

ANNUAL REPORT



International Federation of Red Cross and Red Crescent Societies
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

CARIBBEAN

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Overall analysis of the programme w

Much was achieved in the Caribbean in the core areas over the year 2002, particularly in disaster management and organizational development. Contributions from the capacity building fund (CBF) for projects in Cuba and Haïti were crucial to the achievements in organizational development, including branch strengthening and youth and volunteer development. A national development plan (NDP) was finalized by the Cuban Red Cross (CRC) and work has begun on the implementation of the cooperation agreement strategy (CAS) process; in Haïti it is hoped to complete the NDP in early 2003. Increased commitment was made to Federation strategic planning processes on the part of the region's National Societies. DIPECHO funding was granted for the development of community based disaster preparedness (CBDP) projects focused on flood mitigation in the Dominican Republic, Grenada, Jamaica and Saint Kitts and Nevis; projects were completed in the Dominican Republic and Saint Kitts and Nevis by the end of the year and in Grenada and Jamaica will be finalized in early 2003. In the area of health, a gap in delegate coverage was resolved by the recruitment of a regional health delegate responsible for programmes in both the Caribbean and Central America in August 2002. In October, human resources were also boosted through the recruitment of a regional officer based in Trinidad, who is an expert in the field of HIV/AIDS, and who will provide support to the Red Cross Caribbean HIV/AIDS (CARAN) network. In May 2002, the Federation web site for the Caribbean was created, promoting Red Cross work in the region, and heightening the profile of the region's National Societies. In accordance with the Federation's overall change strategy, the reduction in scale of the regional delegation and simultaneous reinforcement of the Trinidad and Tobago office came into effect as of the third quarter of the year. Fortunately, no major disasters occurred during the crucial period of the re-structuring of Federation support in the Caribbean. However, an emergency appeal to assist 10,000 persons was launched following Hurricanes Lili and Isidore which struck Cuba in early October. In 2003, the Caribbean is managed through a regional delegation in Panama and two sub regional offices in Santo Domingo and Port of Spain.

Objectives, Achievements and Constraints w

Disaster Response w

At the beginning of 2002, the regional delegation continued its involvement in programmes managed by the Jamaican Red Cross, the Belize Red Cross Society and the Cuban Red Cross, to provide relief

to affected persons in the aftermath of hurricanes Iris and Michelle which struck the region in October and November 2001 respectively.

In Belize where hurricane Iris caused extensive damage on 8 October 2001, a Federation programme coordinator worked with the National Society on the final phase of a three-month operation providing food and non-food relief to 820 families in 14 of the worst-hit villages in the Toledo district. In Cuba, the Federation funded the reconstruction by the Cuban Red Cross of 855 houses in four of the worst-affected provinces: Cienfuegos, Villa Clara, Sancti Spiritus and Matanzas. The Jamaican Red Cross ran a relief operation for 87 families affected by floods associated with hurricane Michelle, with the provision of basic food supplies and temporary shelter materials. Completion of this operation was delayed until the end of October 2002, given the impact of hurricanes Isidore and Lili in late September and early October respectively. Haïti and Jamaica were hit by heavy rain and landslides in late May 2002. It was agreed that the assistance in Haïti would be provided through a relief programme managed in conjunction with the Netherlands Red Cross which is running a bilateral, ECHO-funded community disaster preparedness programme in the affected area.

Two major hurricanes - Isidore and Lili - impacted the Caribbean in 2002. Isidore crossed from the Atlantic into the south eastern Caribbean on 15 September and affected Haïti, Jamaica, the Cayman Islands and Cuba. As Isidore dissipated, Lili, a stronger hurricane, entered the Caribbean following almost the same track as Isidore. The local Red Cross Societies were able to cope with the response required in all cases. Hurricane Lili passed over south west Cuba on 1 October, damaging almost 50,000 houses and causing the evacuation of 280,000 people. The regional delegation's disaster response delegate travelled to Cuba shortly after the passage of Isidore, and two other delegates, one from the regional delegation and a disaster management delegate from PADRU, flew into Cuba to assist the Cuban Red Cross.

Disaster Preparedness w

Objectives, achievements and constraints

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.

This objective was reached since the regional delegation facilitated a RIT training course in late May 2002 which took place in Antigua in English. Course participants were made up of 18 members of Caribbean National Societies, four from British Red Cross branches, three from Netherlands Red Cross branches and one from PADRU: totalling 26 participants. The workshop was organized by delegates and staff from the regional delegation and PADRU who worked together to define the curriculum, develop training manuals and select facilitators. The participants are now entered into the PADRU data base and will be deployed in future disasters in the region. Six participants were subsequently selected to attend a refresher RITs training course organized in Panama by PADRU in mid July 2002.

