

Appeal 2003-2004



International Federation
of Red Cross and Red Crescent Societies

CARIBBEAN REGION

Appeal no. 01.49/2003

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

	2003	2004²
	<i>(In CHF)</i>	<i>(In CHF)</i>
1. Health and Care	331,909	399,538
2. Disaster Management	722,209	499,422
3. Humanitarian Values	84,813	87,677
4. Organizational Development	1,278,949	890,085
5. Federation Coordination	121,444	133,180
6. International Representation	8,235	11,098
Total	2,547,557¹	2,021,000

Introduction

The International Federation of Red Cross and Red Crescent Societies, working from its regional delegation in Santo Domingo, has developed a variety of programmes in support of the 16 National Societies and 16 overseas branches of the British, French, and Netherlands Red Cross Societies which exist in the Caribbean region. An initial concentration on organizational development and disaster management issues has been modified over time with the addition of an important range of projects in health and care, to meet the growing incidence of HIV/AIDS in the region.

In developing programmes to support and build the capacities of Caribbean National Societies and overseas branches, the Federation has worked closely with the Caribbean Coordination of the Red Cross (CCORC), the representative body of the Red Cross in the region. One aspect of Red Cross work in the Caribbean in recent months has been a closer harmonization of activities, involving regular consultation not just between the Federation and individual National Societies, but also between the Federation and the CCORC, the ICRC and bilateral programme managers. A series of meetings, most notably the Inter American Conference held in the Dominican Republic in 1999, and the Sixth Caribbean Red Cross Biennial Conference (CRCBM) held in Trinidad and Tobago in 2001, contributed greatly to a coherent and cohesive Movement approach to the humanitarian challenges facing the region. This approach will be further strengthened during the period covered by this appeal. In addition, the Federation's work with

¹ USD 1,748,927 or EUR 1,730,392.

² These are preliminary budget figures for 2004, and are subject to revision.

National Societies and overseas branches in the Caribbean, to be coordinated as of 2003 through sub regional offices in the Dominican Republic and Trinidad and Tobago, will be synchronized with that in the neighbouring region of Central America. Both regions will be managed from a new Federation regional office in Panama from the beginning of 2003.

The Caribbean, although seen by many as a region of holiday resorts and tax havens, is in reality the scene of serious humanitarian problems - entrenched poverty, declining economies, growing social disparities, and an accelerating HIV/AIDS epidemic. However, it also hosts one of the densest regional concentration of Red Cross entities - National Societies and overseas branches - found anywhere in the world, many of them with years of experience in confronting the humanitarian challenges of their countries and their region. Through its role as serving leader, the Federation continues to assist these entities to prepare themselves for effective service to the most vulnerable.

Regional Context

The countries and territories of the Caribbean region are characterized by a great variety in area, population and wealth, as well as rich cultural diversity and a broad spectrum of economic models. As an essentially archipelagic region, the Caribbean faces particular challenges in the fields of transportation, communication, and economic integration. Many of the region's nations are small island states, with limited resources and a particular vulnerability to natural disasters and sudden changes in the economic climate. Additionally, like other regions of the globe, the Caribbean has felt the impact of significant geopolitical, economic, social, and climatic changes over recent years. The growth of economic conglomerates such as the North American Free Trade Area has deprived countries in the region of some of their leverage in the marketing of products such as sugar, coffee, and bananas, while leaving them vulnerable to the negative effects of global recession. Globalization has added its own pressures, while unemployment and poverty remain unabated. The region proved particularly vulnerable to the economic downturn in the United States triggered by the events of 11 September 2001. The crisis hit the airline and tourism industries particularly hard - two sectors of the economy vital to the Caribbean nations. In addition, the domestic recession in the United States reduced remittances (an important source of income for some Caribbean states) and security restrictions in the post-11 September environment closed one traditional safety-valve for struggling island economies - legal and illegal immigration to the US.

Although the exponential growth in the tourist industry in the years up to 2001 brought in its wake additional income, it also resulted in environmental degradation and the proliferation of disease and social problems. Climate change, and in particular the phenomena associated with global warming and the El Niño effect, has introduced a new severity and unpredictability to the weather in a zone already vulnerable to meteorological extremes. The increasingly deadly impact of the annual hurricane season reflects this. As in years such as 1998, when hurricane Georges worked its way up the Caribbean island chain, and 2001, when the region was devastated by hurricanes Iris and Michelle, such storms can cost hundreds of lives and cause millions of dollars worth of damage. Apart from the regularly recurring disasters of the hurricane season, the region is also subject to unpredictable catastrophes such as earthquakes and volcanic eruptions.

These external influences have impacted on a region rendered vulnerable by demographic pressures and, in some instances, entrenched poverty. The largest country in the region, Cuba, remains the subject of a trade embargo imposed by the United States, with serious consequences for its economy and level of social development. Haïti, with a literacy rate of only 58% and a per capita annual income of USD 250, is

the poorest nation in the Western Hemisphere. Even in the relatively prosperous Dominican Republic, unemployment in mid 2002 was running at close to 17%. Throughout the region, rapid population growth has outpaced economic expansion, generating an influx of migrants to urban areas, as well as deforestation and pollution of air, water, and soil. The 2002 human development index published annually in the UNDP Human Development Report, showed in that most Caribbean nations had dropped significantly in the 173-nation ranking, including some countries generally considered to be among the more robust economies in the region - Belize, Trinidad and Tobago, and the Dominican Republic, for instance.

With limited revenues available to governments, state-provided services such as communications, health, and education have suffered accordingly.

There has also been a rapid growth of negative social phenomena such as drug-use and crime, and an explosive increase in the number of people infected with HIV-AIDS. The HIV-AIDS prevalence rate in the Caribbean is second only to that in sub-Saharan Africa, and the disease is now the major cause of death among men under the age of 45. Young people are also particularly vulnerable to the personal disorientation caused by the weakening of family ties and traditional ethical values.

The Red Cross in the Caribbean, as represented by the National Societies and the overseas branches, is well-positioned to help address the humanitarian issues generated by this socio-economic context. With a wide network of branches extending down to the level of local communities, with an excellent reputation from its past humanitarian interventions, with generally good relations with state authorities, and with a close working relationship with the Federation representation in the region, the Red Cross in the Caribbean has the potential to make a major contribution to alleviating the most pressing humanitarian needs.

For more in-depth information on the Red Cross' strategy in Cuba, please click below to be taken to *Focus on Cuba 2003*.

Cuba

For more in-depth information on the Red Cross' strategy in Haiti, please click below to be taken to *Focus on Haiti 2003*.

