Caribbean region.

Activities planned to achieve objective 3 are:

- By mid-2002, reduction in the number of expatriate delegates by approximately 40%, and increasing use of human resources from within the region in the management and implementation of regional programmes.
- Maintenance of the Federation offices in Haiti and the Dominican Republic, and the establishment of a Federation office for the Eastern Caribbean, probably based in Trinidad, by mid-2002.

**Objective 4** By the end of 2002 at the latest, implementation of efficient and transparent planning, management, and reporting systems at the regional delegation, in conformity with standard Federation procedures.

Activities planned to achieve objective 4 are:

- Revision, streamlining, and simplification of regional delegation management and financial systems by mid-2002 at the latest.
- Systematic reduction in regional delegation overheads by the end of 2002, to render its operations more efficient and cost-effective.

### **Expected Results by the end of 2003**

- By the end of 2002, the RAS and CAS planning mechanisms will be firmly established and regionally accepted as the premier strategic planning tool by all Red Cross entities in the region.
- Integrated planning and programme implementation involving the majority of international Red Cross stakeholders in the region (the regional delegations, PADRU, bilateral partners, the ICRC) will be the norm by the end of 2003.
- A more compact and effective regional delegation, with offices in both the eastern and western zones of the region, will be operational by mid-2002.
- The regional delegation will have significantly improved the speed and effectiveness of its services to national societies and overseas branches, and of its fulfillment of reporting obligations to donors, by the end of 2002.

### **Indicators**

- The Regional Assistance Strategy will have been refined and sustained to the end of the current appeal period; Country Assistance Strategies will have been developed and updated on 50% of the countries in the Caribbean by the end of 2003.
- Bilateral representatives will be participating regularly in all RD coordination meetings by mid-2002; scheduled consultations with other regional delegations, PADRU, and the ICRC will be taking place on a regular basis by the end of 2002.
- Regional Delegation delegate numbers will have been reduced by 40% by mid-2002, and replaced, where appropriate, by human resources from the region.
- Regional Delegation overheads will have been reduced by 50% by the end of 2003; an office in the eastern Caribbean will be fully functional by mid-2002.
- The regional delegation will be replying to all contacts from other Red Cross stakeholders within the region within 24 hours by the end of 2002; all donor reporting requirements will be met within the deadlines by mid-2002; all internal Federation reporting deadlines will be met on time by mid-2002.

### **Monitoring and evaluation arrangements**

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

- The head of the regional delegation will have the prime responsibility for monitoring this programme, and will cover all aspects of the programme in a monthly report to the Americas Department.
- Project progress will be monitored against defined indicators on a quarterly basis, by the head of the regional delegation.
- Regular meetings will be held with regional delegation delegates and staff to ensure implementation of planned activities.
- This programme, together with all other regional delegation programmes, will be reviewed at RD coordination meetings every six months.

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

- An internal evaluation of the programme by staff from the Federation Secretariat will take place at the beginning of 2003.
- A final evaluation by an external evaluator will be carried out in early 2004.

### **Critical Assumptions**

- Donor support for the programme achieves a level sufficient to support the implementation of programme activities.
- National societies in the Caribbean remain committed to the RAS and CAS strategic planning process, and adhere to Federation priorities as established in *Strategy 2010*.
- Bilateral programme managers and the ICRC leadership in the region remain open to the concept and practice of harmonization of programmes with the Federation.
- The Federation receives the necessary NS and governmental cooperation to enable it to open an office in the eastern Caribbean.
- The Federation is able to identify, recruit, and retain adequately qualified delegates and local personnel to staff its offices in the region.
- A major natural or man-made disaster in the region does not unduly delay or disrupt the implementation of the programme.

