

# Appeal 2005



International Federation  
of Red Cross and Red Crescent Societies

## CARIBBEAN

Appeal no. 05AA041

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

*This document reflects a range of programmes and activities to be implemented in 2005, and the related funding requirements. These are based upon the broader, multi-year framework of the Federation's Project Planning Process (PPP). The PPP products are either available through hyperlinks in the text<sup>1</sup>, or can be requested through the respective regional department. For further information concerning programmes or operations in this or other countries or regions, please also access the Federation website at <http://www.ifrc.org>*

***Click on figures below to go to the detailed budget***

***Click on title to go to programme narrative***

	2005
Programme title	in CHF
<b>Strengthening National Societies</b>	
Health and Care	491,114
Disaster Management	596,647
Humanitarian Values	
Organizational Development	102,337
<b>Coordination and Implementation</b>	342,342
<b>Total</b>	<b>1,532,440</b>

<sup>1</sup> Identified in blue in the text.

## **The Americas**

Latin America and the Caribbean continue to face many challenges, particularly widespread poverty, inequality, migration, urbanization, social unrest and vulnerability to natural disasters. The Federation's Appeal objectives for the Americas for 2005 focus on the core programme areas of health, disaster management, humanitarian principles and values and on organizational development. These objectives are in harmony with the Millennium Development Goals seeking to "eradicate extreme poverty and hunger", to "promote gender equality and empower women" and in the area of health aiming to "reduce child mortality" to "improve maternal health" and to "combat HIV/AIDS, malaria and other diseases".

Over the last decade, the frequency of natural and man-made disasters has increased in the Americas and although the number of victims has decreased significantly, the number of those affected continues to rise steadily. The 2004 hurricane season in the Caribbean has proved to be one of the most deadly. Hurricanes Charley, Frances, Ivan and Jeanne have caused catastrophic levels of damage to infrastructure, resulting in the loss of homes and livelihoods for hundreds of thousands of people, posing threats of food insecurity and raising levels of vulnerability. In the Americas an integral disaster management system continues to be developed in order to ensure effective response to disasters through global mechanisms, the Pan American Disaster Response Unit (PADRU) and regional resources. A key element of this system are the Red Cross National Societies which, through their branch network, are striving to reach vulnerable communities to help prepare them in the event of disaster, to avoid loss of life and livelihoods, and to mitigate the potential effects of common hazards. A major focus of the Appeals is working together with communities in order to strengthen them in the face of potential disasters.

Socio-economic trends are fuelling the spread of the HIV/AIDS epidemic in the Americas, particularly in the Caribbean where the Red Cross is playing a key role in raising awareness and placing the fight against the disease at the top of humanitarian agendas. Uneven distribution of wealth and marginalization of ethnic minorities increase levels of poverty in certain layers of the population, which has a direct impact on access to health services. In line with the initiative towards "scaling up in health", Red Cross Societies are working to enhance capacities of their health departments in order to reach those in need and increase equity in health. In addition, Red Cross anti-stigma campaigns and advocacy efforts speak out against discrimination and marginalization, particularly associated with HIV/AIDS related stigma. Innovative projects seek to reduce youth violence and gender discrimination as well as to reach ethnic minorities.

The Red Cross in Latin America and the Caribbean is evolving in order to meet the humanitarian challenges and to better target its work. A major focus on networking and peer support aims to promote best practices and to enhance organizational learning. The Communications Forum, promoting capacity in communications, is an example of such a successful initiative together with the regional health networks, the youth network and the organizational development practitioners' networks. The Inter American Regional Conference has developed a Plan of Action in order to reflect the undertakings of the Santiago de Chile Commitment of April 2003. The Plan of Action reiterates the priorities laid down in Strategy 2010. It also stresses the need for achieving strategic alliances with partner organizations and for National Societies to engage in change processes and outlines the significance for the Americas of the concept of integrated community programmes which seek to reach vulnerable communities through strengthened branch networks and enhanced mobilization of volunteers. Implementation of the plan of action will be monitored by the National Societies in the Americas through newly-developed web-based evaluation tools.

The Federation Secretariat's permanent structure in support of the National Societies in the Americas is based on two Regional Delegations: the Panama Regional Delegation, with a Sub Regional Office in Port of Spain, Trinidad, and the Lima Regional Delegation, with a Sub Regional Office in Buenos Aires, Argentina. The Pan American Disaster Response Unit (PADRU) ensures technical support and coordination of disaster management in the entire region. Support to finance and reporting is ensured by the respective regional units based in Panama. There is a fully-fledged Federation Delegation in Haiti and Federation representatives are present in Colombia and Guatemala.

## **Regional Context**

The International Federation of Red Cross and Red Crescent Societies has developed a variety of programmes supporting the Caribbean region with its 16 National Societies and 16 overseas branches of the American, British,

French and Netherlands Red Cross Societies. A sub regional office in Port of Spain, Trinidad, supports programmes and networks that cover the entire region. However its focus is on the English and Dutch speaking Caribbean with particular emphasis on 13 National Societies and the 6 Overseas Branches of the British Red Cross. Programmes in the Caribbean are also supported through technical assistance from the regional delegation in Panama, and the service units (PADRU, the Regional Reporting Unit and the Regional Finance Unit). The Federation delegation in Haiti is country focused and its work is profiled in a separate appeal.

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 changes in the economic climate. Despite the work of regional entities such as the Caribbean Community (CARICOM) and the Association of Caribbean States (ACS) to promote regional integration, 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. The region proved particularly vulnerable to the economic downturn and fall in tourism from the United States triggered by the events of 11 September 2001. In addition, the recession in the United States has reduced remittances (an important source of income for some Caribbean states) and both legal and illegal immigration to the US have slowed.

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 El Niño, 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 with storms such as hurricanes Iris and Michelle (2001), Lili and Isidore (2002), Fabian and Isabel (2003) and Charley, Frances, Ivan - the most powerful hurricane to hit the Caribbean in fifty years - and Jeanne (2004). These hurricanes were capable of taking hundreds of lives and / or causing millions of dollars worth of damage. Apart from the regularly recurring disasters of the hurricane season, the region is also subject to catastrophes such as earthquakes and volcanic eruptions, the case of Montserrat being an ongoing example of the vulnerability of small island populations.

Vulnerability to natural disaster has been accompanied by 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 the major cause of death among men under the age of 45. Other social problems include a weakening of family ties and traditional ethical values and this is reflected in the rise of delinquency, gang culture and violence within the family.