Haiti

National Society Priorities

The heterogeneous geographic, political, economical, historical and social map of the Caribbean region affects the level of development, size and number of Red Cross National Societies. The Caribbean has one of the largest regional concentrations of Red Cross entities - 16 National Societies and 16 overseas American, British, French and Netherlands Red Cross branches and chapters, for a total population of some 35 million people. These Red Cross entities face varying realities and challenges, but despite their cultural, historical, linguistic and developmental diversity, there is a strong regional identity. A comprehensive survey conducted by the regional delegation in early 2001 showed that the Caribbean National Societies face new challenges but have limited experience, structure, and resources with which to confront them. Some of the better-developed National Societies, for instance, those in the Dominican Republic and Cuba, can field thousands of volunteers and have a substantial paid staff at their headquarters. Other National Societies, especially those in the small island states, have few human and

source:	Human development index		Total population (thousands)			GDP per cap	Life expectancy at birth in years			Infant
UN stats, HDR 2002	rank	HDI	total	male	female	(in USD)	average	male	female	mortality rate
Barbados	31	0.871	270	131	139	9721	77.0	74.5	79.5	11
Bahamas	41	0.826	312	154	158	14147	69.6	65.2	73.9	17
Saint Kitts & Nevis	44	0.814	46	23	23	8539	69.9	68.2	71.6	24
Trinidad & Tobago	50	0.805	1306	649	657	6239	74.9	72.5	77.2	13
Antigua and Barbuda	52	0.8	77	37	40	10204				17
Cuba	55	0.795	11272	5644	5628	2384	76.8	74.8	78.7	7
Belize	58	0.784	235	119	116	3345	74.5	73.0	75.9	30
Dominica	61	0.779	71	36	35	3803				16
Saint Lucia	66	0.772	151	74	77	4735	73.8	71.1	76.4	13
Suriname	74	0.756	421	209	212	1584	71.1	68.5	73.7	26
Grenada	83	0.747	103	51	52	4391				14
Jamaica	86	0.742	2621	1293	1328	2801	75.8	73.7	77.8	20
St Vincent & the Grenadines	91	0.733	112	56	56	3021				22
Dominican Republic	94	0.727	8640	4386	4254	2982	67.3	64.4	70.1	36
Guyana	103	0.708	766	371	395	846	62.5	58.0	66.9	52
Haiti	146	0.471	8402	4114	4288	432	53.4	50.2	56.5	61

material resources on which to draw.

Traditionally focused on delivery of services such as first aid training, ambulance services and blood banks, the Caribbean National Societies, together with the Federation and PNSs, have developed in recent years new and more focused regional and national programmes to better respond to the emerging social problems facing their communities - for instance, community based disaster preparedness (CBDP) and HIV/AIDS peer educators programmes, both of which have had a positive impact at institutional and community level, and both of which remain priorities. Nevertheless, the National Societies are concerned about the sustainability of these community efforts and seek more support in this connection.

The survey also revealed that, financially, some National Societies show a high level of dependency on external funding. Furthermore, the proliferation of non-governmental organizations (NGOs), the generally unfavourable economic context (especially since September 2001), and limited institutional structures have reduced Caribbean National Societies' fundraising and income-generating impact. There is a clear understanding of the necessity of setting up new and more innovative fundraising activities, strengthening financial reporting systems, and developing new and more attractive social programmes to improve this situation. With regard to human resources, National Society responses showed that there is currently a

limited base of volunteers, but the main issue concerns not only quantity but also quality and permanence, and finding ways to improve coordination, interaction and mutual understanding between professional staff and volunteers. In addition, the survey revealed the importance placed on strengthening the Societies' capacity to plan - and to manage, implement, and evaluate their own strategic plans. At present, most of the Caribbean National Societies still need to update or to develop a national development plan (NDP).

Red Cross and Red Crescent Priorities

In order to discuss regional priorities, the Red Cross in the Caribbean has held regular biennial meetings, and in 1999 hosted the 16th Red Cross Inter American Conference, which took place in the Dominican Republic. On that occasion, the Caribbean National Societies and their counterparts from elsewhere in the region highlighted certain programmes for priority attention. These included development of human and financial resources, disaster preparedness and prevention, youth programmes, and communication and networking, which were embodied in the *Santo Domingo Declaration*.

By the beginning of 2001, the evolution of the situation in the Caribbean, with a continuing worsening of the impact of natural disasters, and the explosive growth of HIV/AIDS infections, required a fresh assessment of regional Red Cross priorities. As a follow-up to the work done in Santo Domingo two years previously, the regional delegation conducted a survey involving Caribbean National Societies, relevant Participating National Societies (PNSs), and the ICRC³, in order to inventory the priorities and concerns of the various Red Cross elements active in the region.

Building on the responses to the survey, taking into account objective data concerning the situation in the region, and applying the priorities identified in the Federation's *Strategy 2010* and the *Santo Domingo Declaration*, the regional delegation drew up a draft regional cooperation agreement strategy (RCAS) during early 2001. This document was distributed to all Red Cross entities in the region, as well as principal PNSs and the ICRC, in May 2001. It was subsequently debated at length at a series of working groups at the Sixth Caribbean Red Cross Biennial Meeting (CRCBM) held in Trinidad in early June of that year. The final plenary session of the meeting adopted the RCAS unanimously, and the priority programmes and planned objectives and activities from that document formed the basis for the Federation's appeal for the Caribbean region for the period 2002-2003. A monitoring group, with participation from National Societies, the Federation and the ICRC, was set up in mid 2001 to oversee the implementation of the RCAS, and has since met twice - in November 2001 and August 2002. The RCAS focused on many of the same issues identified in Santo Domingo in 1999, with the notable addition of a strong emphasis on combating the HIV/AIDS epidemic in the region. Its priorities remain valid until 2005, subject to periodic review at Caribbean meetings of the various elements of the Movement.

Priority Programmes for Federation Assistance

- **Health and Care:** The Federation will work to ensure that vulnerable populations in the Caribbean region receive appropriate and accessible health care in the context of national health policies and frameworks, and that Caribbean National Societies and overseas branches have the capacity to educate, mobilize, advocate for, and, where appropriate, deliver this. The focus during the next two years will be on the Federation's efforts to stem the spread of HIV/AIDS, through intensive work in support of youth-oriented programmes, and through further support for the Caribbean Red Cross

³ An evaluation of the overseas branches had been carried out previously.

HIV/AIDS Network (CARAN). In addition, the Federation will encourage National Societies and overseas branches to exploit linkages with public health authorities and other relevant partners to develop long-term health strategies in line with *Strategy 2010*.

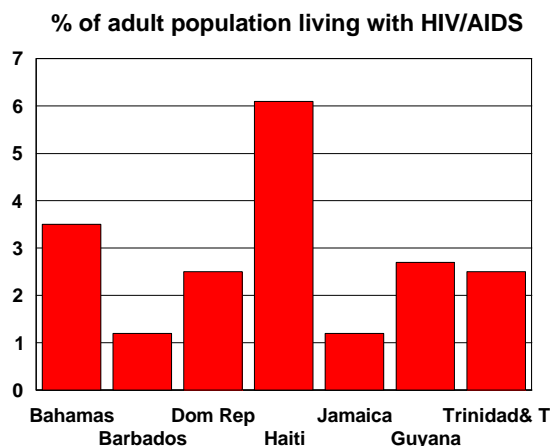
- **Disaster Management:** The goal of this programme is to ensure that the impact of disasters in the region is reduced through effective disaster management measures at the regional, national and community level. The objective will be to improve the capacity of National Societies, overseas branches and communities to prepare for, respond to and recover from disasters, and to establish the Red Cross firmly as an important player in the disaster management field in the Caribbean. This will be achieved through projects promoting community-based disaster preparedness (CBDP) and response; the building of National Society and overseas branches' disaster management capacities through training, preparation of contingency plans, and provision of relief supplies; the piloting of innovative distance learning techniques and links with the hotel and tourism industry to spread disaster preparedness messages and information and to raise the profile of the Movement in this field.
- **Humanitarian Values:** The goal will be to enhance the Red Cross profile in the Caribbean, and to increase the advocacy role on behalf of vulnerable groups. The Federation will build National Society and overseas branches' information and communications capacities through training, the development of standardized material, and the use of electronic media to project a common image. It will also take the lead in systematically fostering advocacy campaigns on behalf of the vulnerable, providing background material and coordination. In both these areas the Federation will cooperate closely with the ICRC.
- **Organizational Development:** The overall goal will be to promote well-functioning National Societies and overseas branches in the Caribbean able to provide a more effective level of humanitarian assistance to the vulnerable. The Federation will support training in strategic planning (with a particular focus on the NDP and CAS process), on governance issues and Movement principles and policies, and will provide technical inputs and advice on statutory revision and issues of Red Cross legislation. Additionally, this appeal addresses the need to promote effective mobilization and management of volunteers and youth by National Societies and overseas branches. Cuba and Haiti, considered to be the two priority countries in the Caribbean from the point of view of capacity building, will receive concerted support from the Federation in governance, planning, youth programmes, visibility and communications, and branch development.
- **Federation Coordination:** The goal of this programme is to ensure that the Red Cross in the Caribbean, as a collective entity, contributes effectively and efficiently to capacity building related to service delivery to the vulnerable in all four core areas of *Strategy 2010*. To this end, the Federation will encourage optimum use of the linkages and resources available within the region, through review and refinement of the existing regional cooperation agreement strategy, the strengthening of the Caribbean Cooperation of the Red Cross, and the recruitment, training, and deployment of delegates from within the region.
- **International Representation:** The goal is to mobilize a wider range of international support for Federation's aims at the national, regional, and international level, by raising awareness of Red Cross aims and activities, focusing on the core areas and strategic directions of *Strategy 2010*. This will involve a systematic campaign of targeted lobbying with relevant international and professional bodies, and the building of durable linkages with such institutions in support of Federation programmes and priorities.
- **Field Management:** The goal is to assist the National Societies and overseas branches in the region to effectively achieve their institutional and programmatic objectives through deployment of the most appropriate structural and management matrix for the Federation in the region. Specifically, this will imply the creation and maintenance of two sub-regional offices in the Caribbean, coordinated by a