The Clarence Fitzroy Bryan College in Saint Kitts, in collaboration with the Saint Kitts and Nevis Red Cross Society, officially launched its disaster management training programme in April. Since then, a consortium arrangement has been developed with the Red Cross and the Ministry of Social Development whereby the College will implement a number of community disaster preparedness workshops. Subsequently, the need to undertake a survey to support the work with the communities, prior to the development of community disaster preparedness plans and workshops, was identified. The survey was completed and has been used as a pilot project in one community. In 2003, this experience will be used for other work at community level.

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.

In September and early October 2002, the Cuban Red Cross and the Haitian National Red Cross Society (HNRCS) received shipping containers of relief items for pre-positioning in disaster prone areas. The Cuban Red Cross identified Santa Clara and Holguin as locations for installation of the containers, whereas the HNRCS selected Gonaïes and Jeremie. In Cuba, the two containers arrived in the country as two hurricanes - Isidore and Lili - struck. With the agreement of the donor, the Japanese Red Cross Society, materials were used in the relief operation carried out by the Cuban Red Cross in response to the disaster situation. The regional delegation signed a memorandum of understanding with the HNRCS concerning the installation of the containers, however, the transportation was delayed by political disturbances which occurred in Haïti in November and December 2002. The Federation has submitted a proposal to the Japanese Red Cross Society for the provision of containerized relief supplies to three Caribbean National Societies in 2003: Barbados, Trinidad and Tobago and Surinam.

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 Haïti; by the same period, to have assisted four National Societies to develop and implement cost-effective community level disaster mitigation projects.

Community-level flood mitigation schemes were implemented in four Caribbean countries: the Dominican Republic, Grenada, Jamaica and Saint Kitts and Nevis - facilitated by the regional delegation with funding from DIPECHO. The arrival of a new regional disaster preparedness delegate in mid 2002, based in Trinidad and Tobago, gave an impetus to the programme. The National Society in the Dominican Republic requested a change in the projects originally foreseen in the proposal for DIPECHO, substituting five micro-projects for three drainage repair projects in Santo Domingo. This was successfully negotiated with the donor in August, and work on the three projects began in September. In Jamaica, work on a flood mitigation project in Yallas was delayed as a result of the impact of hurricanes Isidore and Lili which caused extensive damage and flooding on the island in late September. St. Thomas, the district in which the project is located, was particularly badly hit. A major coordination meeting with donor representatives was held in Santo Domingo in early November 2002. Five micro projects in Saint Kitts and Nevis and the Dominican Republic were completed by the end of the year, whilst three further projects in Grenada and Jamaica are planned for completion by the end of February 2003.

In Cuba, the Federation is contributing to local level disaster preparedness through the provision of relief materials and rescue equipment under the Japanese Red Cross container programme and in the context of relief and reconstruction activities following hurricanes Michelle (November 2001), Isidore (September 2002) and Lili (October 2002).

In Haïti, the National Society is supported in community-based disaster preparedness activities by the French and Netherlands Red Cross Societies through bilateral programmes with funding from DIPECHO. In the wake of hurricane Michelle, the regional delegation, with the support of PADRU, procured and delivered radio equipment to improve coverage and quality of communications between the headquarters and the branches of the National Society.

Community-based disaster preparedness, mobilization of regional resources through such mechanisms as RITs, together with provision of relief goods and equipment, remained the core of the delegation's efforts in 2002. This emphasis will continue in 2003, but will be broadened to include closer collaboration with national emergency bodies and other region-wide agencies active in disaster management.

Constraints

The late release of DIPECHO funding (in March 2002) caused some delay in implementing community-based flood mitigation projects in the four target countries. However, intensive work with the National Societies resulted in an accelerated pace of implementation, such that two of the four completed their programmes by the end of the year.

It is essential to establish and maintain close working relations with every National Society involved in regional CBDP programming, from the initiation of programme planning onwards, to ensure that unforeseen delays are tackled immediately, and that any necessary change in planning or scheduling is reported to and agreed by the donor at the earliest possible stage. Additionally, it is important that region-wide initiatives on such issues as contingency planning be followed up regularly, to avoid the risk that these initiatives lose momentum. Regular simulation exercises to test emergency planning are essential.

Humanitarian Values w

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

The new Caribbean Red Cross web site was launched on 8 May 2002 and was maintained with inputs from National Societies and overseas branches in the region, and with technical assistance from the Guatemala regional delegation. During the period from July to September 2002, 18 stories were posted on the web site, covering activities throughout the region. Special features on the Atlantic hurricane season and the Federation's world wide campaign relating to first aid were also featured and the web site was expanded with additional pages on volunteering and relevant linkages. During the same period, three news stories from the Caribbean were featured on the Federation's global web site. Overall, a total of 305 articles, information bulletins and press releases with information on the Americas were posted on the three web sites in 2002.

Regular electronic news updates were produced and forwarded by e-mail to all National Societies in the Caribbean, overseas branches, PNSs and partner organizations, with information on the latest developments in regional programmes.

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 humanitarian values, and to facilitate the propagation region-wide of a common Movement image.