These combined 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. Haiti, with an adult literacy rate of only 50.8% and a life expectancy of just over 49 years<sup>2</sup> is the poorest nation in the Western Hemisphere. Even in the relatively prosperous Dominican Republic the value of the peso has been falling rapidly, unemployment in mid 2002 was running at close to 17% and the illiteracy rate remains high at 16%. Throughout the region, rapid population growth has outpaced economic expansion and often exceeded capacity to match increased need with increased spending on basic public services such as health and education. The challenges ahead for both governments and the humanitarian community are multiple and complex and will require sustained support if they are to be tackled effectively.

	HDI 2004	HDI 2003	HDI 2002	Total Population (millions -2002)	Life Expectancy	GDP per capita 2002 (USD)
<b>HIGH HUMAN DEVELOPMENT</b>						
Barbados	29	27	31	0.3	77.2	9,423
St Kitts & Nevis	39	51	44	0.05	----	7,745
Bahamas	51	49	41	0.3	67.1	15,797
Cuba	52	52	55	11.3	76.7	-----
Trinidad and Tobago	54	54	50	1.3	71.3	7,384
Antigua & Barbuda	55	56	52	0.1	----	10,449
<b>MEDIUM HUMAN DEVELOPMENT</b>						
Suriname	67	77	74	0.4	71.1	2,199

<sup>2</sup> UNDP Human Development Report 2003

	HDI 2004	HDI 2003	HDI 2002	Total Population (millions -2002)	Life Expectancy	GDP per capita 2002 (USD)
Saint Lucia	71	71	66	0.1	72.5	4,124
Jamaica	79	78	86	2.6	75.7	3,008
St Vincent & the Grenadines	87	80	91	0.1	74.1	3,082
Grenada	93	93	83	0.1	----	4,060
Dominica	95	68	61	0.1	----	3,438
Dominican Republic	98	94	94	8.6	66.7	2,514
Belize	99	67	58	0.3	71.4	3,332
Guyana	104	92	103	0.8	63.2	937
<b>LOW HUMAN DEVELOPMENT</b>						
Haiti	153	150	146	8.2	49.5	415

Source – UN Stats, Federation 2003 Appeal, UNDP Human Development Report 2004, 2003 & 2002

\*\*\* UN Statistics are not available for the other islands that make up the region. These are: Bermuda, Cayman Islands, Turks and Caicos Islands, Puerto Rico, US Virgin Islands, British Virgin Islands, Anguilla, Montserrat, St. Martin, Saba, St Eustatius, St Bartholomew, Guadeloupe, Martinique, Aruba, Curacao, and Bonaire. Taken together the entire Caribbean region has a population of over 40 million people.

## Red Cross and Red Crescent Priorities

### Movement Context:

The overall goal of the Red Cross Movement in the Caribbean, as defined by the Regional Cooperation Agreement Strategy (R/CAS), is to ensure that all Caribbean National Societies achieve as many of the characteristics of a well-functioning National Society as possible in order to meet more effectively the needs of the vulnerable. The Federation will assist National Societies and overseas branches in the implementation of Strategy 2010 and the Plan of Action of the XVII Inter American Conference which reflects the undertakings of the Santiago de Chile Commitment.

In prioritizing programmes to support and build the capacities of Caribbean National Societies and overseas branches, the Federation has worked closely with the Caribbean Cooperation of the Red Cross (CCORC), the representative body of the Red Cross in the region.

From 2005-2007 the Federation will focus its assistance to National Societies and branches in the Caribbean in the following areas:

**Health and care in the community:** The focus of this programme will be the Federation's ongoing efforts to stem the spread of HIV/AIDS in the Caribbean through intensive work in support of youth-oriented preventive programmes, social mobilization and through further promotion of the Red Cross Caribbean Regional HIV/AIDS Network (CARAN). In addition, the Federation will work to strengthen partnerships between the Movement and other regional bodies, as well as building National Society / Overseas Branch health capacity. A renewed effort towards strengthening First Aid activities and standardizing regional training materials and qualifications will seek to modernize a traditional flagship activity of the Red Cross in the region.

**Disaster Management:** In addition to ongoing provision of assistance towards the strengthening of National Society disaster preparedness, the Federation will continue its support for community-based disaster management (CBDM) programmes in at least three Caribbean states: Saint Kitts & Nevis, Saint Lucia and Belize. In addition, the Federation will support the strengthening of the Caribbean Red Cross disaster management network and the disaster management structure of the Jamaican Red Cross. Particular attention will also be paid to the preparedness of the overseas branches of the British Red Cross and to an integrated disaster management project that will strengthen the branches of the Cuba and Dominican Republic Red Cross Societies.

**Promotion of humanitarian values:** The Federation will work with National Societies, Overseas Branches and the ICRC to raise the profile of the Movement in the Caribbean through the Red Cross Caribbean website and other communication tools. Provision of standardized basic materials on the Fundamental Principles and humanitarian values of the Movement, support for advocacy activities on behalf of vulnerable groups, in particular focusing on the reduction of stigma and discrimination associated with HIV/AIDS and the sharing of successful media initiatives, training and technical support, will be ensured. In Cuba and the Dominican Republic new educational materials will be used for both internal and external dissemination.

**Organizational development:** The Federation will focus on the consolidation of the regional organizational development network with trainers qualified to help their peers in key areas such as governance, management,

National Society Statutes, planning, volunteer management and resource development. In addition, there will be an effort to support and strengthen the function and role of youth in Caribbean Red Cross Societies, in particular through HIV/AIDS activities.

**Coordination, Cooperation, Representation and Strategic Partnerships:** The Federation will continue to work closely through the Caribbean Cooperation of the Red Cross to ensure better coordinated service delivery. The biennial meeting will offer an opportunity for improved cooperation within the Movement, externally a core group of strategic partners will be nurtured through the health and disaster management programmes and the Secretariat will continue to seek to diversify the funding base.

**Management and Implementation:** The Federation will strive to ensure efficient and effective coverage through the leaner structure, whilst ensuring adherence to the priorities set out in Strategy 2010 and strengthening coordination with the ICRC. Cuba and the Dominican Republic will be supported from the Panama Regional Delegation; a Federation Delegation in Haiti will manage the country operation, whilst the Port of Spain Sub Regional Office in Trinidad will play an important role for the remaining 29 Red Cross entities in the region.

### **National Society Strategy/Programme Priorities:**

Caribbean National Societies face new challenges but have limited resources and structures with which to confront them. Certain National Societies, for instance, those in the Dominican Republic and Cuba, have a greater capacity to mobilize human resources while other National Societies, especially those in the small island states, have extremely limited human and material resources.