new regional office for Central America and the Caribbean based in Panama, combined with the use of and harmonization with other Red Cross components in the region, including the Pan American Disaster Response Unit (PADRU) and the regional service units (Regional Reporting Unit, Regional Logistics Unit, Regional Finance Unit, together with the ICRC and bilateral programmes.

1. Health and Care [<Click here to return to the title page>](#)

Background and achievements / lessons to date

The Caribbean region is suffering from increasing levels of poverty and related problems associated with health care and education. In many countries within the region, emigration from rural areas to towns and cities, illegal settlements in environmentally fragile areas, and inadequate housing and sanitation, are contributing to an upsurge in HIV/AIDS and other sexually-transmitted diseases (STDs), respiratory infections, diarrhoeal diseases and adolescent fertility rates - 23% of adolescent women are either pregnant or already mothers. In general, the quality of health care services remains inadequate to meet the needs of the poor, and over 40% of the region's rural population lacks access to potable water. The threat from HIV/AIDS is particularly severe: the Caribbean has the second highest prevalence rate of the disease in the world (after sub-Saharan Africa) - 2.11% among adults - and HIV/AIDS is the leading cause of death amongst 15-44 year olds.



In this context, the importance of working with young people is paramount. The Federation has sought to take advantage of the pioneering experience of some National Societies in the Caribbean in the field of peer education to replicate this model throughout the region. With assistance from the Federation, a Caribbean Red Cross HIV/AIDS Network (CARAN) was established in 2000, with a mandate to prevent the spread of HIV/AIDS and reduce its impact by designing and implementing intervention strategies with a special focus on youth. CARAN, which has met twice (in April 2001 and April 2002) since its inception, brings together health professionals and experienced volunteers from Red Cross National Societies and governmental and non-governmental organizations from throughout the region, to foster exchange of information, experiences, and best practices amongst CARAN members, UN agencies, and other national, regional and international organizations. At the CARAN meeting a five-year HIV/AIDS Strategic Framework for the region was developed and later approved during the Sixth Caribbean Red Cross Biennial Meeting held in Trinidad and Tobago in June 2001. The momentum provided by this initiative carried through into 2002, when a further CARAN meeting was held, coinciding with gathering of regional youth organizations convened by UNAIDS, in which the regional delegation and several National Societies and overseas branches participated, and allowed the Red Cross in the region, guided by the Federation, to

establish working contacts on HIV/AIDS issues with agencies such as UNAIDS, UNICEF, and CARICOM through the Pan-Caribbean Partnership against HIV/AIDS (PANCAP).

HIV/AIDS in the Caribbean

- *At the end of 2001, approximately 420,000 people were living with HIV/AIDS in the Caribbean*
- *HIV/AIDS is now the leading cause of death in some countries of the Caribbean region. Life expectancy in Haiti is nearly six years less than it would have been in the absence of AIDS*
- *Adult HIV prevalence rates are second in the world, only surpassed by sub-Saharan Africa. Worst affected are Haiti (6%), the Bahamas (3.5%), followed by Guyana (2.7%), Trinidad & Tobago (2.5%) and the Dominican Republic (2.5%)*
- *A total of 250,000 children have been orphaned by the epidemic (200,000 of them in Haiti alone)*
- *The epidemic is in danger of spreading rapidly and wildly in the absence of effective responses*

source: UNAIDS/UNDP 2002

Although this important groundwork has been laid, promotion of country-level HIV/AIDS programming by National Societies has not been as rapid or comprehensive as originally planned. This was mainly due to resource constraints. A top priority for the Federation in 2003-2004 will be the strengthening and scaling up of youth peer education programmes at the national level, with a view to having all National Societies and overseas branches in the region incorporate the fight against HIV/AIDS in their core programmes including a full spectrum of programmes dealing with prevention, care and anti-stigma actions. Youth peer education material will be revised and adapted, National Societies assisted in project formulation, pilot projects in community-based care for people living with HIV/AIDS (PLWHA) developed and resource mobilization, and voluntary

non-remunerated blood donation promoted. The Federation will also make resources available to strengthen CARAN so that it can perform its task as the Movement's regional leader in the fight against HIV/AIDS.

One of the lessons which the Federation has drawn from its work with National Societies and overseas branches on HIV/AIDS is the importance of strategic alliances and coordination with other actors to confront this region-wide problem. Building on this experience, and extending it to the wider field of health programming, Federation planning for the period 2003-2004 includes activities designed to help National Societies identify their optimum position in terms of national health planning, and to develop working partnerships with Ministries of Health, NGOs and other actors in terms of the specific public health agenda of their countries. Building on the Memorandum of Understanding (MOU) signed in 2002 between the Federation and the Pan-American Health Organization (PAHO), and the strategic focus for health in the Americas as defined in the context of the Inter American Conference to take place in Santiago de Chile in April 2003, the Federation in the Caribbean will work to ensure that National Societies and overseas branches develop both long-term health strategies and the necessary linkages and partnerships to ensure that they can be successfully implemented.

Overall Goal

Vulnerable populations in the Caribbean region receive appropriate and accessible health care in the context of national health policies and frameworks

Programme Objective

Caribbean Red Cross National Societies and overseas branches have the capacity to educate, mobilize, advocate for, and deliver health and care of appropriate scale and quality, to the most vulnerable in their societies.

Expected Results

The programme is based on two projects that will have the following overall results:

1. National Societies and overseas branches have scaled up their activities regarding HIV/AIDS prevention, care, and stigma and discrimination.
2. Areas have been defined that are consistent with the public health agendas of the countries and territories of the Caribbean region as well as with *Strategy 2010*, where the Federation, National Societies and overseas branches, public health authorities, and other actors can coordinate their activities to improve the lives of the most vulnerable.

