

Revised Plan 2011



Caribbean

Executive summary

The Caribbean has one of the largest regional concentrations of Red Cross entities with 16 National Societies¹, as well as the Overseas Branches of the Netherlands and British Red Cross Societies and branches of the American and French Red Cross. The majority of countries are islands, but also include the mainland countries of Belize, Guyana and Suriname. The total population of the region is around 40 million people. The countries of the Caribbean are characterized by a great variety in area, population and wealth, as well as a rich cultural diversity and a broad spectrum of economic models. 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 landscape.

The secretariat's support structure in the region has two offices: the Caribbean Regional Representation Office (CRRO) based in Port of Spain, and the Latin Caribbean Regional Representation Office, based in Santo Domingo. The CRRO provides specific support to the 13 predominantly English- and Dutch-speaking National Societies²; while encouraging regional knowledge-sharing and cooperation between all the Red Cross entities. These plans detail the support provided to the individual National Societies by the CRRO, as well as the initiatives intended to benefit the entire region's National Societies.

The focus of the 2011 plan is to support Red Cross Societies to become better functioning, with the ability to plan, resource and manage programmes that address the needs of the most vulnerable men, women and children. The goals, means of delivery and strategic framework of the Caribbean regional plan fit within the Inter-American Plan 2007–2011, the International Federation of Red Cross and Red Crescent Societies' (IFRC) wider Americas Zone strategy, and is guided by the IFRC's newly adopted Strategy 2020.

Specifically, the plans focus on the following priority areas:

There will be continued coordination and support to the Caribbean Red Cross Disaster Management Framework 2009–2014. This Framework sets out the process for a coordinated disaster management approach, focusing on achieving three expected results: firstly, to build safer, more resilient communities; secondly, to enhance institutional Red Cross capacity for disaster management at national and community levels; and thirdly, to increase Red Cross coordination and advocacy for comprehensive disaster management.

Regarding health programming, the focus continues to build on and support the Red Cross response to the HIV and AIDS pandemic in the region, with a focus on tailored support to those National Societies with highest prevalence rates, using the Global Alliance on HIV framework to scale up the response. Furthermore, 2011 will see increased investment in terms of financial and technical resources for the

¹ Antigua and Barbuda, the Bahamas, Barbados, Belize, Cuba, Dominica, Dominican Republic, Grenada, Guyana, Jamaica, Haiti, Saint Kitts and Nevis, Saint Vincent and the Grenadines, Saint Lucia, Suriname, Trinidad and Tobago

² Antigua and Barbuda, the Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, Saint Kitts and Nevis, Saint Vincent and the Grenadines, Saint Lucia, Suriname, Trinidad and Tobago

continued development of first aid programming in the region. The IFRC will support National Societies to transform first aid training into a professional service focused on increased access to training.

There will be continued emphasis on ensuring that programmes are undertaken in an integrated and holistic manner with a key focus on building community resilience. The use of regional expertise will be enhanced through the promotion of regional visits, internships and the strengthening of the technical networks.

Priority will be given in 2011 to support the institutional development of the National Society and adjustments to align their actions with S2020. This will include a focus on supporting leadership, particularly the role of governance and management, and building on agreements from the Caribbean leadership forum held at the end of 2010. This will be supported by increased focus on National Society statutes and strategic plans, as well as the continuation of support to youth, volunteering, resource mobilization and communications.

With respect to the increasing focus on humanitarian diplomacy, the coming year will emphasize the continued development of external partnership with key Caribbean organizations and the roll-out of an advocacy campaign on disaster risk reduction and legislation promoting increased dissemination of first aid knowledge.

The total 2011 budget is 2,528,048 Swiss francs (Click here to go directly to the attached summary budget of the plan).

Context

The countries of the Caribbean are characterized by great variety in terms of geographic area and population, with rich cultural diversity and a broad spectrum of economic models. Despite the diversity, regional cooperation is given substantial prominence with 14 countries and one overseas territory³ being joined together under the Caribbean Community or CARICOM, which includes a single market and economy for the region and a number of other Caribbean regional entities to strengthen collaboration. This balance of diversity and commonality is reflected in the National Societies in the region, with a range of differences, but also significant commonalities. This is reflected in the IFRC plans which provide tailor made support to specific National Societies, while also ensuring a high level of collaboration and cooperation across the region.