Traditionally focused on delivery of services such as First Aid training, ambulance services and blood banks, the Caribbean National Societies have developed new and more focused regional and national programmes to better respond to the emerging social problems facing their communities, for instance, community based disaster management (CBDM) and HIV/AIDS peer educators' programmes. Both programmes have had a positive impact at institutional and community level and will remain priorities in 2005. Nevertheless, the National Societies are concerned about the strength and sustainability of these community efforts and seek more support in this connection.

Many National Societies in the region show a high level of dependency on external funding. The proliferation of non-governmental organizations (NGOs), the generally unfavourable economic context and limited institutional structures have reduced Caribbean National Societies' fundraising and income-generating impact. There is a clear understanding of the necessity of setting up new and more innovative fundraising activities, strengthening financial reporting systems, and developing new and more attractive social programmes to improve this situation. With regard to human resources, there remains a limited base of volunteers as well as concerns around quality and permanence of all staff. Improving strategic planning and leadership skills remain priorities and require a regional focus and methodology as a result of the concentration of such a large number of Red Cross entities in the Caribbean. Given the combined constraints of the geographical and donor environment, the Federation will continue to concentrate much of its support on the strengthening of regional networks, promoting intra-Caribbean support systems to replace the traditional model that is more reliant on external assistance and consequently lacks sustainability.

Building on the responses to a broad-based survey 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 during early 2001. This document covers the period 2002-2005 and was approved and distributed in June 2001 to all Red Cross entities in the region, as well as to principal Partner Societies and the ICRC. The R/CAS 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. In July 2003, the CCORC, Partner Societies, the ICRC and the Federation Secretariat met again and together reviewed the R/CAS incorporating a number of changes and further updating the strategy to reflect new priorities and the *Santiago de Chile Commitment* agreed during the XVII Inter-American Conference in April 2003<sup>3</sup>. By working within the

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<sup>3</sup> Priority areas identified in Chile were to raise National Society capacity in the areas of community volunteer networks, more representative volunteer groups, youth programming, communications, links with those living with HIV and resource mobilization.

framework of the R/CAS and the *IAC Plan of Action 2003-2007* this Appeal supports the priority areas identified by the CCORC.

## **Strengthening the National Societies**

**All of the Federation's programmes to strengthen the National Societies share a common goal:**

**Goal:** The National Societies and Overseas Branches of the Caribbean are implementing efficient, responsive and focused programmes which contribute to improving the lives of vulnerable people

## **Health and Care**

### **Background and Achievements/Lessons to date**

The HIV/AIDS pandemic looms as an unfolding crisis in the Caribbean, where HIV prevalence is the highest in the Americas and second only to Sub-Saharan Africa. By the end of 2003 an estimated 590,000 people in the region were living with HIV/AIDS, up from figures of 360,000 at the end of 1999. HIV sero-prevalence is particularly high in some countries, for example Bahamas and Haiti, and particularly low in others, such as Cuba. According to the Pan Caribbean Partnership against HIV/AIDS (PANCAP), the adult HIV/AIDS prevalence exceeds 1% in every country except Cuba.

AIDS is the leading cause of death amongst 15-44 year olds in Anglophone countries in the region. Patients with AIDS now occupy 25% of all hospital beds. HIV is transmitted primarily through sexual contact (64% of new cases via heterosexual, 11% via homosexual or bisexual relations). Mother-to-child transmission (MTC), intravenous drug use, and blood transfusions collectively account for about 8% of new HIV infections, while in 17% of cases the mode of transmission is unknown.

Despite the deeply rooted social and economic issues driving the epidemic and the considerable spread of HIV/AIDS, the region as a whole is becoming increasingly mobilized to contain the spread of HIV/AIDS. A growing number of organizations have introduced initiatives to combat HIV/AIDS. Networks of people living with HIV/AIDS are now active and international support to the region is increasing and is prompting advocacy, policy development, and service level interventions. Recognizing the intensity of the problem surrounding HIV/AIDS, the Red Cross Caribbean HIV/AIDS Network (CARAN) was established in 2000 to prevent the spread of HIV/AIDS and reduce its impact by designing, enhancing and implementing intervention strategies with a special focus on youth. CARAN brings together a multidisciplinary group, comprised of professionals and experienced volunteers from Red Cross National Societies, government organizations and non-governmental organizations from several Caribbean islands and territories, to create and foster a system for the exchange of information, experiences and best practices amongst members, UN agencies and other national, regional and international organizations. With financial support from the Norwegian Red Cross and the technical support of the Federation, all National Societies and a majority of overseas branches in the region have now begun HIV/AIDS activities to assist in the implementation of regional programmes.

The "*Together We Can*" youth peer education programme, originally designed by the Jamaican Red Cross, in collaboration with others, has now become the major tool used by National Societies and Overseas Branches within the Region. At mid 2004 a total of 61 National Trainers were active in 22 Red Cross Societies around the region and the programme is still expanding. Additionally, the revised manuals are available in a range of regional languages (English, Spanish, Creole and Papiamentu) and further translations have been completed to Dutch and French.

In related areas the Federation will concentrate on strengthening National Society health departments to enable them to deliver quality programmes; voluntary blood donation will be promoted with a focus on key National Societies where blood banks are operating: the Dominican Republic, Haiti and Suriname. In addition, the Federation recognizes the importance of First Aid as a key activity for the Red Cross in the Caribbean and will focus in 2005 on supporting the standardization of methodologies, training and qualifications. The Federation will also assist the Caribbean Red Cross Societies to seek and coordinate support from key Partner Societies such as the American Red Cross and the British Red Cross which are active supporters of First Aid training in the region. The Regional Delegation will offer technical support to the Dominican Republic and Cuba in Water and Sanitation.