Standardized materials on the Fundamental Principles were provided to Caribbean National Societies and overseas branches on request, for use in dissemination activities. Technical advice was also provided. In July, planning meetings were held in Santo Domingo and Port of Spain between regional delegates and the staff and delegates of the two ICRC regional delegations covering the Caribbean based in Caracas and Mexico City, to ensure harmonization of activities in the fields of communication and dissemination.

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.

In preparation for the launch of the global HIV/AIDS anti-stigma campaign on 8 May, a presentation was made to all national societies attending the Caribbean Red Cross HIV/AIDS Network (CARAN) meeting, in April. The regional information and reporting delegate attended the sixth Inter-American Communication and Resource Development Forum held in Bolivia in May. Red Cross communicators from the Americas gathered to exchange information and experiences, and to agree on a

communications strategy for the region for the next twelve months. During this Forum, HIV/AIDS related issues and the anti-stigma campaign were major subjects of discussion.

For the first time, Caribbean National Societies joined sister National Societies in celebrating First Aid Day, for which this year's theme was "It's easy to save lives" (if first aid skills are developed and applied a community level).

Communication and dissemination personnel from all the English-speaking Caribbean National Societies attended a workshop in Port of Spain, Trinidad, from 13 to 15 November. Organized by the ICRC, the workshop also involved Federation participation and the regional organizational development delegate and the regional information and reporting delegate made presentations on the promotion of humanitarian values, the Movement Strategy and the effective use of media and the internet to convey the Movement's message in the region. The joint workshop was another example of growing Federation/ICRC collaboration in the Caribbean.

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 communication departments in these National Societies.

In February 2002, a communications training workshop for the Cuban Red Cross and the media was held, attended by over twenty persons, with fourteen from the Cuban Red Cross. A mission to Haïti by the regional information and reporting delegate, with a view to enhancing the Haïtian National Red Cross Society's information policy in times of disaster, took place in May 2002. The regional delegate also facilitated sessions on information at the regional intervention team (RIT) training workshop held in Antigua and Barbuda in late May.

A communications plan was drafted by the regional delegate as part of the DIPECHO 3 programme, to help the four National Societies involved in this programme to raise their profile and that of their donors at national and local level.

Constraints

Given the wide-ranging goals of the humanitarian values programme, many of the objectives require a change of culture within the targeted National Societies whereby advocacy and information activities are granted greater importance and are allocated increased resources. Such changes take place gradually; as demonstrated by the information published on the dedicated web site for the Caribbean, commitment and understanding of the need for and value of valid information were enhanced over the period.

Health and Care w

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.

In early October 2002, the regional delegation recruited an HIV/AIDS regional officer to join the staff of its newly-established Port of Spain sub regional office. This appointment gave added impetus to the Federation's HIV/AIDS-related programming in the region, which had lost some momentum during the period between the departure of the regional health delegate in June 2002, and the arrival of his successor in August. The new regional health delegate is based in Panama and also bears responsibility for Federation health programming in Central America. In spite of the temporary loss of momentum referred to above, the regional delegation continued its involvement with HIV/AIDS-related programming. It actively followed up with several National Societies: Guyana, Cuba, and Trinidad and Tobago - which had been encouraged to apply for funding from the Global Fund for AIDS, TB, and Malaria (GFATM). Likewise, it offered technical inputs and advice to other

National Societies including Haiti and Belize, which were considering or had made GFATM applications. It collaborated closely with, and as necessary offered administrative and logistical support, to bilateral PNSs such as the Netherlands and American Red Cross, which are developing HIV/AIDS programming in the region. In Trinidad and Tobago, regional delegation staff facilitated a two day national level workshop on HIV/AIDS. The regional officer also visited the Turks and Caicos Islands and Jamaica in the period around World AIDS Day (1 December), for which the regional delegation provided input and advice for activities focusing on the Federation's global campaign.

Objective 2: To integrate five additional National Societies, including British and Netherlands Red Cross branches into the Red Cross Caribbean AIDS Network (CARAN), and increase cooperation between the Red Cross and other major organizations within the region, thereby strengthening the overall capacity of the network.

The appointment of the health officer in October 2002 provided much needed support for the leadership of CARAN. The officer immediately met with the CARAN chairperson in Jamaica to plan priority activities for the first half of 2003. In addition, in October 2002 the regional delegation committed the Federation and CARAN to participation as a major partner in the Caribbean Community (CARICOM) Pan-Caribbean Partnership Against HIV/AIDS (PANCAP). The signature earlier in 2002 of a global memorandum of understanding (MoU) between the Federation and the Pan American Health Organization (PAHO) gives scope for enhanced cooperation between PAHO and Caribbean National Societies on health issues generally. UNICEF is supporting several National Society programmes, and the regional delegation is negotiating with the UNICEF regional office for the Caribbean in Barbados to explore the possibility of signing a MoU. Collaboration with UNAIDS remains close. In late September, the regional delegation facilitated the attendance of representatives from three Caribbean National Societies: Barbados, Haiti, and the Dominican Republic - at a meeting in Panama designed to elaborate a regional health strategy for discussion at the forthcoming Inter American Conference scheduled to be held in Santiago, Chile, in late April 2003. The Haitian National Red Cross Society, working with the regional delegation, has been assigned special responsibility for drafting the part of the strategy relating to HIV/AIDS.

