

Appeal 2005



International Federation
of Red Cross and Red Crescent Societies

HAITI REVISED APPEAL

Appeal no. 05AA042

The International Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. The Federation is the world's largest humanitarian organization, and its millions of volunteers are active in over 180 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project.

This document reflects a range of programmes and activities to be implemented in 2005, and the related funding requirements. These are based upon the broader, multi-year framework of the Federation's Project Planning Process (PPP). For further information concerning programmes or operations in this or other countries or regions, please also access the Federation website at <http://www.ifrc.org>

This document presents the Revised Appeal 2005 for Federation support to the Haitian National Red Cross Society based on the Plan of Action 2005 – 2008 put forward at the Partnership Meeting held in Port-au-Prince on 6 and 7 May 2005.

Contributions are urgently needed in response to the Revised Appeal to ensure immediate programme implementation, the current Appeal having received contributions from the Norwegian Red Cross only, covering 10.2% of the original Appeal target.

[Click on figures below to go to the detailed budget](#)

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Programme title	2005 in CHF
Strengthening the National Society	
Health and Care	611,717
Disaster Management	593,700
Humanitarian Values	87,321
Organizational Development	480,621
Coordination and Implementation	137,994
Total	1,911,353

Country Context

From 1957 to 1994, Haiti suffered almost four decades of continuous dictatorship and military regimes, with some intervals of democracy in the early nineties. In the last decade, Haiti has endured unstable democratic governments and several military coup d'états. The precarious situation in Haiti degenerated significantly in February 2004 as armed opposition groups clashed with government supporters triggering high degrees of violence and insecurity in the country. By the end of February 2004, rebel factions held the northern and central regions together with the Artibonite department, including Gonaïves. Hospitals were attacked, infrastructure was destroyed, and ports, homes and shops were looted. The crisis culminated on Sunday, 29 February as former President Jean-Bertrand Aristide left the country. The United Nations Stabilization Mission in Haiti (MINUSTAH), which took over from the Military International Forces (MIF) under US command has been in the country since 1 June 2004, but security remains a serious issue. Violence and insecurity are continuing to disrupt both the daily lives of Haitians and the ongoing relief efforts carried out in the country by the Haitian National Red Cross Society (HNRCS) with support from the International Federation, the ICRC and PNS, as well as relief efforts by other international organizations.

As a result of its many years of economic and political instability, Haiti presents the lowest human development indicators in the Americas region which are among the lowest in the entire world. Haiti's Human Development Index rank of 153 is far below the next country with the lowest ranking in the Americas: Guatemala, which stands at 121. The adult literacy rate in Haiti is of 48.1 percent and 54 percent of the population does not have access to safe drinking water. While half of the country's population has no access to the existing health facilities, overall hygienic conditions are poor and the scarcity of latrines amplifies a permanent risk of an epidemic of water-borne diseases. The country's HIV prevalence is 5.6 percent, the highest in the Americas.

Human Development Indicators - Haiti

	HDI Rank	GDP per capita (PPP USD)	Life expectancy at birth (years)
Haiti	153	1,610	49.4
Latin America and the Caribbean (average)	--	7,223	70.7

Source: United National Development Programme Human Development Report 2004

In addition to the social crisis, Haiti is extremely vulnerable to natural disasters, not only in view of its geographical localization but also as a result of socio-economic factors such as poverty, unplanned urbanization and deforestation. Haiti experienced two deadly floods in 2004: the first in May when some 1,600 people were killed in the southern border region near the Dominican Republic, and the second in September when Hurricane Jeanne brought heavy rains to the northern region of the country, killing approximately 2,000 people.

Given the above, the Haitian National Red Cross Society, in accordance with its mandate, is maintaining a strong focus on disaster management in order to assist vulnerable populations who are in disaster-prone regions of the country.

Red Cross and Red Crescent Priorities

Movement Context:

The Movement has maintained a continuous presence in Haiti for many years. The International Federation had a delegation in Haiti from 1989 to 1997, which was re-established in 2003 and has been further enlarged since March 2004. The International Committee of the Red Cross has been present in Haiti for over 10 years and established a full-scale delegation following the increase of political violence and insecurity in 2004. Several National Societies have worked in the country in support of the HNRCS: particularly the French and the Netherlands Red Cross Societies and, more recently, the American, Canadian, German and Spanish Red Cross Societies. Other Societies have worked intensively through the Federation, in particular the Norwegian Red Cross.

The overall goal of the Red Cross and Red Crescent Movement in Haiti is to ensure support to strengthen the HNRCS in order to more effectively meet the needs of the vulnerable people in the country and to become an increasingly relevant partner for civil society.