### *Major achievements during 2004:*

- The Caribbean HIV/AIDS Network (CARAN) has been strengthened through the election of a new board, ratification of new Terms of Reference, a successful 5<sup>th</sup> CARAN Annual Meeting and the launching of a CARAN Webpage to facilitate communication amongst members. Through the UNDP a CARAN Communications Officer has been hired to assist with the website and CARAN communication needs. CARAN members received technical support from the Federation throughout the year both from the Panama Regional Delegation and the Port of Spain Sub-Regional Office. A strong focus has been maintained on building up a strong cadre of trained personnel within the region through regional training events in Jamaica and the Dominican Republic. These events plus the strengthening of CARAN were achieved through funding from the Norwegian Red Cross.
- A total of 22 of the 32 NS/OSB in the Caribbean are now actively involved in the Caribbean HIV/AIDS programme with a focus on prevention using the “*Together We Can*” (TWC) youth peer education programme and in the anti-stigma / anti-discrimination campaign. To date, a total of 1,660 persons have been trained as trainers and latest data shows that they have collectively reached over 4,500 persons in the region and are projected to reach over 16,000 peers by the end of 2005. The programme is the only one in the region available in all local languages: English, Spanish, Creole and Papiamentu, with material in French and Dutch planned for 2005. In addition, thousands more have been exposed to social mobilization campaigns through the mass media as well as public events and billboards.
- Strategic alliances with UNICEF, the Pan-Caribbean Partnership Against AIDS (PANCAP), the Caribbean Network of People Living with AIDS (CRN+), UNDP and UNFPA have been considerably strengthened in 2004. In late September an official Memorandum of Understanding was signed with CRN+ and tangible assistance was provided through the design of its website. Within PANCAP, the Red Cross has been chosen along with UNICEF as the lead agency for Priority Area 3 (Prevention amongst Young People). UNICEF provided funding to introduce and expand TWC in Belize and continues to support seven NS / OSB in TWC in the eastern Caribbean.
- In Trinidad and Tobago the National Society capacity to implement high quality HIV/AIDS programmes focusing on TWC, social mobilization and anti-stigma campaigns has been strengthened. The Trinidad and Tobago Red Cross has also strengthened links with other key allies including the Ministry of Health and the National AIDS Coordinating Committee.

### **Health and Care Programme Objective:**

To strengthen the capacity of Caribbean Red Cross National Societies and Overseas Branches to educate, mobilize, advocate for, and deliver quality health programmes of appropriate scale and enable them to target communities to reduce vulnerability.

### **Project Objectives under this programme are:**

1. The response of National Societies and Overseas Branches to the HIV / AIDS epidemic is refined and scaled up in the areas of prevention, care and the fight against stigma / discrimination.
2. The National Societies and Overseas Branches of the Caribbean are supported in their unique role as the leading national providers of First Aid training.

Expected Results under each project objective are: ([click here for detailed information and log frame](#))

### ***HIV/AIDS***

1. *The CARAN HIV / AIDS network is strengthened and regarded as a model for other Red Cross HIV/AIDS networks.*

2. *Strong partnerships with CRN+, UNICEF, PAHO, UNAIDS, Global Funds, CAREC, Ministries of Health (MoH) and other organizations working in HIV (especially those representing people living with HIV) are developed and agreements exist.*

3. All Red Cross entities have integrated HIV / AIDS as a core programme and have developed activities in the areas of prevention, care and the fight against stigma using standardized methodologies with a special focus on the "Together We Can" youth peer education model.

4. All Red Cross Entities are part of their country coordinating mechanisms (CCMs) and are positioned to be able to access funds and technical advice / support from the Global Fund for Malaria, AIDS and TB (GFMAT) and other sources.

5. Best practices for HIV / AIDS programming, including the draft "NGO Code of Practice" and the UNAIDS self assessment tool, are shared and incorporated in HIV / AIDS programmes.

6. Projects in Trinidad and Tobago are implemented and evaluated.

#### **First Aid**

1. A standardized regional training curriculum in First Aid is identified and agreed.

2. Training tools, including tools which address First Aid and HIV, are developed for use across the Caribbean region.

3. A cadre of instructor trainers is trained.

## **Disaster Management**

### **Background and Achievements/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. Volcanic eruptions on Montserrat from 1995 onwards have virtually crippled the island, destroying its tourist trade and driving many of its inhabitants to leave. Belize was struck by severe hurricanes in both 2000 and 2001. In 2001 and 2002 Cuba was severely affected by hurricanes Michelle, Isidore and Lili, in 2003 by Fabian and Isabel, and in 2004 hurricane Charley was followed quickly by Frances and Ivan, these three destructive hurricanes between them affecting almost the entire Caribbean. In Haiti and the Dominican Republic, the May 2004 floods had a severe impact on both countries with one of the hardest hit areas being around the devastated town of Jimaní with flood waters that originated on the Haitian side of the border. During September 2004, tropical storm Jeanne caused over 1,000 deaths in Haiti when it provoked flooding and landslides in the impoverished country. Fires across the Caribbean also take their toll with significantly affected countries including Guyana, St. Kitts and Nevis and Suriname.

These natural disasters hit a region rendered vulnerable by demographic pressures and, in some instances, entrenched poverty. 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. As disasters are the result of the impact of hazards on vulnerable populations, the location of settlements in coastal locations, on steep slopes, in river valleys, on floodplains, volcanic slopes, or in earthquake-prone areas increases this vulnerability.

The Dominican Republic and Haiti, with a combined population of over 16 million people, share not only a border but also a history that has on many occasions been turbulent and at times violent. While each of the countries faces significant internal challenges resulting from poverty and political instability, relations between the two countries have been complicated in part due to social issues such as migration as well as differences in language, culture, ethnicity and race. Exacerbating these issues is the economic gap between the relatively affluent Dominican

Republic, with a Human Development Index of 727 and Haiti, which remains the poorest nation in the hemisphere with a Human Development Index of 467. Both countries are highly susceptible to a range of natural disasters including hurricanes, earthquakes, flooding, and landslides. Along the border increased deforestation compounds the effects of these natural phenomena and places thousands of people at increased risk each time such an event occurs. There is clearly a need to work together as what occurs in one country often has consequences in the other.

In response to these and similar disasters, the Federation has concentrated on developing National Society capacity to respond. Well over one thousand community facilitators have been trained, local groups have prepared disaster plans, and projects such as flood mitigation schemes have been implemented. In 2004 great effort was concentrated on the inclusion of Vulnerability and Capacity Assessment (VCA) training and also implementation at community level. Some 24 facilitators were trained and in total 22 communities benefited from the new CBDM – VCA approach focusing on a participatory process to enable communities to find ways to transform their vulnerabilities into capacities. In addition to community based initiatives, the Federation has also provided basic relief supplies to fifteen Caribbean states and 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.

Over the next four years, the Federation will continue to work with National Societies and overseas branches in the Caribbean to further 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 using vulnerability and capacity assessment as the main methodology to promote community mobilization. This will enable communities to respond quickly, effectively and in coordination with emergency organizations such as the Red Cross and National Emergency Offices.

The Federation will also promote the creation of stronger institutional linkages with regional bodies such as CDERA, the Association of Caribbean States (ACS) and the Caribbean Development Bank (CDB). For disaster response PADRU will continue as a key player and supporter for the Port of Spain Sub Regional Office. OFDA will be approached for support on specific training in Damage and Needs Assessments. The development of contingency plans and response plans for National Societies and OSB will be one of the key areas of coordination between the Federation and the National Societies, as will the ongoing provision of containerized relief goods to selected National Societies, the continuing training of National Society staff in disaster management, logistics and telecommunication skills and finally the strengthening of the Caribbean Red Cross disaster management network

The severity of the lack of capacity and preparedness evidenced as a result of the impact of the flooding in May 2004 in the Dominican Republic will be addressed by an innovative disaster preparedness project for the displaced communities along the border with Haiti, while strengthening the capacities of the Red Cross branches. The increased migration of Haitians through the Dominican Republic en route to other countries is a major concern as these populations are often amongst the most vulnerable in the region as they migrate.