Objective 3: To increase the capacity of the regional delegation and National Societies, at the regional and country levels, to implement community-based first aid (CBFA) and water and sanitation activities in target countries in line with Strategy 2010.

Due to funding constraints, there was little progress towards this objective. The overall question of a regional approach to community health, and community-based issues such as water and sanitation and CBFA, will be addressed in the strategy papers currently being prepared for debate at the April 2003 Red Cross Inter American Conference.

Constraints

The two major problems encountered during the period were lack of assured funding, and a gap in the presence in the region of key personnel. In the latter case, following the departure of the previous regional health delegate in June 2002, it was not until late August that his successor arrived. Given that the regional health delegate is now based in Panama, and covers Central America as well as the Caribbean, the necessary level of coverage was achieved in the Caribbean in October 2002 with the recruitment of an HIV/AIDS regional officer based in Trinidad, and tasked to provide support to - in particular - the English-speaking Caribbean Red Cross National Societies and overseas branches. The availability of funds for this function, confirmed in late 2002, allowed planning to proceed for activities in the first part of 2003.

While strategic links at the regional level are quite well-developed, the challenge was to identify resources to provide ongoing support for CARAN and to promote HIV/AIDS-related activities at the regional level. These two goals were achieved in the last quarter of 2002. Beginning in the first quarter of 2003, it is expected that these resources will enable a focus on project activity, strengthening Red Cross involvement in HIV/AIDS related work, particularly through CARAN.

Organizational Development w

Objective 1: By the end of 2003, 10 of the 16 National Societies and four overseas branches (OSBs) will have developed and implemented quality programmes and projects according to their national development plan (NDP).

The regional delegation worked with several National Societies and overseas branches to further the strategic planning process, and organized national and regional workshops to familiarize National Societies with the concept and the range of tools available.

In addition to specific interventions in Cuba and Haïti, delegates worked with the leadership and staff of the Guyana, St. Kitts & Nevis, and the Trinidad & Tobago Red Cross Societies, to support planning efforts. During the second half of 2002, the regional delegate with special responsibility for the British Red Cross overseas branches visited the Cayman Islands, the Turks and Caicos Islands, and Montserrat, to monitor implementation of annual plans. In most instances, delegates also provided advice and technical assistance on governance and statutory issues. In Barbados, a two day workshop on strategic planning was held in January 2002, facilitated by regional delegates.

In the Dominican Red Cross, implementation of the national development plan 2001/5 is ongoing and institutional reorganization is progressing. The National Commission of the National Society decided to implement a cooperation agreement strategy process based on the NDP in order to strengthen the institution's programmes and organization. Regional delegation staff and delegates provided assistance to the National Societies of Belize, Guyana, Suriname, Grenada, and Barbados in completing the self assessment exercise as a first step towards possible CAS development.

In November 2002, the Federation's new sub-regional office in Port of Spain, Trinidad and Tobago, hosted a workshop for the executive leadership of all 13 National Societies from the English-speaking Caribbean, at which the self assessment mechanism, strategic planning principles, the NDP concept, and the CAS process were introduced and described, with examples of their use by other National Societies both in the region and beyond. All National Societies present committed themselves to a timetable to introduce elements of the strategic planning process into their programming by mid 2003.

Objective 2: Before the end of 2003, to contribute to the maintenance of the integrity and smooth functioning of the Caribbean National Societies by increasing the level of knowledge of at least 30 per cent of the governing board members of each National Society about the Movement as a whole and their own specific responsibilities.

In the Dominican Republic, where the National Society had been under the management of an interim commission since 2000, the Federation's regional organizational development delegate continued to work with the governance of the National Society in preparation for the next leadership elections, which will take place in August 2003; the Federation is assisting with the vetting of branches to ensure that they meet relevant organizational criteria, and is also helping with the preparation of an electoral practice guide-book. Governance training for the leadership of some branches took place, in collaboration with the ICRC, in July 2002.

The delegate also provided advice and support on statutory and constitutional issues to both the Dominican and Cuban Red Cross in relation to the revision of their Statutes. A two-day leadership training was offered by the regional delegation and the ICRC for the Haïtian National Red Cross Society in September 2002, and for the Cuban Red Cross in November 2002.

The regional delegation also provided technical advice and input on governance issues and Movement principles to the National Societies of Guyana, St. Kitts and Nevis, Surinam and Trinidad and Tobago. In the last-mentioned case, this was in the context of a visit by the Federation's Secretary General, and

resulted in the holding in December 2002 of an “off-site” consultation amongst the National Society governance, facilitated by a senior Federation staff-member from Geneva.

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.