In 2004, the HNRCS, with the support of the Federation, implemented an operation in response to the social unrest, focusing particularly on the north of the country. The HNRCS and the Federation also implemented a relief operation in response to the flooding that occurred in south-eastern Haiti in May. An operation is on-going to assist the most vulnerable in Gonaïves and surrounding areas following the severe flooding which occurred when Hurricane Jeanne struck north-western Haiti in September 2004.

From 2005 to 2008, the Federation will focus its assistance in the following areas: health and care in the community, disaster management, promotion of humanitarian values, organizational development, coordination, cooperation, representation and development of strategic partnerships.

In order to further integrate the HNRCS into the regional initiatives which are being developed in the Caribbean, as of 2005 the National Society will be encouraged to participate actively in the thematic networks which are boosting mutual support and assistance: the Caribbean Red Cross HIV/AIDS Network (CARAN) in the field of HIV/AIDS prevention; RODNET in the field of organizational development and REDICOM in the field of communications.

National Society Strategy/Programme Priorities:

The HNRCS national development plan (NDP) was drawn up in line with Strategy 2010 and was approved in 2003. The NDP defines the vision, the mission and the different strategic orientations of the National Society. The plan focuses on strengthening the National Society with a particular emphasis on the improvement of governance and management including the development of human, financial and material resources. Furthermore, organizational development initiatives seek to boost volunteer recruitment and retention and to strengthen the National Society at headquarters and branch level in order to work closely with vulnerable communities to help them prepare for and mitigate the effects of hazards.

In the framework of the NDP, the Haitian National Red Cross Society developed a plan of action 2005 – 2008 based on the priorities outlined in the national development plan. The plan translates the NDP into programmes and activities for the period 2005 - 2008 and specifies not only programme priorities, but also identifies priorities at the level of geographical regions. The plan of action is the result of a process which began in August/September 2004 with an evaluation of the disaster preparedness structure of the National Society. Together with consultants, representatives of the Federation, the ICRC, the HNRCS and PNS travelled widely in the country, visited different branches, and held discussions with Red Cross actors as well as persons from the communities. From the recommendations made by the evaluation team, a consultant began to assist the HNRCS with the content of the plan of action, especially the section relating to disaster preparedness and disaster response. In January 2005, a pre Cooperation Agreement Strategy (CAS) meeting was held, followed by the “Oslo meeting” which took place in late January/early February in Norway. Most recently in early May, a partnership meeting was held in Port-au-Prince; during these meetings Partner National Societies expressed their support of the plan of action and committed to boost assistance to the National Society.

The objectives and expected results set under the 2005 appeal revision take into account the context in which the HNRCS and the Federation delegation is working, the approach of the hurricane season, the envisaged holding of elections within the National Society and also of the President of the Republic. With a view to seeking enhanced impact, three priority geographical zones have been identified in which each programme area will carry out activities; this also favours an approach towards integrated programming. Programmes will be carried out with a view to learning from their strengths and weaknesses and will be replicated in other regions in future years. The successful implementation of the programmes below will depend on the skills of the HNRCS management team which will be recruited to work with the executive officer, as well as the competence of members of middle management to be hired and volunteers at regional level in the priority areas, as well as on-going monitoring and evaluation of project activities.

This revised appeal 2005 replaces the document published at the beginning of the year and highlights the initial activities to be carried out this year under the programmes in order to set a solid base for continued implementation in 2006 – 2008. A series of ambitious goals and objectives have been set under the plan of action and the implementation of activities under the appeal 2005 will lead the way towards their achievement. The revised appeal also takes into consideration the objectives set for the hurricane Jeanne emergency response operation and ensures complementarity. The programme activities implemented as of 2005 by the HNRCS with Federation support will thus continue in 2006 and onwards towards more ambitious results in order to reach the objectives set forth in the plan of action and the current appeal.

Strengthening the National Societies

All of the Federation's programmes to strengthen the Haitian National Red Cross Society share a common goal:

Goal: An efficient, responsive, and focused programme that contributes to reducing vulnerability is implemented by the Haitian National Red Cross Society.

Health and Care

Background and Achievements/Lessons to date

Haiti has a poor health system. Services provided by public health centres and hospitals have suffered from the socio political unrest the country has experienced during the last decade. A recent analysis of the health system shows:

- A shortage of health personnel throughout the country; it is estimated that 80% of Haitian medical doctors are concentrated in the capital, Port-au-Prince and only Cuban medical teams are present in remote areas.
- Shortcomings of health programmes. A recent study, EMMUS III, supported by USAID shows that many children do not benefit from vaccination and vitamin A distribution programmes. A survey carried out by the Pan American Health Organization (PAHO) in the Gonaïves region concluded that 20% of children below the age of 5 have never received a single dose of any vaccine. Seven cases of polio were registered in 2000-2001 and measles reappeared after a five years absence in 2000. In 2002, 579 cases of tetanus were reported by the health staff in 59 locations. In addition, cases of diphtheria have been recorded recently in the Artibonite department, while national vaccination days were organized in 2004 to prevent an outbreak of this disease.
- Access to medical care is limited as many cannot afford to pay the 50 Haitian Gourdes (USD 1.5) consultation fee which is charged by out patient clinics; more than 50% of Haitians live with less than a 1 US dollar/day (source: IMF).
- 30% of children between the ages of 6 and 59 months are suffering from severe anaemia while another 34% are suffering from moderate anaemia (source: MSP & Emmus-III 2000).
- Garbage collection, a responsibility of public services, especially in major cities is inadequate. Garbage, if collected, is dumped on sites that offer no protection against the pollution of drinking water sources.
- The country has the highest HIV/AIDS sero-prevalence in the Caribbean. Of the 440,000 people that are currently living with HIV in the Caribbean, 280,000 are in Haiti (source: UNAIDS 2004). The Ministry of Health estimates HIV incidence at 28,000 to 40,000 persons per year (2003). Awareness campaigns are broadcasted by radio with little impact on the general population. According to a "knowledge – attitude - practice (KAP)" survey carried out by the HNRCS in Cap-Haitien, only 30% of young people between 15 and 25 know how AIDS is transmitted and only 15% make use of condoms.

In 2004, at the Cap-Haitien branch of the HNRCS, an HIV/AIDS information centre was established and equipped with a video player, a television set and informative tapes. The centre has become very popular among young people and is visited by 20-30 persons daily. Volunteers trained in peer education take turns operating the centre, providing information and facilitating group discussions.

The HNRCS intends to continue to implement its activities through its network of volunteers who are part of the various local communities. They are well placed to promote key health messages and services, to support peer education and to raise the awareness of their communities of the importance of vaccination and other health initiatives that can contribute to a decrease in the morbidity and mortality rates at a low cost. In order to be successful, local HNRCS branches need to ensure a link with the existing health infrastructure when planning and implementing health activities. Furthermore, agreements will need to be signed with UNICEF, PAHO and Population Services International (PSI) to secure expertise and/or resources that are required to ensure a sustainable effort.

The importance of the rapid provision of basic psychosocial support to persons affected and responders to disaster and violence has increasingly been acknowledged. This was recently experienced by volunteers and the affected

communities during the relief efforts that took place in response to the major flooding in Mapou; Red Cross volunteers provided psychosocial support to those affected by the disaster who were suffering from collective grief. There is a need for similar forms of support to chronically ill patients with TB, HIV/AIDS and cancer, their families and the individuals that are involved in providing care. The HNRCS will take steps to acquire and provide training in the basic skills to offer essential, non-specialized psycho social support to the chronically ill, victims of major disasters and violence and to Red Cross responders.

The initial steps in 2005 relate to the need to strengthen the capacity of the HNRCS health and social services department.

Management of Health and Social Activities

Objective 1: The capacity of the health and social services department at the national Headquarters and regional levels is reinforced in order to better support the Red Cross volunteers who are contributing to the improvement of the health situation of vulnerable groups.

Expected results

1. The health and social services department of the National Society has essential staff in place at the Headquarters and in the regional branches.
2. The staff of the health and social services department receive appropriate initial training.
3. HNRCS is an operational partner to the Ministry of Health.

Community Based Health Activities in Targeted Communities

Objective 1: Strengthened volunteer capacities and skills improve the health and sanitation conditions in their communities through the implementation of relevant community based health activities.

Expected results

1. Red Cross volunteers are coaching targeted communities in sanitation activities focusing on the construction, use and maintenance of latrines, small scale environmental sanitation and the protection of drinking water sources.
2. Volunteers involved in disaster management have additional, specific first aid training as appropriate for the tasks they are expected to fulfil.

HIV/AIDS

Objective 1: An increasing number of youth and adolescents are aware of the risks related to sexually transmitted diseases in general and to HIV/AIDS in particular and adopt a safer sexual behaviour.

Expected results

1. The National Haitian Red Cross Society is an active participant in the Caribbean Red Cross HIV/AIDS network.
2. An increase of at least 50% of targeted youth and adolescents in schools as compared to the baseline know how HIV/AIDS is transmitted.
3. Awareness campaigns focusing on the prevention of HIV/AIDS are targeting youth.

HEALTH IN EMERGENCIES

Water and Sanitation in Emergencies

Less than 50% of the Haitian population has access to safe drinking water. This, combined with an overall lack of hygiene and the scarcity of latrines, especially in rural areas, results in constant stress on the health of families and in major vulnerability of the population to epidemics on a structural basis. The occurrence of disasters further disrupts the existing sources of drinking water and rapidly creates an emergency situation. Water and sanitation services are therefore among those most urgently needed in disaster response operations, as once again demonstrated in the wake of devastating flooding in 2004. The capacity of the HNRCS to respond autonomously to these needs is limited, yet participation in disaster response projects supported by the Federation, the ICRC and the PNS, including the French and Spanish Red Cross Societies, has provided the HNRCS with valuable experience,

additional equipment as well as some expertise. By taking advantage of these experiences and resources and by building upon them the HNRCS can increase its capacity and involvement in this essential area.