#### *Major achievements during 2004:*

- The four National Societies involved in the DIPECHO IV project finished implementing related activities, this included working with communities in risk mapping, establishing and training community response teams and drawing up community plans. Four countries of the Caribbean (Jamaica, St. Kitts and Nevis, St. Lucia and St. Vincent and the Grenadines) were included in the project with 22 communities directly benefiting. Community disaster plans and school emergency plans were developed with the support of the four National Societies and Community Based Response Teams (CBRT) have been established. The CBRTs have also been equipped with basic equipment such as waterproof clothing, loudhailers, digging tools and rope. A mid-term review and a final evaluation of the DIPECHO IV project have been completed and the report and recommendations were shared with the National Societies concerned.
- The Vulnerability and Capacity Assessment methodology has been successfully introduced and there is a consensus that it can bring about changes in thinking and attitudes, especially when used as part of a community based disaster preparedness programme. In March, a VCA training workshop in the Cayman Islands was conducted for the Red Cross and participants from 17 governmental organizations. As part of the training, a national action plan for coordination in disaster management was developed, with the Cayman Islands Overseas Branch of the British Red Cross responsible to follow up on the agreed action points.

- A Community Based First Aid Guide has been produced with inputs from around the region and from Latin America. The guide includes graphics adapted to the Caribbean context and serves both as a “stand alone” reference guide and as a tool that could be used in community based First Aid training. A total of 3,000 guides have been printed so far. These guides have been provided to the four National Societies participating in the DIPECHO IV project, and are now being shared across the region.
- In collaboration with other partners from the region, the Federation worked on producing an audio soap opera that contains key messages and advice about disaster preparedness. The Association of Caribbean States (ACS), the Pan American Health Organization (PAHO), the Caribbean Development Bank (CDB), the International Strategy for Disaster Reduction (ISDR), the Caribbean Disaster Response Agency (CDERA), the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the International Organization for Migration (IOM) have all been involved in this initiative.

**Disaster Management Programme Objective:**

The National Societies/Overseas Branches and the Federation Secretariat in the region have effective mechanisms and programmes for response and disaster preparedness which contribute to reducing the impact of disasters on affected populations.

**Project Objectives under this programme are:**

1. Well-functioning disaster response mechanisms strengthen the Secretariat’s capacity to support the National Societies and Overseas Branches in the provision of assistance to those affected by disasters.
2. Skilled human resources and effective planning enhance the preparedness of National Societies and Overseas Branches.
3. Vulnerability in high risk communities is reduced through an integrated community based disaster management approach that incorporates the Vulnerability and Capacity Assessment methodology.
4. Disaster management and emergency management structures of the Jamaica Red Cross to prepare for, respond to and recover from disasters are improved.
5. Risks in vulnerable communities in Dominican Republic and Cuba are reduced through measurable integrated disaster management initiatives.

Expected Results under each project objective are: ([click here for detailed information and log frame](#))

***Disaster Response***

1. *Regional Intervention Teams are fully operational with revised disaster intervention protocols.*
2. *A Pan American logistics strategy is implemented according to National Society needs during disaster times, reaching the most vulnerable through national and regional response capacities.*
3. *First Aid disaster response capacities are enhanced.*
4. *Red Cross telecommunication inter-connectivity is strengthened.*
5. *Collaboration with other regional and international disaster management agencies is strengthened.*

***Disaster Preparedness***

1. *A regional Red Cross “Caribbean Disaster Network” is established and well functioning by the end of 2005.*
2. *The Red Cross role in disaster management issues is well understood by the governance and management of the Red Cross entities and is effectively disseminated to the key actors of the region.*
3. *The National Societies’ capacity to recruit, manage, train, motivate, support and reward volunteers is enhanced by the end of 2005.*
4. *National Societies / Overseas Branches disaster response plans and contingency plans are updated and*

standardized.

5. Closer collaboration with other regional and international disaster management agencies is achieved.

### ***Integrated Community Based Disaster Management***

1. Community participatory approaches and VCA methodology are updated and expanded with training courses and field assessment activities.
2. Communities are better prepared and more organized to respond to and recover from the effects of natural hazards and potential mitigation needs are recognized.
3. Disaster risk reduction information management is effectively used to increase awareness of identified hazards.
4. Strong operating links are created between the Red Cross and key local and regional partners.

### ***Jamaica Red Cross disaster management structure***

1. Disaster Management/Health and Emergency structures (at headquarters level) are functioning efficiently under a four year strategy that will progressively involve Red Cross branches.
2. Red Cross staff and volunteers are trained in diverse disaster management / health in emergencies activities through the Disaster Management / Health in Emergencies Training Unit.
3. Red Cross disaster management / health in emergencies volunteers are functioning at the national level, managed and administered by a formal structure to promote volunteer development at the National and Branch levels, and are fully active in disaster management and health-in-emergency activities.
4. A Red Cross Training Unit has developed and delivered standardized curriculum and training tools in disaster management/health in emergencies related topics to a widening audience of public and private sector interests.

### ***Dominican Republic and Cuba Red Cross Branch capacities***

1. Branch volunteers are better prepared to work in meaningful and participatory ways with communities in order to collectively address the issues and needs faced by the population.
2. Capacities are strengthened allowing the branches to develop and implement professionally managed projects, in conjunction with communities; skills acquired have placed the branches in a better position to develop larger projects that can be presented to donor organizations for funding.
3. Key community social issues and capacities are collectively identified and analysed, allowing for appropriate planning and a better commitment from communities to meet desired results.
4. Participating communities are trained in disaster preparedness and response, gaining the necessary skills to assess potential risks that may affect their communities and are better prepared to respond to the eventuality of any natural disaster occurring in their community.
5. Branches have gained the necessary skills to assess potential risks that may affect the communities in their area and are better prepared to respond, in a coordinated effort with other institutions, to the eventuality of any natural disaster occurring in their community.

## **Humanitarian Principles and Values**

### **Background and Achievements/Lessons to date**

Although the promotion of humanitarian values is given a high priority amongst the Caribbean Red Cross Societies, it has traditionally proven difficult to support this area of *Strategy 2010* in the region. A key limitation is the difficulty in measuring impact, combined with the relatively small number of Red Cross entities in the Caribbean that employ specialized staff in the area of dissemination, information, advocacy, communication and marketing.