The projects will seek to have the following specific results:

Project 1 - HIV/AIDS
<ul style="list-style-type: none">• Youth peer education programmes have been strengthened and scaled up, particularly in the Dominican Republic, Haïti, Trinidad & Tobago and Guyana, through the revision and dissemination of IEC material and methods and the provision of technical advice.
<ul style="list-style-type: none">• All National Societies have incorporated HIV/AIDS issues into their core programmes, and have developed activities across a spectrum including prevention, care and anti-stigma campaigns, with country-specific inputs from the Federation and through the holding of at least two regional workshops per year.
<ul style="list-style-type: none">• Selected National Societies including the Jamaican Red Cross and the Guyana Red Cross Society have undertaken pilot projects on community-based care for PLWHA.
<ul style="list-style-type: none">• Voluntary blood donation campaigns have been promoted in Haïti and the Dominican Republic.
<ul style="list-style-type: none">• CARAN has been strengthened as a regional network through the provision of support from a full-time staff member based at the Federation's Trinidad sub regional office.
Project 2- Coordination with public health authorities and external partners
<ul style="list-style-type: none">• National Societies and overseas branches have developed, with technical inputs from the Federation, long-term health strategies in line with <i>Strategy 2010</i>, in keeping with their capacities, and in coordination with relevant partners.
<ul style="list-style-type: none">• National Societies and overseas branches have developed multilateral strategic alliances with relevant partners, leading to concrete models of cooperation in health programme delivery at the national and territorial level.
<ul style="list-style-type: none">• Health strategies and priorities adopted at the Inter American Conference in Chile (April 2003) are being implemented.
<ul style="list-style-type: none">• Enhanced cooperation between National Societies and overseas branches, national Ministries of Health, and PAHO has been achieved.

For more information on Red Cross activities in the following countries, click below:

Cuba

Haiti

2. Disaster Management *<Click here to return to the title page>*

Background and achievement/lessons to date

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

In recent years the Caribbean has been hit by devastating natural disasters - the hurricane season of 1998, for instance, was uncommonly severe, with hurricane Georges in particular causing devastation from the Leeward Islands to Cuba. Belize, a Caribbean state on the Central American mainland, was struck by severe hurricanes in both 2000 and 2001. Volcanic eruptions on Montserrat from 1995 onwards virtually crippled the island, destroying its tourist trade and driving many of its inhabitants to leave permanently.

In response to these and similar disasters, the Federation has concentrated on developing National Society capacity to respond effectively to disasters. Effective preparedness and response measures undertaken in Belize and Cuba following the passage of hurricanes Iris and Michelle in October and November 2001 both saved lives and ensured the provision of vital assistance to the most vulnerable who lost homes, possessions and livelihoods in the hurricanes. There will continue to be a focus on community level programmes. Well over one thousand community facilitators have been trained, local groups have prepared disaster plans, and concrete projects such as flood mitigation schemes have been implemented in a number of National Societies. In addition to this community based initiative, the Federation has also provided basic relief supplies in containerized form to twelve Caribbean states, collaborated with the Pan American Disaster Response Unit in the selection and training of a regional intervention team (RIT) of 25 persons recruited from Caribbean National Societies and overseas branches, and liaised closely with pan-regional institutions such as the Caribbean Disaster Emergency Response Agency (CDERA). Indeed, one of the lessons of recent years has been that, given the proximity, vulnerability and limited resources of some Caribbean states, regional cooperation and networking are of vital importance.

Over the next two years, the Federation will work with National Societies and overseas branches in the Caribbean to build on the groundwork already established, to strengthen regional capacities in disaster management. The community-level focus will be maintained, with an emphasis not only on disaster awareness, but also on community based disaster preparedness techniques such as risk mapping and risk management and vulnerability and capacity analysis (VCA) and the creation of a community disaster

response capacity. At the regional and national level, the focus will be on a number of related activities - the creation of stronger institutional linkages with regional bodies such as the CDERA and Federation units such as PADRU through the negotiation and refinement of contingency plans and protocols; the provision of containerized relief goods to selected National Societies; and continuing training of National Society staff in disaster management, logistics and telecommunication skills.

In addition to the continuation of these ongoing programmes, the Federation will also launch an innovative disaster management distance learning programme (DMDLP) using electronic media and a module developed in cooperation with a regional university, and will pilot a Hotel and Tourism Safety Programme (HTSP) aimed at mobilizing the skills and knowledge of National Societies and overseas branches to contribute to the safety and preparedness of the tourism sector, while generating visibility and revenue for the Movement. Both of these programmes will be undertaken under the guidance of working groups consisting of representatives of Societies and overseas branches, with the collaboration of the Caribbean Cooperation of the Red Cross (CCORC) and the Federation. The aim is to ensure regional “ownership” of the programmes and facilitate replication through existing Red Cross networks in the region. A similar aim will underlie Federation efforts to ensure that disaster preparedness issues are taken fully into account at the Inter American conference scheduled to be held in Chile in April 2003.

Overall Goal

The impact of disasters in the Caribbean is reduced through effective disaster management measures at the regional, national and community level.

Programme Objective

The capacity of National Societies, overseas branches and communities to prepare for, respond to and recover from disasters is improved, and the Red Cross is firmly established as an important player in the disaster management arena in the Caribbean.

Expected Results

The programme is based on four projects that will have the following overall results:

1. The Red Cross contributes to the strengthening of community based response to disasters.
2. National Societies and overseas branches have the capacity to respond to disasters, and the Red Cross is established as an important player in the disaster management field.
3. National Society and community disaster preparedness will have been enhanced through an innovative disaster management distance learning programme (DMDLP).
4. The safety and disaster preparedness of institutions in the hotel and tourism sector will have been enhanced by their participation in a hotel and tourism safety programme (HTSP).

The projects will seek to have the following specific results:

Project 1 - Community Based Disaster Preparedness
<ul style="list-style-type: none"> Sixty communities in four countries will have been trained in CBDP techniques, risk mapping, risk management, VCA through Federation-facilitated workshops, and links with relevant local authorities will be firmly established. The project will focus on highly vulnerable small island states (including Jamaica, the Bahamas, St Kitts & Nevis, St Lucia, St Vincent and the Grenadines, Antigua and Barbuda, and Barbados).
<ul style="list-style-type: none"> Of the above, twenty communities will have been trained and equipped to undertake community disaster response activities, through provision of response equipment and training workshops at the national and community level.

Project 2- Strengthening of Response Capacity
<ul style="list-style-type: none"> Disaster contingency plans and protocols are updated on a regular basis and linked with interagency planning (PADRU, CDERA and the Caribbean Regional Disaster Information Network, CARDIN); the process is formalized through regular meetings and the conclusion of Memoranda of Understanding (MoUs).
<ul style="list-style-type: none"> Essential relief stocks have been procured in containerized form and provided to three National Societies (Trinidad & Tobago, Barbados and Suriname) in 2003.
<ul style="list-style-type: none"> Red Cross staff and volunteers have been trained in disaster management - including national intervention team (NIT) training, RITs refresher courses, Field Assessment and Coordination Team (FACT) training - and logistics and telecommunications skills.

Project 3 - Disaster Management Distance Learning Programme
<ul style="list-style-type: none"> A pilot module on disaster management distance learning will have been developed and tested by the Federation in collaboration with a regional academic institution and the CCORC.
<ul style="list-style-type: none"> The programme will be implemented and supervised by a working group of four National Societies, the CCORC and the regional delegation, and will be implemented in four National Societies or overseas branches by 2004.

Project 4 - Hotel and Tourism Safety Programme (HTSP).
<ul style="list-style-type: none"> A pilot module on safety and preparedness in the hotel and tourism sector will have been finalized and utilized as the basis for an initial launch of the programme in four National Societies and/or overseas branches under the guidance of the CCORC and a selected working group of National Societies.
<ul style="list-style-type: none"> The programme will have been effectively introduced to a wider circle of National Societies and/or overseas branches, donor bodies, and relevant sectoral and professional organizations.
<ul style="list-style-type: none"> The programme will be operational in at least four National Societies and/or overseas branches and will be generating revenue for the Federation.