Objective 1: As part of comprehensive disaster response, the HNRCS increases its capacity to provide essential water and sanitation services to affected communities during emergencies.

Expected Results

1. The HNRCS has water equipment and related chemical supplies appropriately stored and maintained at its warehouses, available for rapid deployment in emergency operations.
2. Tools and basic commodities: jerry-cans and plastic sheeting for water and sanitation activities are available for rapid deployment.
3. The HNRCS has volunteers trained in chlorination and other water treatment skills.
4. Water and hygiene promotion materials are available in Creole.

Disaster Management

Background and Achievements/Lessons to date

Haiti is a highly disaster prone country which is extremely vulnerable to both heavy rains and droughts, as well as to tropical storms and hurricanes, as demonstrated by the 2004 Atlantic hurricane season. In addition, an active fault line runs through the country, making Haiti highly prone to earthquakes. From an environmental perspective, massive deforestation makes Haiti vulnerable to landslides and flooding, as witnessed during recent floods in May and September 2004, which had a combined death toll of over 3,500 people. Soil erosion, environmental pollution and migration also contribute to the vulnerability of the Haitian people. To compound matters, many people live in poorly constructed homes in dangerous areas. Most people are unprepared for disasters, serving to make these events even more deadly.

With regard to natural disasters, the whole of the country is vulnerable, however some departments are more flood prone. The areas most vulnerable to flooding are as follows: Artibonite: Saint Marc, Les Gonaïves - North West / Far West: Port de Paix; - East: Fonds Verrettes; - South East: Mapou, Anse à Pitre - South: Anse à Veau; Les Cayes, Camperrin, Torbeck, Les Anglais, Saint Louis, Aquin.

In view of its mandate, the HNRCS needs to play a critical role in disaster mitigation, preparedness and response. It must therefore urgently strengthen its capacities to manage disasters at all stages of the disaster management cycle. Communities continue to rely on the HNRCS for assistance in emergency situations and, in light of limited state capacity to respond to disasters, the HNRCS will continue to play an important auxiliary role.

In view of the need to boost communications to order to improve disaster preparedness and response, with ECHO funding, IT and telecommunications facilities were installed to facilitate communications between Port-au-Prince and the field office in the context of the response to the floods in Mapou. The Red Cross telecommunications network now includes 6 VHF repeaters and 13 base stations installed in various HNRCS branches, radios in 12 ambulances and a number of handsets; this project was carried out in coordination with the ICRC. The recruitment of a telecommunications coordinator at the National Society's headquarters has further reinforced the overall management and coordination capacity.

As a result of this component of the relief operation, access to communities outside the Haitian capital for the assessment of needs and the provision of humanitarian assistance has been strengthened. It has improved the security of HNRCS volunteers and Red Cross delegates, the overall logistics capabilities of the National Society and the general coordination of the Movement's efforts. In addition, the network is used for daily follow-up activities when carrying out projects.

Socio-economic and political problems plague Haiti, often expressing themselves in the forms of violent social unrest. Street demonstrations continue, and as do violent clashes between militants from rival political parties and former rebels. The extent to which such conflict affects the economy and the lives of individuals and families is witnessed on a daily basis in major parts of Port au Prince.

Based on the history of violence that has plagued certain areas of the country before and during election periods, there is a need for the HNRCS to begin implementing preparedness activities. In so doing, the HNRCS will support targeted communities to better prepare themselves to deal with the consequences of such violence.

The areas of focus are: *West Metropolitan*: Port au Prince, Cité Soleil, Petit Goâve - *Artibonite*: Saint Marc, Les Gonaïves; *North / North – East*: Cap-Haitien, Ouanaminthe; *Plateau Central*: Hinche, Belladère, and Mirebalais.

The initial steps in 2005 relate to the need to strengthen the capacity of the HNRCS disaster management department and to establish approved contingency plans and protocols in view of the imminent approach of the hurricane season and of the presidential and legislative elections.

Institutional Strengthening of the HNRCS Disaster Management Capacity

Objective 1: The HNRCS has a disaster management department that is effectively coordinating the various technical services at the Headquarters and in the regional branches that are involved in the response to a disaster and in community-based disaster preparedness projects.

Expected Results

1. The HNRCS Headquarters has a well structured and equipped disaster management department.
2. A system of disaster management is in place at the Headquarters as well as in the three priority regions: the north, north-west and Upper Artibonite.