In 2002, a Caribbean Red Cross web site was re-established. Even though it was not regularly updated in 2003, the web site was significantly improved in 2004 with the recruitment of an information officer in the Port of Spain Sub Regional Office. The web site will remain a priority and a vehicle for communicating basic messages. Additionally, the Caribbean Red Cross newsletter was re-introduced in 2004 and will continue with four quarterly editions in 2005. The momentum generated through the Federation's global campaign against the stigma associated with HIV/AIDS will also be maintained as part of the integrated programming approach, looking both within and outside the Red Cross Movement and working through networks such as CARAN. The addition of a CARAN Communications Officer to the SRO, courtesy of the United Nations Volunteer Programme, is expected to improve the publicity that CARAN receives in the coming year. To date, many National Societies have incorporated a similar approach in their youth peer education programmes, strengthening linkages with other organizations and bringing the Red Cross message to a wider audience.

With the designation of a humanitarian values coordinator as part of the regional delegation team there is also an increased potential for the sharing of materials between the Caribbean and Central America. This has already been demonstrated with the anti stigma video produced in Honduras being shown and used as a learning tool at the 5<sup>th</sup> annual CARAN meeting in April 2004. Cooperation with the ICRC has already led to joint planning sessions and will remain part of the harmonization process in 2005. At sub regional level, the Port of Spain office will seek to increase support for all areas in which it operates.

In Cuba, the Dominican Republic and Haiti, the Federation's work to promote humanitarian values has focused primarily on dissemination of the Fundamental Principles of the Movement in coordination with the ICRC. These activities took place within the context of other sectors of the Federation's overall regional programming such as organizational development initiatives.

#### *Major achievements during 2004:*

- In the Dominican Republic, the joint strategy of the Federation and the ICRC for the contingency plan for the presidential elections provided the framework for the training of the National Board, National Society staff at headquarters' level and the relief departments of the branches regarding the application of the Fundamental Principles, humanitarian values, respect for the Red Cross emblem and security rules in situations of conflict, social unrest and tension. The contingency plan was applied with satisfactory results during the electoral process, ensuring the neutrality, impartiality and independence of Red Cross personnel as well as those in political parties and governmental entities.
- In Cuba, a distance learning programme has been developed in close cooperation with university professors to train National Society information officers. Training materials were used to emphasize the promotion of humanitarian principles and values externally. These activities have contributed significantly to the consolidation of the public image of the Cuban Red Cross, resulting in increased public and governmental support to the National Society.
- The communications capacity of the Caribbean National Societies has been vastly improved during 2004. The Caribbean web site continues to be updated with relevant information, including news reports from National Societies and Overseas Branches. The CARAN section of the web site has also been launched with assistance through the Federation's partnership with United Nation Volunteers/UNDP. Four quarterly editions of the Caribbean Newsletters were produced and distributed.
- Image building in National Societies has been reinforced with the production and distribution and distribution of various materials for use in significant dates such as World AIDS Day and World Red Cross Red Crescent Day

#### **Humanitarian Principles and Values Programme Objective:**

National Societies and Overseas Branches have an increased understanding of the principles and values of the Red Cross Movement and are better able to promote these in their own work and externally.

#### **Project Objectives under this programme are:**

1. The information and communications capacities of Caribbean National Societies and Overseas Branches are strengthened.

2. Caribbean National Societies and Overseas Branches are a recognized part of a worldwide campaign against the stigma associated with HIV/AIDS.
3. The Cuban Red Cross and the Dominican Red Cross implement strengthened projects in dissemination, advocacy and humanitarian values through new educational materials.

Expected Results under each project objective are: ([click here for detailed information and log frame](#))

### **Information**

1. *The Caribbean website is widely used as a communications tool.*
2. *Selected Red Cross staff/volunteers are adequately trained in communications.*
3. *Communication tools are developed and used regularly (including standardized materials).*
4. *Red Cross youth are using the website and contributing information.*
5. *Closer collaboration with the ICRC on communications activities is achieved.*
6. *Participation of Red Cross entities in key events such as World Red Cross Day, World AIDS Day and World First Aid Day is increased.*
7. *A communications strategy specific to their need is developed by the Caribbean Red Cross entities.*
8. *More volunteers have joined the Red Cross.*
9. *The Caribbean mass media database is fully operational.*

### **Stigma**

1. *Red Cross entities incorporate the fight against stigma into their HIV/AIDS programming.*
2. *Key messages are delivered to the most vulnerable populations.*
3. *The CARAN advocacy and communication functions are strengthened through the communication working group.*
4. *At regional and national levels, the Red Cross is conducting vigorous campaigns against stigma and discrimination based on CRN+ and Red Cross strategy and culminating on World AIDS Day.*
5. *The CARAN web page is maintained with input from National Societies and Overseas Branches.*

### **Dissemination in Cuba and the Dominican Republic**

1. *The Cuban Red Cross and the Dominican Republic Red Cross are disseminating internally and externally the manuals for advocacy and training in humanitarian values*

## **Organizational Development**

### **Background and Achievements/Lessons to date**

The National Societies and Overseas Branches in the Caribbean are aware that in order to confront the priorities defined in the Regional Cooperation Agreement Strategy and the Santiago de Chile commitment, they need to further reinforce their institutional capacity. At regional level, the Federation will continue to work to support the creation of well-functioning Red Cross Societies in the Caribbean through building capacities designed to reinforce the areas of better planning, good governance and management, and the promotion of volunteers. Although the larger National Societies such as those in Cuba and the Dominican Republic have considerable capacity, a lack of qualified and dependable human resources remains the greatest challenge in the region. The need to bring more

people into the Red Cross is incorporated into all programme areas and should remain a priority for the foreseeable future.

future. In 2004, the Federation started to develop a more sustainable solution for addressing the organizational development needs of National Societies and Overseas Branches by building up organizational development capacity within the region through the creation of a pool of trained OD practitioners. This group covers the three sub-regions of the Caribbean as defined in the CCORC Constitution and will address some of the most common areas that have been shown to affect the development of small Red Cross entities. The regional organizational development network will provide a range of support to National Society leadership in 2005 and will be directly assisted by the Federation Secretariat for the resolution of integrity issues that prove too difficult to resolve on a peer to peer basis. On a broader level, links between OD and ongoing HIV/AIDS and disaster management programming will be highlighted, concentrating above all on the strengthening of volunteering and youth.

Although not presented as a separate project, the Federation will continue to respond to specific requests for assistance in this area if they cannot be addressed by the OD network. This may include assistance with revision of Statutes, guidance for change processes and technical support for drawing up National Development Plans.