Provision for the support of youth activities on the part of the Haitian National Red Cross Society was included in the successful application made to the Federation’s Capacity Building Fund in June 2002. As a result, a national workshop on youth leadership took place between 13 and 15 December 2002, and planning is taking place for a second workshop. This will include approval of the Charter of Volunteers, the HNRCS youth policy and mechanisms for participation of youth members in governance. In addition, support for the youth section at headquarters was provided through computer equipment, allocation of running costs for a year, together with local transportation and costs for the organization of Red Cross youth committees in the regions. Two candidates for the position of youth coordinator with the National Society have been identified. Furthermore, a campaign and register for the identification of existing volunteers has been initiated with a central register and duplicates in the branches.

Elsewhere in the region, Federation support for youth-related activities was hindered by lack of funding, although youth peer education workshops on HIV/AIDS at the national level took place in several overseas branches, partially facilitated by regional delegates and staff.

Objective 4: To promote, by the end of 2003, the capacity of selected National Societies to raise funds at National level.

The regional organizational development delegate participated as a member of a commission designated to draw up the curriculum and training materials and to define administrative details for a training centre planned by the Dominican Red Cross. The aim of the centre is to provide professional skills training in first aid in the community and water safety, and to raise funds for the National Society. The regional delegation facilitated the obtaining of manuals and training centre procedures from the Ecuadorian Red Cross, to serve as a model.

In August 2002, the regional delegation agreed with representatives of the Caribbean Cooperation of the Red Cross (CCORC) executive that an innovative resource development programme based on the commercial marketing of Red Cross disaster preparedness services to the hotel and tourism sector, would be jointly launched by the Federation and the CCORC in early 2003. The programme “package” was finalized and criteria for participation in the programme distributed to National Societies in November 2002.

Objective 5: To reinforce the capacity of the Cuban Red Cross provincial and municipal committees to meet the needs of the most vulnerable people.

Following a mission to Cuba by the regional organizational development delegate in January 2002, a Capacity Building Fund proposal was submitted to the Secretariat and was subsequently approved, with the aim of providing support to the Cuban Red Cross throughout 2002 in the areas of branch development, information and communications and the preparation of a national development plan. In February 2002, a consultant hired by the regional delegation worked with the Cuban Red Cross to advance the NDP. In May and June, the plan, closely aligned with Strategy 2010, was approved by the national committee and was presented in several meetings to all the Secretaries General of the western, central and eastern regions of the country in order to explain to them the purpose of the NDP and to enable them to set it up at provincial level. Although the CRC was preoccupied during the third quarter of 2002 with finalizing the rehabilitation programme in the aftermath of hurricane Michelle (November 2001), and dealing with the impact of Hurricanes Isidore and Lili (September/October 2002), it nonetheless managed to implement planned capacity-building programme activities.

In November 2002, the regional delegation facilitated several capacity-building activities, including workshops on the project planning process (PPP) and on the CAS mechanism, as well as a training session on communication issues. Simultaneously, refurbishment of selected CRC branches continued throughout the year with Federation support. Several branches including Florida, Las Tunas, Sancti Spiritus and the national headquarters also received some computer equipment.

In November 2002, the regional delegation submitted a further request for CBF support for the CRC through 2003, covering reinforcement of organizational development in the areas of governance, finance, and administration, branch development, and volunteer recruitment and management. A response from the CBF managers is expected in early 2003.

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

The Federation deployed an organizational development delegate to Haiti in March 2002. The delegate is tasked to assist the HNRCS on a wide range of organizational development and governance issues, including a major focus on the drawing up of a national development plan. A series of branch level workshops to further this process commenced in late 2001. Funds were allocated from the capacity building fund, following an application earlier in the year, as of July 2002. The organizational development delegate also concentrated on the self-assessment process, strengthening of the National Society at branch and headquarters level, a campaign for the promotion of humanitarian values and recruitment and retention of Red Cross youth and volunteers. Work has been carried out in close consultation with the ICRC and bilateral PNS representatives present in the country. In August a memorandum of understanding was signed with the HNRCS, covering the implementation of activities under the programme through to the end of 2002. Activities successfully implemented include a national workshop for first aid trainers, a national youth workshop, a workshop for governance, and the procurement of computer equipment for HNRCS headquarters and branches. The production of an NDP is taking longer than anticipated, but the first draft is now expected in January 2003. In the meantime, the Federation's organizational development delegate, in consultation with the ICRC, has advised the HNRCS leadership on statutory and organisational issues on a regular basis. Under the disaster preparedness sector of the Federation's programming, the HNRCS has been provided with an HF/VHF radio network for its branches and headquarters.

Constraints

In a region such as the Caribbean, with 16 National Societies and a similar number of overseas branches, it is a considerable challenge to deploy close and consistent accompaniment necessary for successful organisational development of capacity-building work. The Federation has tried to access resources to permit such work, specifically from the Capacity Building Fund. It has also deployed a team of three organizational development delegates in the region, one each for each of the major language groups in the Caribbean. However, sustaining these delegates, who are vital to the continuing organizational development work underpinning all other programming, will prove increasingly problematic.