Development of Practical Plans and Protocols for Disaster Management

Objective 1: The actions of the HNRCS in relation to Disaster Management before, during, and after disasters are guided by a disaster management strategy with plans and protocols.

Expected Results

1. The HNRCS has specific contingency plans and protocols for the most frequent and significant disasters: hurricanes, flooding.
2. All plans are developed with the participation of the regional branches and the relevant services of the Headquarters.

Development of Human Resources

Objective 1: The technical capacities of staff and volunteers at regional and local levels to provide timely quality services in disaster management are strengthened.

Expected Results

1. The HNRCS has established and trained three National Intervention Teams (NITs) in the priority regions: the north, north-west and Upper Artibonite.
2. The NITs are provided with the necessary equipment for intervention in the event of disasters.

Strengthening Telecommunications Capacity

Objective 1: A functional and well maintained telecommunications network guarantees nationwide communication coverage and improves the HNRCS disaster management capacity.

Expected Results

1. Nationwide radio coverage is ensured through the VHF and HF network in view of the hurricane season.
2. Consistent radio coverage is achieved in all regional branches.
3. Communication between regional branches and Headquarters is improved.

Strengthening of Response Capacity

Objective 1: Essential relief items are accessible for immediate distribution to vulnerable populations in the event of a disaster.

Expected Results

1. Essential relief items are available in strategic locations.
2. A system is put in place in coordination with PADRU/PIRAC to guarantee the rapid and effective provision of relief supplies to populations affected by disasters.

COMMUNITY BASED DISASTER MANAGEMENT

Objective 1: The capacity of communities to manage risk and to respond independently to disaster is increased as is the capacity of regional and local branches to support them in this function.

Expected Results

1. CBDM materials, including relevant materials that exist at the regional level (Central America and the Caribbean) are adapted and translated in Creole.
2. Integrated community risk management activities are conducted by targeted communities with the support of the HRNCS.

Humanitarian Principles and Values

Background and Achievements/Lessons to date

Fifteen months after the departure of the former president, violence and a lack of security continue to affect many parts of Haiti. Clashes between the national police force and armed gangs and violent crime are frequent and, recently, there has been an increase in kidnappings. The sense of insecurity is heightened by allegations of extra-judicial executions, random killings and arbitrary arrests. The slum areas in Port-au-Prince such as Cité Soleil, Bel Air, lower Delmas and Village de Dieu are beset by armed gangs and there are frequent shootings and loss of life. Médecins Sans Frontières reports that of the 1,293 patients treated in its two health facilities in Port-au-Prince between mid December and early April, 391 were suffering injuries from violent attacks of which 303 were treated for gunshot wounds. The problem of violent conflict is compounded by the proliferation of arms; attempts to disarm those with weapons have so far met with little success. The climate of unrest is likely to continue to degenerate as the presidential and legislative elections scheduled for November 2005 draw nearer. Furthermore, despite the provision of food aid for those most in need, food insecurity will continue to contribute to instability as the threat of food shortages persists.¹

Given the socio-economic situation in Haiti, the climate of vulnerability and the major needs in the country, it is essential to ensure the promotion of humanitarian principles and values. There is also a need to reinforce knowledge of and respect for the Red Cross emblem since the emblem is currently frequently misused in the country. A key limitation with regard to the humanitarian principles and values programme is the relatively small capacity of the National Society in the areas of dissemination, information, advocacy, communication and marketing. However, in the Plan of Action the HNRCS recognized the necessity of putting humanitarian values at the top of its agenda, together with the desire to better serve people in need.

So far, the Federation's work to promote humanitarian values has focused primarily on dissemination of the Fundamental Principles of the Red Cross and Red Crescent Movement, in coordination with the ICRC. These activities took place within the context of other sectors of the Federation's overall regional programming. A nationwide radio dissemination campaign on the Fundamental Principles and Humanitarian Values, volunteerism and the role of the HNRCS, has intensified public interest regarding Red Cross activities. In addition, through the humanitarian principles and values programme, hurricane safety information has been disseminated to the media and disaster preparedness advertisements produced. In 2005, particular attention will focus on the prevention of violence and fostering a culture of peace.

¹ Source: ViewsWire Latin America – 11 May 2005 The Economist Intelligence Unit Limited

Culture of Peace and Prevention of Violence

Objective 1: Communities show more solidarity, engage in constructive exchange and are further disposed towards peace and a culture of non-violence.

Expected results

A peace and prevention of violence programme has been designed by Haitian National Red Cross Society in line with the approved regional strategy.

Organizational Development

Background and Achievements/Lessons to date

Through its General Assembly of November 2003, the HNRCS adopted new Statutes in accordance with the standards set by the Council of Delegates and following the recommendations of the Federation/ICRC Joint Commission on National Society Statutes. The previous Statutes dated back to 1954.