For more information on Red Cross activities in the following countries, click below:

- [Cuba](#)
- [Haiti](#)

3. Humanitarian Values [<Click here to return to the title page>](#)

Background and achievements/lessons to date

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

These challenges and constraints were highlighted as a priority by the *Santo Domingo Declaration* issued at the close of the XVI Inter American Conference in 1999, and were also reflected in National Society contributions to the drafting of the regional cooperation agreement strategy, adopted in June 2001. In discussion leading up to the endorsement of this strategy, emphasis was placed on proposed actions which would encourage behavioural change and enhance the profile of the Red Cross in the region, and on the Red Cross advocacy role on behalf of vulnerable groups.

Until the beginning of 2002, the Federation's work to promote humanitarian values in the region focused primarily on dissemination of the Fundamental Principles of the Movement, and technical advice and support for image-building programmes targeted at specific countries. These activities generally took place within the context of other sectors of the Federation's overall regional programming - for instance, image-building was associated with organizational development initiatives, and technical inputs related to the health and care and disaster preparedness programmes. Although the promotion of humanitarian values is given a high priority amongst National Societies in the region, and is one of the core areas of the Federation's *Strategy 2010*, it has in the past proven difficult to identify resources to support specific information-related programmes in the Caribbean. A further difficulty is the relatively small number of National Societies in the Caribbean which employ specialized staff in the area of dissemination, communication, information and marketing.

However, during 2002 a more concerted effort was made at programming in this area, with some positive results. A Caribbean Red Cross web site was reestablished in May 2002, and utilized to convey basic messages about humanitarian values and the Movement's Fundamental Principles. The occasion of the launching of the Federation's global campaign to counter discrimination against those living with HIV/AIDS was used in the region to deploy the advocacy skills of National Societies and overseas branches. Cooperation with the ICRC, which undertakes training and other activities in the context of its mandate to disseminate International Humanitarian Law (IHL) was harmonized through a series of planning meetings in July 2002.

Building on this background, during 2003-2004 the Federation will concentrate on two specific aspects of the promotion of humanitarian values - enhancing the Red Cross role and increasing the level of advocacy on behalf of vulnerable groups; and strengthening National Society capacity in information and communications. Although there will be no regional information delegate specifically assigned to the Caribbean region in 2003-2004, it is planned to employ a suitably-qualified locally recruited staff member at

the Federation's Trinidad sub regional office to undertake information functions and coordinate programmes with National Societies and overseas branches.

Overall Goal

The Federation's profile in the Caribbean is enhanced and its advocacy role on behalf of vulnerable groups increased.

Programme Objective

The advocacy capabilities and activities of National Societies in the Caribbean are improved and their functioning in the field of information and communications is strengthened.

Expected Results

The programme is based on two projects that will have the following overall results:

1. The Red Cross Societies in the region will have increased their involvement in advocacy activities.
2. The information and communications capacities of Caribbean National Societies and overseas branches will have been significantly strengthened.

The projects will seek to have the following specific results:

Project 1 - Advocacy
<ul style="list-style-type: none"> • Regular, coordinated campaigns will have been launched on key dates: World Red Cross Red Crescent Day, World AIDS Day.
<ul style="list-style-type: none"> • The National Societies and overseas branches in the region will have been involved in at least one anti-discrimination campaign per year, using National Society and overseas branch volunteers and staff adequately trained and supported in advocacy initiatives, and capitalizing on the Federation's global action to reduce discrimination and violence in the community.
<ul style="list-style-type: none"> • The Federation will have taken the lead in designing, promoting and distributing standardized advocacy material, providing technical support to National Society anti-stigma campaigns, utilizing the Caribbean Red Cross web site to support advocacy initiatives, and following up on earlier activities in the region such as the "From Principles to Action" workshop held in October 2001.
<ul style="list-style-type: none"> • By the end of 2003, at least 50% of Caribbean National Societies will be using Federation-sourced advocacy material and be actively engaged in advocacy initiatives.
<ul style="list-style-type: none"> • The promotion of humanitarian values is incorporated into Haitian National Red Cross Society programming.

Project 2 - Information and Communications
<ul style="list-style-type: none"> • The Caribbean Red Cross web site will be widely used as a communications tool, and the Federation will have assisted the creation and support of web pages for selected National Societies.
<ul style="list-style-type: none"> • Other tools including standardized information and public relations material will have been developed and will be regularly utilized.
<ul style="list-style-type: none"> • At least two National Societies will be involved in distance education programmes, utilizing material developed and tested in the region, and taking advantage of generic training tools, and propagated through at least two monitoring and follow-up workshops.
<ul style="list-style-type: none"> • Selected National Society staff and volunteers have been trained in communications skills.

- Closer collaboration with the ICRC on communications activities will be in place and functional.

For more information on Red Cross activities in the following countries, click below:

[Cuba](#)

[Haiti](#)

4. Organizational Development *<Click here to return to the title page>*

Background and achievements/lessons to date

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

In early 2001, as part of the process of formulating a regional cooperation agreement strategy, the regional delegation conducted a survey of the capacities and priorities of Red Cross entities in the region - National Societies and overseas branches. The survey showed that the Caribbean National Societies confront new challenges but have limited experience, structures and resources with which to face them. On the regional level, the Federation will continue to work to support the creation of well-functioning National Societies in the Caribbean through programmes designed to reinforce capacities in the areas of planning, governance and management, and volunteers and youth.

One important means of addressing the issue of organizational development is the strengthening of National Societies' and overseas branches' ability to plan and to manage, implement, and evaluate their own strategic plans. At present, most of the Caribbean National Societies need to update or to create a national development plan. During 2002, Cuba and Haiti made progress in this area, with assistance from the regional delegation, and the Federation also helped other National Societies such as Barbados and Trinidad and Tobago with inputs into their long-term planning process; a similar process, aimed at producing plans on an annual basis, was pursued with British Red Cross overseas branches in the region. The Federation has also promoted the National Society self-assessment process in the Caribbean region, and by the end of 2002, six National Societies had used this capacity-building tool. The aim is to promote a continuum of activities, starting with the self-assessment process, and leading through the evolution of an NDP to the final step, the elaboration of a cooperation agreement strategy. Since the priorities and needs of the region as a whole are already reflected in a regional cooperation agreement strategy adopted in 2001, the CAS process will be promoted at country level initially in two priority countries, Cuba and Haiti (see below).

In recent years, issues relating to governance and management have been common amongst National Societies in the Caribbean, and have sometimes inhibited development. The Federation has worked, together with the ICRC, in assisting several National Societies in trying to resolve integrity issues and institutional crisis situations. However, these problems have absorbed much time and energy on the part of the regional delegation, and there is a clear necessity to take preventive measures to prevent such situations from arising. Over the coming two years, therefore, the Federation will collaborate with the ICRC in providing training to National Society governing board members and management staff in Red

Cross doctrine, governance and management issues, institutional self-assessment, strategic planning, and the elaboration of constitutional guidelines. In addition, it will continue to offer advice on national Red Cross legislation.