#### *Major achievements during 2004:*

- The National Societies and Overseas Branches of the Caribbean increased their access to technical assistance in organizational development through the creation of the Regional OD Network.
- 14 members of National Societies and Overseas Branches that make up the OD Network were trained to provide technical assistance in governance and management, revision of Statutes, leadership, and planning within diverse cultural environments.
- The Trinidad and Tobago Red Cross change process was further institutionalized with the revision of its Statutes, with assistance from the Federation and the ICRC.
- The knowledge base of the Regional OD Network has been enhanced by the Jamaica Red Cross, as its representative shared fundraising skills learned at a workshop in the Netherlands with other members of the network.
- The Suriname Red Cross strengthened its organization by revising its Statutes, which were shared with the Joint Commission for comment.

#### **Organizational Development Programme Objective:**

National Societies and Overseas Branches are enabled to demonstrate more of the characteristics of well-functioning National Societies thereby providing a more effective service to vulnerable communities.

#### **Project Objectives under this programme are:**

1. Through peer support mechanisms the Regional Organizational Development Network is addressing some of the most common development challenges faced by Caribbean Red Cross Societies.
2. The Cuban Red Cross and the Dominican Red Cross have strengthened their capacities in Organizational Development.

Expected Results under each project objective are: ([click here for detailed information and log frame](#))

#### ***Regional Organizational Development Network***

1. *Members of the regional network are qualified as Organizational Development practitioners.*
2. *The terms of reference of the network are approved and shared with the members of the CCORC.*
3. *Quality technical assistance is delivered to peers by network members.*
4. *The Red Cross entities in the region take ownership of the network and are contributing to its sustainability.*

#### ***OD Cuba /Dominican Republic***

1. *The Cuban Red Cross and the Dominican Red Cross have improved their capacity to diversify their financial resource base, and their volunteer programmes are better organized. (Resource Development)*

2. *The most common developmental challenges faced by the Cuban Red Cross and the Dominican Red Cross are addressed through their participation in the Regional OD Network.*

3. *The organizational structures and processes of the Cuban Red Cross and the Dominican Red Cross are strengthened, and links between headquarters and branches are reinforced. (National Society Structures and Processes)*

4. *The Cuban Red Cross and the Dominican Red Cross are able to initiate a branch development process with the support of the Federation's field tested branch development manuals. (Integrated Community Programmes)*

## **Coordination, Cooperation, Representation and Strategic Partnerships**

### ***Background and Achievements/Lessons to date***

Whilst it is a worldwide strategic direction of the Federation embodied in *Strategy 2010*, the need for the Red Cross to “work together effectively” is even more fundamental in the Caribbean than in other parts of the world. The network or peer support approach underlies much of the plan for the region over the next three years and is key to the future of the multiple and varied Red Cross entities that make up the CCORC. Further details around CARAN, the Red Cross disaster management network, the organizational development network and work with external partners is described in the sections above, however the approach cuts across all areas and is mutually supporting.

In 2003 the 7th Red Cross biennial meeting was held in Trinidad in July and incorporated a meeting of the CCORC. Revision of the R/CAS was built into the meeting and was met with great enthusiasm and interest. In 2004 the Federation provided valuable support to the CCORC management committee and further refined the R/CAS producing a shorter version in French, Spanish and English.

Much of the success of the CCORC will depend on its relevance to its membership and its ability to provide support. The Federation is confident that the CCORC can add value to the representation and coordination capacity of the entire membership and ultimately be of benefit to all stakeholders. The 2005 biennial meeting will be used to encourage members to re-visit the added value of the CCORC and to discuss ways in which they would like to move cooperation in the region to the next level.

This direction will be strengthened by the ongoing updating and refinement of the R/CAS which, together with the Inter American Conference Plan of Action, should remain as the guiding documents for all partners wishing to work with the Red Cross in the Caribbean region. The Federation Secretariat will ensure that support to National Societies fits within the R/CAS and will encourage Partner National Societies undertaking bilateral activities and other organizations providing support to National Societies to do likewise.

The Federation has moved from a largely ad-hoc approach as regards building contacts and stimulating partnerships towards a longer term vision of positioning the Red Cross in the Caribbean. Specific successes include CARICOM's nomination of the Red Cross as one of two lead agencies to address the HIV/AIDS epidemic in the Caribbean (the other agency being UNICEF), Federation presence in the CDERA Caribbean Hazard Mitigation and Capacity Building programme, partnership with the Caribbean Development Bank (CDB) in community disaster management, and joint work with the Association of Caribbean States (ACS) culminating in the drawing up of an MoU signed in early 2004. Efforts to diversify the regional funding base are having some tangible results (notably UNICEF and CDB). However there is still an over reliance on the generosity of the Norwegian Red Cross / government, the British Red Cross / government and the Japanese Red Cross (container project).

### ***Major achievements during 2004:***

- The CCORC has employed a part-time administrator, held two management meetings, produced its own plan and budget and endorsed the Regional OD and Disaster Management networks. In Addition, the CCORC has also used its own funds to support the Haitian National Red Cross Society.
- A new partnership has been developed with the Caribbean Development Bank.
- The MoU signed with CDERA has been revised and joint activities now include Federation facilitation at CDERA meetings.

- A new partnership with CRN+ (the Caribbean network of PLWHA) has been established, including Federation support for the design and maintenance of the CRN+ website.

**Coordination, Cooperation, Representation and Strategic Partnerships Programme Objective:**

The different components of the Movement with a presence in the Caribbean work together effectively and promote the Red Cross both internally and externally.

**Project Objectives under this programme are:**

1. The CCORC is a credible counterpart for all partners wishing to work with the Red Cross in the Caribbean.
2. The Federation is a respected partner of choice for key humanitarian actors and regional organizations with a presence in the region.

Expected Results under each project objective are: ([click here for detailed information and log frame](#))

**CCORC**

1. A successful biennial meeting is held in May.
2. The CCORC management committee has met at least twice.
3. The CCORC plan and budget are revised and promoted.
4. The CCORC is leading at least one regional activity or promotion.
5. The R/CAS and the Plan of Action of the Inter-American Conference are used in National Societies / Overseas Branch planning.

**Partnerships**

1. More partners are contributing to Red Cross objectives.
2. The Federation and the CCORC are invited to participate in more regional fora.
3. The Red Cross is able to influence others and play a key role in health and disaster management.
4. Concrete activities with partners such as ACS, CDERA, UNICEF, CRN+, PANCAP and UNDP are achieved.
5. Diversified funding from organizations such as the Caribbean Development Bank and the Japan International Cooperation Agency is secured and an increased number of active partnerships are developed.