In Haiti and Cuba the Federation is succeeding in accelerating the pace of organizational development but a determining factor will be the level of commitment of the National Societies themselves. In Cuba, significant progress is being made, but in Haiti some momentum has been lost, and the successful completion of the process is still a hostage to political instability, which grew worse in the last six weeks of 2002. In the rest of the Caribbean, organizational development continues to be hindered by a lack of adequate funding and by the danger of dispersing limited resources/effort over the large number of National Societies and overseas branches. Because of the nature of this region, with its large number of relatively small National Societies, a regional approach to such issues as governance and management training is a necessity. With the establishment of the Federation's new sub-regional office in Port of Spain, it is hoped that such sub-regional programming will be facilitated, as also will be specific organizational development interventions at the national level.

Regional Cooperation w

Objective 1: To maintain the momentum established by the process of regional assistance strategy (RAS) development during 2001, and to ensure that all Movement stakeholders in the region are involved in the review and further refinement of Federation strategies.

In August, the regional delegation hosted a meeting in Santo Domingo of all Federation delegates in the Americas region involved in organizational development work, and more specifically, the development of cooperation agreement strategies; the meeting reviewed the implementation of the CAS process in the region, and in particular the progress which has been made in Cuba and Haïti. In August, the regional delegation and the Dominican Red Cross co-hosted the first meeting in 2002 of the regional delegation/CCORC/ICRC working group established to monitor the implementation of the regional cooperation agreement strategy adopted at the Sixth Caribbean Red Cross Biennial Meeting in June 2001. The working group received a detailed report from the regional delegation on the implementation of the regional cooperation agreement strategy to date, as well as plans for incorporating priorities in the Federation's appeal for 2003/2004.

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 among the various elements of the Movement.

The regional delegation brought together three members of the CCORC executive in Santo Domingo in mid August to resolve several issues which had been outstanding since the previous CCORC meeting in Geneva in November 2001. With the strengthening of the Federation's sub regional office in Trinidad and Tobago over the third quarter, the regional delegation was in a better position to liaise closely with the CCORC. The regional delegation facilitated the attendance of a CCORC member at the partnership meeting in Quito, Ecuador in May 2002 where the Secretariat change process was discussed; in the same way the CCORC chairman attended a regional meeting in Panama in late September 2002 focusing on the preparation of the overall health strategies for the Americas prior to the holding of the Inter American Conference in Santiago de Chile in April 2003.

Objective 3: Throughout the period to the end of 2003, to further promote the integration of Red Cross overseas branches (OSBs) in the Caribbean into regional consultative mechanisms and programmes.

The regional delegation constantly included all overseas branches in its mailing and information network, and to encourage OSB participation in activities supported by the Federation. In May, the regional delegation's branch development and organizational development delegate organized a meeting of all British Red Cross OSBs in Antigua, which was attended by the leadership of the branches and at which planning for the coming year was discussed. The branch representatives then attended a pre-hurricane season meeting of Directors General at the same venue, where contingency plans were drafted. Four members of personnel from three British Red Cross OSBs took part in the regional intervention team training organized by the regional delegation and PADRU in Antigua. In June, the regional delegation facilitated contacts between the British Red Cross OSBs and the local representative of DFID with a view to identifying funding for CBDP programmes. Initial contacts were also made by the regional delegation with the French Red Cross overseas branches in the Caribbean with a view to enhancing collaboration. The regional delegation's organizational development delegate visited the British Red Cross branches in the Cayman Islands and the Turks and Caicos Islands in August, accompanied by a senior member of staff of the British Red Cross, to discuss governance issues. The Cayman Islands overseas branch was contacted by the regional delegation during the passages of hurricanes Isidore and Lili near the island group, but no assistance from the delegation was needed.

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 in Federation missions in the region and elsewhere.

Funding difficulties prevented progress in relation to this objective over the year.

Constraints

Since regional cooperation, although vital, is potentially expensive in a region such as the Caribbean, made up of 32 Red Cross entities (National Societies and overseas branches), all but three of them located on islands, lack of earmarked funding for meetings between the regional delegation and organizations such as the CCORC and CARAN can prove a major obstacle to effective programming in this sector. Fortunately, the regional delegation was able to access support for its work in the English-speaking Caribbean from the Federation's Capacity Building Fund in July 2002, thus freeing DFID funds for use in this area. The establishment of the Federation's sub regional office in Port of Spain facilitated contact with the CCORC leadership from July 2002 onwards.

The key problem in this area is the lack of a regular opportunity for a consultative gathering involving the National Societies and overseas branches leadership and the Federation's delegates and staff in the region, where issues of regional planning and priorities may be discussed. At the moment, such occasions arise only once every two years (during the Caribbean Red Cross Biennial Meeting), and this is not sufficiently frequent. The Federation, in consultation with the ICRC, should perhaps make funding provision for such interaction on a regular basis as part of the core expenditure in the region.