Red Cross leadership in the Caribbean has long recognized the importance of mobilizing the energy and commitment of volunteers - especially young people - in support of Red Cross principles and objectives. The *Santo Domingo Declaration* of 1999 called on the leadership to “ensure the full participation of youth in each of the core areas of *Strategy 2010*”, and in early 2001, for the first time in five years a regional youth officers’ meeting was held, resulting in the development of a regional youth policy. Peer education activities implemented by young volunteers have been a vital part of regional HIV/AIDS programmes in recent years, and such volunteers have also been the crucial element in National Society disaster preparedness and disaster response activities. There is currently a limited base of volunteers, but the main issue is one not only of quantity but also of quality and permanence, and of finding ways to improve coordination, interaction and mutual understanding between professional staff and volunteers. In the coming two years, work on volunteer and youth issues will remain a priority; the Federation will focus some of its National Society human resource development efforts on youth promotion and the elaboration of a model volunteer and staff policy. One regional priority will be to improve the systems by which National Societies select, manage, evaluate, promote, retain and train their human resources. Special attention should be given to increased involvement of youth volunteers and people from vulnerable communities.

Amongst the Caribbean National Societies, two in particular - those of Cuba and Haiti - will receive particular assistance from the Federation in the realm of organizational development over the coming two years.

The Cuban Red Cross (CRC) has the largest constituency of all Caribbean National Societies thanks to its 169 municipal and 14 provincial branches. Many are hindered by lack of resources and inadequate infrastructure, weak response capacities, and lack of training and communications equipment. During recent years, however, major disaster response operations have enabled the Cuban Red Cross to strengthen its image amongst the Cuban public and its role in society - the effective response of the CRC to the humanitarian challenges posed by hurricane Michelle (November 2001) is a case in point. Building on the momentum generated by these activities, the Federation has committed itself to supporting capacity-building activities in Cuba in the field of strategic planning, governance and management training, branch development, and communications. Since 2001 the regional delegation has accessed resources from the Federation’s Capacity Building Fund (CBF) for this purpose, and plans a continuation of the present main thrusts of the programme during 2003 and 2004.

In Haiti, the National Society faces particular challenges. According to the 2002 UNDP Human Development Report, Haiti is the poorest country in the Western Hemisphere. Agricultural production declined sharply in the last decade, leaving the nation’s population of eight million extremely vulnerable. Haiti is on the bottom of the regional list in terms of life expectancy, and literacy rates are in the order of 50%. Due to ongoing political instability, many international donors have withdrawn their support. In these circumstances, and given the weakness of the government infrastructure, the role of organizations such as the Haitian National Red Cross Society (HNRCS) is vital. In early 2002 the Federation, at the request of the National Society, posted an organizational development delegate to Haiti, and shortly afterwards obtained funding from the CBF to start a long-term programme of capacity building, including elements

related to planning, governance and branch development. This programme is envisaged to continue throughout the period covered by this appeal.

Organizational Development, since it underpins all other programmes, remains a primary focus for the Federation's programming in the Caribbean during the period 2003-2004. The Federation will support this programme through the deployment of three organizational development delegates in the region - one in Haiti, one based in Santo Domingo, and covering the Spanish speaking Caribbean countries (the Dominican Republic and Cuba), and one based in Port of Spain, Trinidad and Tobago, covering the English speaking Caribbean National Societies.

Overall Goal

Well-functioning National Societies and overseas branches in the Caribbean are providing a more effective level of humanitarian assistance to vulnerable communities.

Programme Objective

National Societies and overseas branches in the Caribbean receive material and technical inputs which enhance their structures and capacities to enable them to carry out the full spectrum of programmes in an effective manner.

Expected Results

The programme is based on five projects that will have the following overall results:

1. National Society capacities to plan and implement quality programmes are enhanced.
2. Governance issues are effectively addressed by Caribbean National Societies and overseas branches.
3. The capacity of Caribbean National Societies and overseas branches to effectively mobilize volunteers and youth is increased.
4. The capacity of the Cuban Red Cross to meet the needs of the most vulnerable is enhanced, and the public image of the National Society is heightened.
5. The capacity of the Haitian National Red Cross Society (HNRCS) to meet the needs of the most vulnerable is enhanced.

The projects will seek to have the following specific results:

Project 1 - National Society capacity
<ul style="list-style-type: none">• Eight National Societies including those of Haiti, Cuba, the Dominican Republic, St Kitts & Nevis, Barbados, Trinidad & Tobago and Suriname develop and implement quality programmes according to specific NDPs, incorporated into CAS as appropriate.• By the end of 2004, all Caribbean National Societies will have completed the process of self-assessment.
Project 2 - Governance
<ul style="list-style-type: none">• Statutory revision is supported in up to fifty percent of National Societies, including those of Haiti

Barbados, St Kitts & Nevis, Trinidad & Tobago, Guyana and Suriname, and the electoral process is facilitated in selected National Societies including the Dominican Republic.

- Governance and management personnel of every Caribbean National Society receive appropriate training to enable them to carry out their roles more effectively.

Project 3 - Volunteering

- Eight National Societies (including Cuba, Haïti, the Dominican Republic, Jamaica, Trinidad Tobago) and overseas branches have adopted appropriate volunteer and staff policies.
- Eight National Societies and at least two overseas branches develop and implement national youth policies, with an appropriate structure to support them.
- Youth volunteers are increasingly and effectively mobilized in programmes such as disaster preparedness and community health.

Project 4 - Cuban Red Cross

- Municipal and provincial branches of the Cuban Red Cross are strengthened through appropriate training in project planning and management.
- The CRC is assisted to revise its legal base and internal regulations as appropriate.
- The CRC refines and finalizes its NDP and participates in the development of a CAS.
- CRC leadership gains a thorough insight into all aspects of Red Cross doctrine and practice.
- The CRC develops a new volunteer and staff policy which it disseminates and implements.
- Financial and administrative procedures and capacities at CRC headquarters are strengthened.
- Fifteen CRC branches receive materials for physical repair and refurbishment.

Project 5 - Haïtian National Red Cross Society

- The HNRCS has drawn up a national development plan and participated in the design of a CAS.
- Nine branches of the HNRCS have received training in resource development
- The operational response capacity of HNRCS headquarters and branches has been significantly reinforced through the training of personnel in VCA and the project planning process (PPP).
- The youth section of the HNRCS headquarters is fully operational and implementing appropriate regional policies.
- The promotion of humanitarian values is incorporated into HNRCS programming.
- An HNRCS volunteer policy is developed, disseminated, and implemented.

For more information on Red Cross activities in the following countries, click below:

Cuba

Haiti

5. Federation Coordination [<Click here to return to the title page>](#)

Background and achievements/lessons to date

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

On the programme level, networks such as the Caribbean Red Cross HIV/AIDS Network (CARAN) have been developed in the health sector to coordinate the Red Cross regional response to the challenge posed by the HIV/AIDS epidemic. Similarly, during 2002 the regional delegation and the Pan American Disaster Response Unit collaborated to train a regional intervention team (RIT) composed of personnel from National Societies and overseas branches, and available for deployment in response to a disaster anywhere in the region. The concept of project-oriented working groups of National Societies and overseas branches, intended to carry forward specific initiatives in disaster preparedness and disaster management will be promoted. Additionally, a start has been made in promoting the recruitment of delegates from the region, with training workshops for National Societies in the process of candidate selection for basic training courses (BTC) having already been held, and a BTC in the region is planned for early 2003.

In accordance with the change strategy and with the new structure envisaged for Federation support in the Caribbean and Central America at the beginning of 2003 (see the field management programme), the region will see the culmination of a gradual process of integration of the two regional delegations for the Caribbean and Central America. This began with regular meetings between the two delegations in late 2001, and continued at the sectoral level throughout 2002. The Federation is also moving to harmonize its programmes with those of the ICRC; joint activities included in this appeal were agreed during planning meetings between the two institutions in July 2002. Finally, given the presence of major bilateral programmes in the region - principally those of the American, French, Netherlands, Norwegian and Spanish Red Cross Societies - the Federation has striven to inventory PNS perspectives and plans and to take account of these in its own programming, both at regional and national level.