The new Statutes give evidence of a genuine wish within the National Society to modernize itself. They entered into force on 5 May, the date of their publication by the government in the official newspaper, a formality which has been awaited since 2004, forming the basis for a General Assembly meeting which will provide the National Society with a solid and explicit institutional ground for the organizational development process. In this context, the HNRCS has recently started to develop new internal procedures which will be vital in order to secure changes that the National Society intends to undertake. At a partnership meeting in mid August 2003, the Haitian National Red Cross Society presented its National Development Plan 2004-2008, setting high goals and standards for its modernization and renewal. There is a commitment to reorganize its structures on all levels in order to become more relevant and efficient.

In November 2003, the General Assembly elected a National Society President and created the position of executive officer (officier exécutif), as well as several new commissions, including youth and finance commissions. The branches of the HNRCS were well represented at the General Assembly with the attendance of representatives from 13 branches. In keeping with the new Statutes, the post of executive officer was filled as a first step towards an organic separation of the roles of governance and management. This separation, combined with provisions ensuring cooperation between the two roles, will be developed in the new internal regulations to be drafted for the application of the new Statutes.

According to the last published figures, the National Society has more than 5,000 volunteers, 40 per cent of whom are women. However, the National Society does not have a solid base of trained volunteers. The majority of volunteers are young and unemployed. Volunteer retention remains poor. The HNRCS does not possess a clear cut structure or internal staff regulations. Key positions are not filled on a regular basis. Furthermore, many local branches have a weak management structure and communications between them and the Headquarters remains irregular.

The recent *Evaluation of the Haitian Red Cross Capacity to Prepare for and Respond to Human and Natural Disasters (September 2004)*, together with further analysis carried out with the National Society with regard to the formulation of the Plan of Action, highlight the need for changes at the Headquarters and at the regional and local branch levels of the National Society. The evaluation recommends addressing the following:

- Clear separation between governance and management, for which the new Statutes provide a basis.
- Decentralization and reinforcement of the middle management structure at regional and local levels.
- Clarification of communication channels between the various levels.
- Recruitment of staff in quantity and quality, mainly at Headquarters and at regional level.
- Adequate support from the Headquarters to regional branches and from regional branches to local branches.
- Improvement of the reporting system, basic skills in report writing and regular reporting.
- Implementation of a nationwide registration system for members and volunteers and regular up-dating of the database.
- Standardized curricula for all programmes and systematic training of all volunteers as well as implementation of refresher courses.

- Clear identification of financial sources, programme-based financial analyses, planning and implementation of balanced budgets at national, regional and local levels.
- Implementation of financial procedures and regular reporting.
- Financial aid to regional and local branches for office rent or purchase of new offices if needed, storage facilities, regular inventories and acquisition of relevant equipment and supplies.

There is a challenge for the National Society to further explore alternative sources of funding while at the same time increasing short-term and long-term cooperation with key-partners such as the Federation, the ICRC and the PNS.

The focus of organizational development in 2005 will be to reinforce steps already taken in terms of the application of the new Statutes, the National Development Plan and the clear separation of governance and management, all of which are necessary to have a well functioning National Society.

Governance

Objective 1: The governance of the Haitian National Red Cross Society responsibly exercises its distinct and separate role and ensures accountability to members, beneficiaries, donors, the authorities and the public

Expected results

1. Democratically elected competent and diversified governance board members are in place at regional level.
2. Democratically elected competent and diversified governance board members are in place at national level.

Overall Management

Objective 1: The HNRCS achieves effective, efficient and relevant results through efficient management.

Expected results

1. The National Society management has a clear Annual Operational Plan based on the objectives that are set by the governance and on the available resources.
2. Reviewed rules and procedures set a frame for activities at the operational level across a broad spectrum of work (including human resources administration and finance).

Human Resources Management

Objective 1: The Haitian National Red Cross Society is managing its human resources professionally.

Expected results

1. Competent and diversified management teams are in place and active at national and regional levels.
2. The regional and local branches have a core group of competent, well motivated and diversified volunteers.

Finance Resource Development

Objective 1: The Haitian National Red Cross Society has the financial capacities to sustain its core costs and key activities.

Expected results

1. A competent fundraising committee at national level is in place and active.
2. Competent fundraising committees in priority regional branches: north, north-west and Upper Artibonite are in place and active.

Branch Development

Objective 1: The regional branches of the north, north-west and upper Artibonite have the essential human and material resources for effective implementation of programmes.

Expected Results

1. Priority regional branches have adequate space and basic equipment for their programmes and operations.

2. Volunteers receive basic Red Cross training.
3. Basic equipment for training of volunteers is available

Logistics System

Objective 1: An efficient and cost effective logistics system is in place to support the various programmes and operations of the HNRCS.