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<b>PROGRAMME BUDGETS - 2002</b>								
Caribbean Regional Delegation								
<b>PROGRAMME</b>	<b>Disaster Response</b>	<b>Disaster Preparedness</b>	<b>Health &amp; Care</b>	<b>Human Values</b>	<b>IDRD</b>	<b>Reg. Co-operation</b>	<b>Co-ord. &amp; Mgmt</b>	<b>TOTAL</b>
Shelter & Construction	0	0	15'800	0	45'000	0	0	60'800
Clothing & Textiles	0	0	0	0	0	0	0	0
Food & Seeds	0	0	0	0	0	0	0	0
Water	0	0	0	0	0	0	0	0
Medical & 1st Aid	0	145'000	8'000	0	15'000	0	0	168'000
Teaching Materials	0	0	0	0	9'500	0	0	9'500
Ustensils & Tools	0	0	0	0	15'000	0	0	15'000
Other Relief Supplies	0	228'900	0	0	0	0	0	228'900
<b>Subtotal Supplies</b>	<b>0</b>	<b>373'900</b>	<b>23'800</b>	<b>0</b>	<b>84'500</b>	<b>0</b>	<b>0</b>	<b>482'200</b>
Land & Buildings	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0
Computer & Telecom	0	3'500	3'800	24'200	18'000	5'000	4'000	58'500
Medical Equipment	0	0	500	0	0	0	0	500
Other Capital Equipment	0	14'200	8'000	2'100	9'500	1'500	8'000	43'300
<b>Subtotal Capital</b>	<b>0</b>	<b>17'700</b>	<b>12'300</b>	<b>26'300</b>	<b>27'500</b>	<b>6'500</b>	<b>12'000</b>	<b>102'300</b>
Programme Management	0	83'901	35'223	15'138	58'005	8'955	22'843	224'065
Technical Services	0	25'116	10'544	4'531	17'364	2'681	6'838	67'073
Professional Services	0	27'853	11'693	5'025	19'256	2'973	7'583	74'384
<b>Subtotal Programme Support</b>	<b>0</b>	<b>136'870</b>	<b>57'460</b>	<b>24'694</b>	<b>94'625</b>	<b>14'609</b>	<b>37'264</b>	<b>365'521</b>
Warehousing/Inspection	0	0	0	0	500	0	500	1'000
Transport & Vehicles	0	55'200	16'600	1'500	30'600	1'500	11'100	116'500
<b>Subtotal Transport &amp; Storage</b>	<b>0</b>	<b>55'200</b>	<b>16'600</b>	<b>1'500</b>	<b>31'100</b>	<b>1'500</b>	<b>11'600</b>	<b>117'500</b>
Delegates & Expatriates	0	237'500	144'500	57'100	193'400	30'100	142'900	805'500
National Societies and Local Staff	0	198'400	77'600	24'800	116'200	15'800	32'100	464'900
<b>Subtotal Personnel</b>	<b>0</b>	<b>435'900</b>	<b>222'100</b>	<b>81'900</b>	<b>309'600</b>	<b>45'900</b>	<b>175'000</b>	<b>1'270'400</b>
Travel & Related Expenses	0	46'100	67'000	38'900	119'900	49'700	33'700	355'300
Information	0	9'100	33'400	25'200	31'400	1'100	3'000	103'200
Consultants	0	14'100	39'600	3'100	9'300	600	2'400	69'100
General Expenses	0	65'800	14'100	17'400	29'800	12'900	60'800	200'800
Training Workshops & Seminars	0	88'600	35'000	5'000	120'500	0	0	249'100
Security	0	1'000	1'000	500	2'000	0	3'000	7'500
<b>Subtotal Training, Information &amp; General</b>	<b>0</b>	<b>224'700</b>	<b>190'100</b>	<b>90'100</b>	<b>312'900</b>	<b>64'300</b>	<b>102'900</b>	<b>985'000</b>
<b>TOTAL BUDGET</b>	<b>0</b>	<b>1'244'270</b>	<b>522'360</b>	<b>224'494</b>	<b>860'225</b>	<b>132'809</b>	<b>338'764</b>	<b>3'322'921</b>