As an instance of this, during 2001, the regional delegation pursued an intentionally inclusive and participatory course in the preparation and refinement of the Caribbean’s first regional cooperation agreement strategy. As described earlier in this appeal, all stakeholders (National Societies, overseas branches, PNS, and the ICRC) were canvassed by the regional delegation in early 2001 to elicit their views on the priority issues to be addressed by the Red Cross within the region, within the context of the Federation’s *Strategy 2010*. The inputs from this process were used to draft a regional cooperation agreement strategy document covering the period 2002 to 2005, which was unanimously adopted at the Sixth Caribbean Red Cross Biennial Meeting (CRCBM) in Trinidad in early June 2001. The combined contributions of the Red Cross in the Caribbean, as reflected in this document, have been used in the drafting of this appeal. At the country level, the Federation is involved with the relevant National Societies, the ICRC and bilateral representatives, in developing cooperation agreement strategies (CAS) in Haiti and Cuba.

Finally, an important aim of the present appeal is to continue support to the Caribbean Cooperation of the Red Cross, the consultative body of the Red Cross within the region. This organization is seeking to reinforce its networking mechanism to promote the exchange of resources, ideas, initiatives, and expertise among the various Caribbean Red Cross entities, and to work with the regional delegation in monitoring the implementation of the regional cooperation agreement strategy (RCAS). In addition to reinforcing the CCORC in the region, the Federation will, during 2003-2004, facilitate the attendance of Caribbean representatives at key gatherings such as the XVII Inter American Conference in Chile in April 2003 and the 28th International Conference of the Movement in Geneva in December of that year.

Overall Goal

The Red Cross in the Caribbean, as a collective entity, contributes effectively and efficiently to capacity building related to service delivery to the vulnerable in all four core areas of *Strategy 2010*.

Programme Objective

The Red Cross in the Caribbean - through effective coordination - makes better use of the linkages and resources available in the region, both within and beyond the Red Cross Movement, for the purpose of institutional development and service provision.

Expected Results

The programme has three components that will have the following overall results:

1. Throughout the two-year period covered by the present appeal, the momentum established by the process of RCAS and CAS development during 2001 will have been maintained, and all Red Cross stakeholders in the region will have been involved in the process of review and further refinement of Federation strategies. The RCAS monitoring group will have held six-monthly meetings to oversee the implementation of the RCAS. The CAS process in Haiti and Cuba will have been completed and partnership meetings held.
2. A perceptible strengthening of the CCORC will have been achieved, permitting it to play a more proactive role in fostering regional cooperation amongst the various Red Cross components. The Federation will have provided inputs for a functioning secretariat of CCORC, in the form of a part-time staff member at the Federation's Trinidad sub-regional office (SRO), and have met at regular intervals with the CCORC leadership. Caribbean representatives will have attended and participated actively in key regional and global Red Cross meetings in 2003 and 2004.
3. The programme for the regional recruitment of delegates has been promoted effectively, and up to fifteen delegates from the region identified and trained, through a basic training course held in the region, for deployment on Federation missions, in the region and elsewhere.

For more information on Red Cross activities in the following countries, click below:

Cuba

Haiti

6. International Representation *<Click here to return to the title page>*

Background and achievements/lessons to date

During the period up to the end of 2002, the Federation's regional delegation in the Caribbean carried out its mandate to represent the Secretariat at the international level in a number of different ways:

- Through contact, at the diplomatic level, with heads of state and members of government in Caribbean countries and territories with a view to advancing Federation goals; such meetings, during the years 2001 and 2002, included, for instance, encounters with the presidents of Trinidad and Tobago, the Dominican Republic, and Suriname, with the Governor General of the British island of Montserrat, and with cabinet-level officials in several states.
- Through the forging of linkages between the Federation and key intergovernmental, non governmental, and donor organizations in the Caribbean. In the year 2002, these included the creation of close working relationships with agencies such as UNAIDS, PAHO, and UNICEF in the health field; with the Caribbean Disaster Emergency Response Agency (CDERA) and the Caribbean Regional Disaster Information Network (CARDIN) in the disaster management sector; and with donor organizations such as the European Community Humanitarian Office (ECHO).
- Through tentative explorations of closer collaboration with inter-state groupings such as the Caribbean Community (CARICOM) and the Association of Caribbean States (ACS), and the Organization of Eastern Caribbean States (OECS).

Although some benefit has been achieved from these contacts, they have been made largely on an ad hoc basis, without the presence of a specific strategy with clear objectives and expected gains (the one exception to this has been in the health field, where a clear regional strategy on HIV/AIDS gave rise to the signing of memoranda of understanding with relevant intergovernmental bodies). In addition to lacking an overall strategy, the Federation's work in this area has not taken full advantage of the various tools at hand - the Federation's observer status at ECOSOC, the publicly-available schedule of relevant international meetings on topics of interest to the Federation, and the excellent relationship which most Caribbean National Societies enjoy with their governments (giving ready access to cabinet level and higher for Federation representatives). In addition, minimum use has so far been made of the opportunities offered by the existence in the region of professional and private sector groupings - the various national Bar Associations and professional media organizations, for instance, on anti-discrimination issues, and associations of hotel and tourist organization operators in the context of the marketing of first aid and disaster preparedness programmes by National Societies.

With the establishment of a new Federation regional office in Panama covering both Central America and the Caribbean, the opportunity exists to deploy the Federation's international representation role in a more systematic manner. Utilizing carefully-selected fora of relevance to the region (for instance, the United Nations review of the Barbados Programme of Action, UN Special Sessions on the interests and problems of Small Island Developing States (SIDS), or CARICOM meetings at which health issues are prominent on the agenda), the regional office will undertake a programme of targeted contacts and lobbying, to advance Federation concerns at the global and regional level. Significant dates throughout the year, such as the International Red Cross Red Crescent Day, World AIDS Day, International Women's Day, and the launching of the Federation appeal and the World Disaster Report offer the occasion for specific contacts at the representational level, designed in each case to further the aims of the Federation.

Likewise, occasions such as the launching of emergency appeals and campaigns should be accompanied by representational activities intended to mobilize support for Federation aims.

Overall Goal

A wider range of international support will be mobilized to further Federation aims at the national, regional and international level.

Programme Objective

The Federation will have raised awareness of its aims and activities, and will have mobilized support for Red Cross activities at national and regional level in core areas of *Strategy 2010*.

Expected Results

The programme has four components that will have the following overall results:

1. The Federation, its aims and activities, and the role of the various Red Cross components, are better understood and supported by governments and international agencies, through the promotion and development of partnerships with key institutional actors, including PAHO, UNAIDS, UNICEF, the International Labour Organization (ILO), CDERA, and CARDIN, and through a systematic review of possible future partnerships with intergovernmental bodies (CARICOM, ACS, OECS) and private sector associations.
2. Specific sectoral aims of the Federation - in each of the core areas of *Strategy 2010* - are acknowledged and supported by governments at relevant international fora, as a result of targeted lobbying with governments and embassies, and participation by the Federation at relevant international fora.
3. Additional resources for the Federation in the Caribbean are generated through targeting by Federation staff of critical professional and private sector bodies, wide distribution of appeals, reports, updates, and other public relations and public information material, and focused advocacy campaigns around key dates: World Red Cross Day, World AIDS Day, release of the World Disaster Report), see also the humanitarian values programme).
4. Durable linkages will have been built between the Federation and key intergovernmental, non-governmental, and private sector agencies, to the benefit of the Red Cross as a whole.