Coordination and Management w

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.

Federation programming in the region is based on the regional cooperation agreement strategy adopted by Movement stakeholders in June 2001. Progress towards achieving the objectives of the RCAS were reviewed by a CCORC/regional delegation/ICRC monitoring group in mid August 2002. Also in August, the regional delegation, in consultation with organizational development delegates from other delegations in the region, hosted a meeting in Santo Domingo to harmonize the CAS process in the Americas. The drawing up of country agreement strategies is linked with the production of national development plans which were completed in Cuba and the Dominican Republic. The Federation's organizational development delegate continues to facilitate NDP production in Haïti, with a target date of January 2003 for completion. The appeal for 2003 - 2004 was drawn up during the third quarter of the year and is based on the priorities outlined in the RCAS.

Objective 2: To strengthen coordination between the regional delegation and other Movement agencies in the region, including the Central America regional delegation, PADRU, bilateral programmes and the ICRC.

With the onset of the most intensive period of the hurricane season, close collaboration between the regional delegation and PADRU and in particular its regional logistics unit (RLU), was crucial to the success of disaster management programmes. At the request of the regional delegation, PADRU/RLU procured relief goods for the National Societies in Cuba and Haïti. During the passage through the Caribbean of the first serious hurricanes of the season in late September, contact between PADRU and the regional delegation was on an hourly basis, and a PADRU disaster management delegate was on standby in Panama. In July, PADRU facilitated a refresher training course which included members of the Caribbean regional intervention team who had received initial training in Antigua and Barbuda in May 2002. Links with the regional delegation for Central America were also strengthened through a joint meeting on the CAS process in August, and coordination ensured with the regional finance unit and the regional reporting delegate. In July, two planning workshops were held with the ICRC, one for the Spanish speaking Caribbean in Santo Domingo and one for the English speaking

Caribbean in Port of Spain, to harmonize planning for 2003. There is a close working relationship between the ICRC delegations in Haïti and Trinidad and Tobago and Federation counterparts. During the second half of 2002, the regional delegation for the Caribbean continued to host two bilateral American Red Cross delegates and delegates from the bilateral programmes of the American, Spanish and the Netherlands Red Cross Societies attended the bi-monthly coordination meeting organized by the regional delegation. In Haïti, collaboration between bilateral delegates and the Federation remained close, whilst in Cuba, the Federation took the lead in involving bilateral PNS in discussions on the CAS process and in the response to hurricanes Isidore and Lili.

Objective 3: By mid 2002, to undertake reduction and rationalization of the regional delegation to ensure efficient and effective support to the National Societies and overseas branches, wherever located in the Caribbean region.

During the second half of 2002, the Federation moved rapidly to implement the Secretariat “change strategy” in the region. Following endorsement of structural changes in the Federation’s field presence by the governing board in June 2002, the regional delegation in Santo Domingo reduced in size prior to the creation of a delegation for both Central America and the Caribbean at a new base in Panama from the beginning of 2003. As part of these changes, the Federation maintained a country presence in Haiti, and, in July 2002, opened a new sub regional office for the English-speaking Caribbean in Port of Spain, Trinidad and Tobago. By the end of 2002 this office consisted of two delegates: one organizational development delegate and one disaster preparedness delegate; one locally-recruited HIV/AIDS regional officer, and one administrative staff member. It is planned that the office will be further strengthened with locally-recruited staff in early 2003. During the fourth quarter of 2002 sectoral harmonization meetings were held between the Caribbean and Central America regional delegations, culminating in a joint planning meeting held in Panama in December. The regional delegation for the Caribbean ceased to exist as such on 31 December 2002, and by April 2003 will be a sub regional office for the Spanish-speaking Caribbean, with one delegate and two local staff.

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

During the first quarter of the year, the regional delegation reviewed all outstanding projects in order to close those which were no longer active. Financial management systems were streamlined and all delegates received training in finance procedures, provided by the regional finance and administration delegate in late July. All delegates participated in planning and producing the narrative and budgets for the appeal for 2003 - 2004. The delegation reached its target of ensuring at least 90% compliance with Federation reporting norms at the end of the year.

Constraints

Finding appropriate mechanisms to ensure the continuing engagement of Movement stakeholders in the region in the monitoring of the RCAS process proved a challenge during the reporting period, although the regional delegation managed to prepare a report on RCAS implementation, and convene the RD/CCORC monitoring group in August 2002. The reduction in size of the regional delegation and the transfer of some resources and programmes to the new sub regional in Port of Spain, posed some logistical and administrative difficulties, especially since it had to be carried out at the height of the Atlantic hurricane season.

Although some progress was made in moving forward the NDP/CAS process with the National Societies of Cuba, Haïti, and the Dominican Republic, it remains clear that many National Societies are unfamiliar with such Federation mechanisms and tools. The regional delegation was able to compensate for this through training (such as the strategic planning workshop held for all English-speaking National Societies in November 2002), but the Secretariat needs to be aware of the necessity of remedying this lack of awareness.