Expected Results

1. A cost effective, reliable and highly operational logistics unit is in place and taking care of all purchases carried out at Headquarters level.
2. Procedures regulating purchases and clarifying levels of authority are in place and well applied for all purchases.
3. Essential disaster response and other equipment is available and stored in professionally managed warehouse space.
4. A system is in place to guarantee the rapid and effective provision of relief supplies to populations affected by disasters
5. The HNRCS is able to support and ensure integration with larger disaster operations and with Movement partners.
6. A fleet management system is established for HNRCS vehicles.

PROGRAMME DEVELOPMENT

In accordance with the National Society's mandate, the Haitian National Red Cross Society provides a wide range of services to vulnerable people such as first aid, emergency and community health services and disaster management.

Despite all efforts invested in the implementation of the existing activities there is insufficient significant impact on the living conditions of vulnerable people. This situation is due to the poor quality and limited volume of the activities that are implemented by the local branches as a result of the absence of qualified staff and volunteers, policy, structure, guidelines and resources for planning, implementation, monitoring and evaluation.

To achieve a real impact on the living conditions of the community, it is essential to strengthen the capacities of the Headquarters and of the regional and local branches in advocacy, planning and implementation of integrated programmes. The investment in the development and maintenance of partnerships with other actors of civil society will help to rapidly gain some of the lacking expertise and will facilitate the sustainability of all efforts.

Programme Management

Objective 1: The Haitian National Red Cross Society has increased its overall capacities to plan, implement, monitor and evaluate integrated programmes, such as community-based health, water and sanitation, disaster preparedness.

Expected results

1. An operational Programme Unit, focusing on the design, monitoring and evaluation of programmes is in place.
2. The concept of « integrated participatory programmes » has been adopted as the guiding principle for all programme planning and implementation.
3. The HNRCS has at least 15 staff and volunteers at headquarters and regional levels who are trainers of trainers in Vulnerability and Capacity Assessment.

Coordination, Cooperation, Representation and Strategic Partnerships

Background and Achievements/Lessons to date

Whilst it is a worldwide strategic direction of the Federation embodied in *Strategy 2010*, the need for the Red Cross to “work together effectively” has now become even more fundamental in Haiti. The Federation will carry out representation activities jointly or in close consultation with the HNRCS. This will be supported by the drawing up

of a cooperation agreement strategy that will become the key document for the Red Cross in Haiti and the basis for all assistance to the National Society as foreseen by the partnership meeting of August 2003 and recommended by the evaluation report of September 2004.

Support from the Red Cross Movement and external partners: the Government, UN agencies, and private enterprises has enabled the HNRCS to expand its support to vulnerable groups and to those affected by social violence and natural disasters. A number of programmes are now also more structurally supported under bilateral agreements.

In addition to the support provided by Partner National Societies in the context of the operations in response to the hurricane and flooding emergencies which affected Haiti in 2004, the PNS have been working in different geographical areas in order to support the various programmes of the HNRCS. The American Red Cross is implementing an HIV/AIDS project entitled "Scaling up Together we Can: A proven Peer Education Program and Community Mobilization Strategy for Youth HIV Prevention"; the Canadian Red Cross is carrying out community health projects and ensuring the provision of support to the primary health care system; the French Red Cross is concentrating on community-based disaster management and the HNRCS ambulance service; the German Red Cross has also been working in community-based disaster management; the Netherlands Red Cross is working in the areas of community-based disaster management and HIV/AIDS and the Spanish Red Cross is focusing on community-based disaster management and the improvement of the HNRCS ambulance service,

While the various representatives of these partners are generally positive about the quality of the cooperation, further integration of the initiatives into the priorities of the National Society and vice versa is needed.

On 21 May 2004, an MoU between the HNRCS, the Federation, the ICRC and the PNS defining respective roles and responsibilities in Haiti was signed. In order to promote the cooperation between Red Cross partners operating in Haiti, a pre Cooperation Agreement Strategy workshop was organized in January 2005 in Port-au-Prince. This workshop enabled Red Cross partners to understand the CAS concept, the link between the National Development Plan, the Plan of Action 2005-2008 and the Plan of Action 2005. In addition, the partners developed principles for partnership, identified monitoring mechanisms and put forth recommendations for the next steps of the CAS process.

There is a need for the Haitian National Red Cross Society to integrate further existing regional networks in the areas of HIV/AIDS, disaster management and organizational development in order to boost exchanges of experience and to benefit from regional expertise.