For more information on Red Cross activities in the following countries, click below:

Cuba

Haiti

7. Field Management Programme

Background and achievements/lessons to date

In fulfilling its mandate to assist the National Societies and overseas branches in the Caribbean to meet the needs of the most vulnerable, the Federation must take account of the complexities of the region. Although there are 16 National Societies in the Caribbean, the bulk of the region's population is located in three countries in the western Caribbean - Cuba, Haiti, and the Dominican Republic - which are culturally and linguistically distinct from the remainder. These three nations face daunting problems of mass poverty and vulnerability, yet their largely anglophone neighbours to the east are also extremely vulnerable, lying as many of them do along the hurricane belt. With logistics and communications complicated by the archipelagic nature of the region, the Federation has adapted its structure and organization so as to cover both of these geographical and cultural zones, and to place human resources in close proximity to the National Societies and overseas branches in the region.

For four years, from late 1998 until the end of 2002, Federation programmes in the Caribbean were managed from a regional delegation based in Santo Domingo, in the Dominican Republic. By mid 2001 it was clear that a restructuring of the delegation was necessary to answer the needs of effective coordination and communication more adequately, and to permit a sustainable Federation presence to be maintained in the region. In line with the Federation's plans to implement its "change strategy" globally by devolving more authority and responsibility to the regions, and after consultation with Red Cross leaders in the Caribbean, a redeployment of delegates and staff was begun in early 2002.

The main features of this redeployment were:

- The establishment of a delegate presence in Haiti, with the posting to that country of an organizational development delegate to accompany the National Society in the process of developing and implementing a comprehensive national development plan (March 2002).
- The opening of a sub regional office in Port of Spain, Trinidad, staffed by two delegates (specializing in organizational development and disaster preparedness work), as well as a staff-on-loan from a Caribbean National Society to carry forward programmes on HIV/AIDS awareness and prevention, and appropriate local staff (July 2002). This sub regional office is intended to serve the 13 English-speaking National Societies of the Caribbean region.
- The maintenance of a reduced Federation presence in Santo Domingo, in the form of a sub-regional office with a particular mandate to pursue capacity-building work in the Spanish-speaking Caribbean states (the Dominican Republic and Cuba) (December 2002).
- The placing of all three of these Federation Caribbean units under the overall management of a new regional office for the Caribbean and Central America, based in Panama, and staffed with technical delegates specialized in each of the core areas of the Federation's *Strategy 2010*. (January 2003).

This structure, which was firmly in place by the end of 2002, should remain the foundation of the Federation presence in the Caribbean throughout the period covered by this appeal. The two sub regional offices form part of the core structure of the Federation in the Caribbean sub region, while the Haiti country office is programme-related, and its maintenance will depend on future decisions regarding Federation involvement in that country.

The new structure will provide a dispersed presence, close to the National Societies and overseas branches which the Federation seeks to serve, responsive to local needs yet working within the planning matrix provided by *Strategy 2010* and the regional cooperation agreement strategy. It is designed to be more sustainable than the previous structure, with more use being made of locally-recruited personnel, staff-on-loan from National Societies in the region, and the services of pan-regional bodies such as the regional finance unit (RFU), the regional reporting unit (RRU) and the Pan American Disaster Response Unit, all located in Panama. Relations and coordination with the ICRC and with bilateral programmes in the region will also be strengthened, and the Federation presence will, where feasible, be housed in National Society premises, or will share offices with bilaterals and the ICRC, in order to reduce costs. The intention is to “do more with less” by reducing overheads and simultaneously tightening up financial management, reporting, and coordination mechanisms in the delegation.

Overall Goal

The Federation assists the National Societies and overseas branches of the region in effectively achieving their institutional and programmatic goals, in line with *Strategy 2010*.

Programme Objective

Federation structures, management, and programmes successfully meet three key priorities: building National Society and overseas branches’ capacities, raising the Federation’s international profile and resource base, and working together effectively.

Expected Results

The programme has five components that will have the following overall results:

1. The proposed Federation structure in the region - two sub regional offices in Trinidad and Tobago and the Dominican Republic, and a country office in Haiti - will have proven sustainable and effective in delivering services to the National Societies and overseas branches in the Caribbean, wherever located; satisfaction with Federation performance will have measurably increased.
2. Effective service delivery will have been achieved without a proliferation of delegate positions, and through a perceptibly increased use of human resources from within the region, including staff-on-loan from National Societies and overseas branches, consultants, and regionally-recruited delegates.
3. Federation Secretariat management of its resources in the region will have taken account of inputs from other Red Cross components, including bilateral and ICRC programmes, and Federation units such as PADRU, the regional logistics unit (RLU), the regional reporting unit and the regional finance unit, and will have adhered closely to the priorities set out in *Strategy 2010* and the regional cooperation agreement strategy.
4. Coordination of Secretariat programmes in the region, including the activities of the Federation units based in Haiti, the Dominican Republic and Trinidad and Tobago, will have been successfully carried out through the development and use of appropriate management tools, including appeals, plans and budgets, regular monitoring and reporting mechanisms, and regional meetings. All aspects of these mechanisms will reflect and achieve Federation standards.

5. Effective coordination and cooperation between all partners will have been achieved - including National Societies, overseas branches, the ICRC and external partners.

For more information on Red Cross activities in the following countries, click below:

Cuba

Haiti

<Budget below - Click here to return to the title page>

BUDGET 2003

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.49/2003

Name: Caribbean sub-regional

PROGRAMME:	Organisational Development	Health & Care	Disaster Management	Humanitarian Values	Federation Coordination	International Representation	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	45,000	0	0	0	0	0	45,000
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	5,500	0	30,000	0	0	0	35,500
Teaching materials	62,875	22,500	32,000	24,000	0	0	141,375
Utensils & tools	0	0	140,000	0	0	0	140,000
Other relief supplies	0	0	0	0	0	0	0
SUPPLIES	113,375	22,500	202,000	24,000	0	0	361,875
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	30,785	0	0	2,000	0	0	32,785
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
CAPITAL EXPENSES	30,785	0	0	2,000	0	0	32,785
Warehouse & Distribution	1,875	0	0	0	0	0	1,875
Transport & Vehicules	51,863	0	20,100	200	0	0	72,162
TRANSPORT & STORAGE	53,738	0	20,100	200	0	0	74,037
Programme Support	83,132	21,574	46,944	5,513	7,894	535	165,591
PROGRAMME SUPPORT	83,132	21,574	46,944	5,513	7,894	535	165,591
Personnel-delegates	342,000	72,000	144,000	12,000	0	0	570,000
Personnel-national staff	111,112	62,400	74,400	9,900	9,000	0	266,812
Consultants	25,300	7,500	6,500	0	0	0	39,300
PERSONNEL	478,412	141,900	224,900	21,900	9,000	0	876,112
W/shops & Training	199,633	60,000	113,550	14,000	50,000	0	437,182
WORKSHOPS & TRAINING	199,633	60,000	113,550	14,000	50,000	0	437,182
Travel & related expenses	148,224	36,025	67,805	13,200	51,750	7,200	324,204
Information	29,000	20,000	7,200	0	0	500	56,700
Other General costs	142,650	29,910	39,710	4,000	2,800	0	219,070
GENERAL EXPENSES	319,874	85,935	114,715	17,200	54,550	7,700	599,974
TOTAL BUDGET:	1,278,949	331,909	722,209	84,813	121,444	8,235	2,547,557