**Management and Implementation**

**Background and Achievements/Lessons to date**

The Federation will seek to include representation from the CCORC as much and as often as possible in its representation activities. This is supported by the design of an improved R/CAS that could become the key document for the Red Cross in the region and the basis of all presentations. In a region with such a multitude and complexity of institutions the targeting of those most relevant to the Red Cross will be key; the location of the SRO in Trinidad helps considerably given the location of a number of organizations in either Trinidad and Tobago or Barbados.

Programming in the area of international disaster response will be supported by the Panama Regional Delegation, including the maintenance of a disaster management function in the Port of Spain Sub Regional Office. Response activities in the event of medium and large-scale events will be coordinated with the technical assistance of the Pan American Disaster Response Unit in support of the National Society concerned.

The Federation will continue to provide support to the leadership of National Societies in the Caribbean region. This will be provided on a needs basis and will focus primarily around the ongoing revision of National Society Statutes or development plans. With support from the headquarters and the Panama Regional Delegation, attention

will be given to ensuring that Federation governance decisions are shared with the region. The Sub Regional Office will support those members of the Caribbean Red Cross that are also part of the Federation leadership to meet this objective.

The Federation also recognizes the importance of maintaining its international persona backed up by the presence of an international delegate in the Port of Spain Sub Regional Office. Whilst the increasing reliance on quality local staff has helped to cut costs, this should not be at the expense of bringing in experienced human resources from elsewhere in the Caribbean or from other parts of the world.

In 2005 the Caribbean will be served by three focal points:

**Panama** – A Regional Delegation covering Central America and the Caribbean (with a particular focus on the Spanish speaking Caribbean), together with the Pan American Disaster Response Unit (PADRU), the Regional Finance Unit (RFU) and the Regional Reporting Unit (RRU).

**Port of Spain** – A Sub Regional Office covering the entire English Speaking Caribbean and Suriname (in particular 13 National Societies and the 6 British Red Cross branches), as well as support to the wider Caribbean through the Caribbean Cooperation of the Red Cross (CCORC).

**Haiti** – A Country Delegation covering the most vulnerable population in the Caribbean and providing tailored support to the Haitian National Red Cross Society (see separate Appeal).

Despite this leaner structure it is still proving difficult to find sufficient funding to cover costs. Resources, particularly human resources, are being stretched accordingly. In the Caribbean it is imperative to maintain a minimal support structure in order to continue to support the 32 Red Cross entities that are members of the CCORC. This concentration of small National Societies and branches in one island chain requires specific tailored support and hence the Port of Spain Sub Regional Office will be staffed by at least one international delegate and up to nine local staff covering finance, administration, HIV/AIDS, disaster management, organizational development, information and coordination.

The Regional Reporting Unit provides technical assistance and support to the regional delegations, sub regional offices and country offices throughout the Americas. Regional Reporting Unit seeks to ensure that quality Federation standard and donor-specific reports are submitted from the Americas on a timely basis and reporting is increasingly seen as part of the project cycle and as a monitoring/evaluation tool.

The Regional Finance Unit is well established and is ensuring coordination with the finance officers in the country offices, sub regional offices and regional delegations throughout the Americas. Quality financial accounting is ensured by the Unit through supervision, monitoring and training. The Unit also seeks to ensure that National Societies fully understand the Federation's requirements particularly in relation to procedures for working advances.

#### **Management and Implementation Programme Objective:**

The Federation Secretariat is able to support the Red Cross entities of the Caribbean efficiently and effectively.

#### **Project Objective under this programme is:**

1. The Sub Regional Office is working efficiently, ensuring effective management of human resources, financial control, quality reporting and administration.

Expected Results under this project objective are: ([click here for detailed information and log frame](#))

#### **SRO**

1. A full and qualified staff capable of supporting the priority programme areas is maintained.
2. Key National Societies and branches of the region are visited by Federation staff on a regular basis.
3. Financial and narrative reports are issued timely and are of good quality.

***For further information please contact:***

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# BUDGET 2005

## PROGRAMME BUDGETS SUMMARY

Appeal no.: 05AA041

Name: CARIBBEAN SUB-REGIONAL PROGRAMMES

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	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	0	0	0	0	0	0	0
Teaching materials	14,000	52,730	0	405	0	0	67,134
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	19,035	0	0	0	0	19,035
<b>SUPPLIES</b>	<b>14,000</b>	<b>71,765</b>	<b>0</b>	<b>405</b>	<b>0</b>	<b>0</b>	<b>86,169</b>
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	11,200	8,000	0	0	0	0	19,200
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
<b>CAPITAL EXPENSES</b>	<b>11,200</b>	<b>8,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,200</b>
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	3,000	1,000	0	500	500	0	5,000
<b>TRANSPORT &amp; STORAGE</b>	<b>3,000</b>	<b>1,000</b>	<b>0</b>	<b>500</b>	<b>500</b>	<b>0</b>	<b>5,000</b>
Programme Support	31,922	38,782	0	6,652	22,252	0	99,608
<b>PROGRAMME SUPPORT</b>	<b>31,922</b>	<b>38,782</b>	<b>0</b>	<b>6,652</b>	<b>22,252</b>	<b>0</b>	<b>99,608</b>
Personnel-delegates	0	40,000	0	28,200	131,000	0	199,200
Personnel-national staff	90,366	142,540	0	5,450	36,650	0	275,006
Consultants	12,900	3,000	0	3,500	400	0	19,800
<b>PERSONNEL</b>	<b>103,266</b>	<b>185,540</b>	<b>0</b>	<b>37,150</b>	<b>168,050</b>	<b>0</b>	<b>494,006</b>
W/shops & Training	212,650	42,800	0	30,000	85,000	0	370,449
<b>WORKSHOPS &amp; TRAINING</b>	<b>212,650</b>	<b>42,800</b>	<b>0</b>	<b>30,000</b>	<b>85,000</b>	<b>0</b>	<b>370,449</b>
Travel & related expenses	50,400	11,870	0	22,000	21,900	0	106,170
Information	3,500	21,250	0	0	19,500	0	44,250
Other General costs	61,176	215,640	0	5,630	25,140	0	307,586
<b>GENERAL EXPENSES</b>	<b>115,076</b>	<b>248,760</b>	<b>0</b>	<b>27,630</b>	<b>66,540</b>	<b>0</b>	<b>458,006</b>
<b>TOTAL BUDGET:</b>	<b>491,114</b>	<b>596,647</b>	<b>0</b>	<b>102,337</b>	<b>342,342</b>	<b>0</b>	<b>1,532,440</b>