The Federation is working in close collaboration with both international agencies and NGOs active in the country. The operations in response to the floods which occurred in the Mapou region in May 2004 and in response to Hurricane Jeanne which caused devastation in the north in September 2004 are characterized by cooperation with UN agencies and international NGOs. Under the Mapou operation, an agreement was reached with the World Food Programme (WFP) concerning food distributions, whereby Red Cross volunteers distributed food parcels provided by the WFP. Coordination with OXFAM is taking place as regards the water and sanitation component of the Gonaïves operation and the World Health Organization (WHO) has provided advice in respect of rehabilitation of the La Providence Hospital. Furthermore, the Federation attends cooperation meetings held in Port au Prince on a regular basis and has forged links with UNDP/OCHA, in particular.

The perspective for 2005 and 2006 is increased visibility on the part of the Federation with respect to its programmes implemented through the Haitian National Red Cross Society in order to assist the most vulnerable in the country. It is hoped that the strengthening of the HNRCS through the Annual Appeal in parallel with the increased presence and lobbying with external partners on the part of the Federation will boost credibility, leading to more funding from diverse funding sources.

Objective 1: The HNRCS is cooperating and working effectively through partnerships with the Red Cross Movement components taking into account the existing guidelines defined by the 2003 International Conference.

Expected results

1. A relevant Cooperation Agreement Strategy between the HNRCS and the Movement components is adopted and implemented.
2. Operational mechanisms to enhance coordination among Red Cross partners are in place.

Objective 2: External partners increase their financial support to the HNRCS.

Expected Results:

1. External partners have an improved understanding of the Federation role and mandate in Haiti.
2. Advocacy initiatives are undertaken in line with the regional strategy.

Management and Implementation

Background and Achievements/Lessons to date

The Federation Country Delegation in Haiti is staffed by a head of delegation who focuses on coordination, representation, strategic alliances and overall management and a programme coordinator who concentrates on organizational development.

There is an urgent need to recruit a health delegate, a water and sanitation delegate and a disaster management delegate.

Programming in the area of international disaster response will also be supported by the Panama Regional Delegation, but will include the maintenance of disaster management functions in Haiti. The support to the Haitian National Red Cross Society in response to medium and large scale disasters will include the technical assistance of the Pan American Disaster Response Unit.

The Federation will continue to provide support to the leadership of the HNRCS, with direct support from the Haiti Country Delegation, backed by the Americas Department in Geneva and the Panama Regional Delegation. Particular attention will be given to sharing Federation governance decisions with the National Society. Support in the area of finance and donor reporting are provided by the Regional Finance Unit (RFU) and the Regional Reporting Unit (RRU) in Panama.

Objective 1: The Haiti Country Delegation is working efficiently, ensuring effective administration and management of human resources, financial control and quality reporting.

Expected Results

1. A full team of qualified staff, capable of supporting the priority programme areas is maintained.
2. The HNRCS is supported and its branches are visited by Federation staff on a regular basis, with prior agreement by the Headquarters.
3. Financial and narrative reports are issued on a timely basis and are of good quality

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BUDGET 2005

PROGRAMME BUDGETS SUMMARY

Appeal no.: 05AA042

Name: HAITI

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	17,986	0	0	17,986
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	47,960	0	0	0	0	0	47,960
Medical & first aid	2,398	0	0	0	0	0	2,398
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
SUPPLIES	50,358	0	0	17,986	0	0	68,344
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	14,388	0	0	14,388
Computers & telecom	11,391	62,203	0	0	0	0	73,593
Medical equipment	0	0	0	7,794	0	0	7,793
Other capital exp.	0	0	0	0	0	0	0
CAPITAL EXPENSES	11,391	62,203	0	22,182	0	0	95,775
Warehouse & Distribution	0	34,000	0	5,995	0	0	39,995
Transport & Vehicules	94,680	86,880	23,040	21,110	15,360	0	241,070
TRANSPORT & STORAGE	94,680	120,880	23,040	27,105	15,360	0	281,065
Programme Support	39,762	38,591	5,676	31,240	8,970	0	124,238
PROGRAMME SUPPORT	39,762	38,591	5,676	31,240	8,970	0	124,238
Personnel-delegates	201,000	117,000	12,000	181,812	30,000	0	541,812
Personnel-national staff	93,996	103,194	15,305	53,446	17,270	0	283,210
Consultants	0	20,000	0	25,000	0	0	45,000
PERSONNEL	294,996	240,194	27,305	260,258	47,270	0	870,022
W/shops & Training	51,562	52,142	5,000	71,449	26,098	0	206,250
WORKSHOPS & TRAINING	51,562	52,142	5,000	71,449	26,098	0	206,250
Travel & related expenses	5,997	11,300	400	24,604	19,584	0	61,884
Information	34,771	12,230	0	3,597	12,712	0	63,309
Other General costs	28,200	56,164	25,900	22,200	8,000	0	140,463
GENERAL EXPENSES	68,968	79,694	26,300	50,401	40,296	0	265,658
TOTAL BUDGET:	611,717	593,704	87,321	480,621	137,994	0	1,911,353