For further details please contact: Luis Luna; Federation Desk Officer; Phone: 41 22 730 42 74 Fax: 41 22 733 03 95; email: luis.luna@ifrc.org

All International Federation Operations seek to adhere to the Code of Conduct and are committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.

For further information concerning Federation operations in this or other countries, please access the Federation website at <http://www.ifrc.org>.

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
Annual report	X
Final report	

Appeal No & title: 01.23/2002 Caribbean regional

Period: year 2002

Project(s): PCU001, Ht005, 006, 160, P49002, 49162, 49163, 49164, 49165, 49301, 49401, 49900, 49901, 49902, 49904, 49925

Currency: CHF

I - CONSOLIDATED RESPONSE TO APPEAL

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Comments	Goods/Services	Personnel	
Appeal budget	3,322,921				
less					
Cash brought forward	547,811				
TOTAL ASSISTANCE SOUGHT	2,775,110				
Contributions from Donors					
American Red Cross (DNUS)	54,284				54,284
Australian Red Cross (DNAU)	5,542				5,542
British Red Cross (DNGB)	256,103				256,103
Closed appeals balances (DBAL)	101,547				101,547
DFID - British Government (DFID)	140,221				140,221
DFID 3- British Government (DFID03)	169,427				169,427
Dominican Republic - Priv.donors (DPDO)	61,516				61,516
Donor - Capacity Building Fund (DCBF)	295,000				295,000
Donor - Unidentified (D000)	3,118				3,118
ECHO - DOMINICAN REP/HAITI GEORGES (DE0001)	7,209				7,209
ECHO Caribbean	257,054				257,054
Finnish Red Cross (DNFI)	15,000				15,000
Jamaica-Private donor (DPJM)	28,535				28,535
Japanese Red Cross (DNJP)	159,532				159,532
Norwegian Govt.via Norwegian Red Cro (DGNNO)	424,825				424,825
Norwegian Red Cross (DNNO)	57,450				57,450
France				98,726	98,726
Great Britain				119,917	119,917
Norway				42,710	42,710
Spain				59,959	59,959
TOTAL	2,036,364			321,312	2,357,676

II - Balance of funds

OPENING	547,811
CASH INCOME Rcv'd	2,036,364
CASH EXPENDITURE	-2,017,616

CASH BALANCE	566,559

Appeal No & title: 01.23/2002 Caribbean regional

Period: year 2002

Project(s): PCU001, Ht005, 006, 160, P49002, 49162, 49163, 49164, 49165, 49301, 49401, 49900, 49901, 49902, 49904, 4992

Currency: CHF

III - Budget analysis / Breakdown of expenditures

Description	APPEAL Budget	CASH Expenditures	KIND & SERVICES		TOTAL Expenditures	Variance
			Goods/services	Personnel		
<u>SUPPLIES</u>						
Shelter & Construction	60,800	24,152			24,152	36,648
Clothing & Textiles		615			615	-615
Food & Seeds		2,047			2,047	-2,047
Water & sanitation						
Medical & First Aid	168,000	15,076			15,076	152,924
Teaching materials	9,500					9,500
Utensils & Tools	15,000	72,126			72,126	-57,126
Other relief supplies	228,900	228,749			228,749	151
Sub-Total	482,200	342,765			342,765	139,435
<u>CAPITAL EXPENSES</u>						
Land & Buildings						
Vehicles						
Computers & Telecom equip.	58,500	32,169			32,169	26,331
Medical equipment	500					500
Other capital expenditures	43,300	4,321			4,321	38,979
Sub-Total	102,300	36,490			36,490	65,810
<u>TRANSPORT & STORAGE</u>	117,500	59,931			59,931	57,569
Sub-Total	117,500	59,931			59,931	57,569
<u>PERSONNEL</u>						
Personnel (delegates)	805,500	489,471		321,312	810,783	-5,283
Personnel (national staff)	464,900	232,253			232,253	232,647
Sub-Total	1,270,400	721,724		321,312	1,043,036	227,364
<u>GENERAL & ADMINISTRATION</u>						
Assessment/Monitoring/experts	69,100	30,392			30,392	38,708
Travel & related expenses	355,300	189,793			189,793	165,507
Information expenses	103,200	44,879			44,879	58,321
Admin./general expenses	208,300	202,396			202,396	5,904
External workshops & Seminars	249,100	17,231			17,231	231,869
Sub-Total	985,000	484,690			484,690	500,310
<u>PROGRAMME SUPPORT</u>						
Programme management	224,065	126,946			126,946	97,118
Technical services	67,073	39,007			39,007	28,066
Professional services	74,384	43,271			43,271	31,113
Sub-Total	365,521	209,224			209,224	156,297
Operational provisions		162,792			162,792	-162,792
Transfers to National Societies						
TOTAL BUDGET	3,322,921	2,017,616		321,312	2,338,928	983,994