The Caribbean region faces unique economic, social and environmental challenges. **Economically**, many of the region's nations are small island states with limited resources, which compounded with the seasonal character of employment opportunities (predominantly tourism services and agriculture) and the 'brain drain' with the migration of educated people, translates into fragile economies throughout the region and a vulnerability to sudden changes in economic landscape. The global economic recession is having a severe impact, especially exacerbated by the downturn in the tourism industry in the region. Poverty rates vary significantly among the countries.

Socially, many countries in the region are experiencing a drastic and disturbing elevation in crime and violence with the Caribbean experiencing one of the highest murder rates in the world⁴. Relatively safe countries have seen a drastic rise in violent crime over the last years. This is exacerbated by pockets of entrenched poverty and other social problems, including the proliferation of illegal activities such as drug trafficking.

³ Antigua and Barbuda, the Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat (British Overseas Territory), Saint Kitts and Nevis, Saint Vincent and the Grenadines, Saint Lucia, Suriname, Trinidad and Tobago. It also has the following five associate members: Anguilla, Bermuda, British Virgin Islands, Cayman Islands, Turks and Caicos Islands.

⁴ Report No. 37820 - *Crime, Violence, and Development: Trends, Costs, and Policy Options in the Caribbean: A Joint Report by the United Nations Office on Drugs and Crime and the Latin America and the Caribbean Region of the World Bank*, March 2007

Statistics from the UNDP's 2007/2008 Human Development Report provide a clear picture of the region's socio-economic status:

Human development index		Human poverty index (HPI-1) rank ⁵	Population living Below the National poverty line (%) 1990-2004
HDI Rank			
31	Barbados	3	..
49	Bahamas
54	Saint Kitts and Nevis
57	Antigua and Barbuda
59	Trinidad and Tobago	7.3	21
71	Dominica
72	Saint Lucia	6.5	..
79	Dominican Republic	10.5	42.2
80	Belize	17.5	..
82	Grenada	..	4.6
85	Suriname	10.2	..
93	Saint Vincent and the Grenadines
97	Guyana	14	..
101	Jamaica	14.3	18.7

Compounded with these social and economic challenges, **environmental challenges** prevail. The Caribbean is a region highly vulnerable to and severely affected by the global phenomenon of climate change - the frequency and power of the impact of natural events has increased in recent times. The region is highly susceptible to the extremes of weather and is commonly hard-hit by hurricanes, having experienced exceptional destruction from these in the past few years. Strong rains during the 'dry season' have caused severe damage almost every year since 2004 in the 'Guyanas' (Guyana, Suriname and French Guyana). The Caribbean islands also lie in an active seismic zone and endure volcanic eruptions and earthquakes. This reality requires a drastic and real need for strong Red Cross disaster preparedness and mitigation at the community level.

The table below gives an indication of the number and types of disaster per country between 2000 and 2009⁶

	Antigua & Barbuda	Bahamas	Barbados	Belize	Dominica	Grenada	Guyana	Jamaica	Saint Lucia	SVG	Suriname	TT	Total
Drought	0	0	0	0	0	0	0	1	0	0	0	0	1
Earthquake (seismic activity)	0	0	1	0	1	0	0	0	1	0	0	0	3
Epidemic	0	0	0	0	0	0	0	1	0	0	0	0	1
Flood	0	0	0	1	0	0	3	2	0	0	0	0	6
Mass	0	0	0	0	0	0	1	0	0	0	2	1	4

⁵ UNDP Human Development Report 2007/2008: Fighting Climate Change-Human Solidarity in a Divided World - Human and income poverty: developing countries - Human Poverty Index (HPI-1) value (%) - <http://hdrstats.undp.org/indicators/18.html>

⁶ http://www.emdat.be/Database/AdvanceSearch/emdat_chooser.php

movement													
Storm	1	8	2	7	2	2	0	12	2	3	0	2	41
Volcano	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildfire	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	1	8	3	8	3	2	4	16	3	3	2	3	56

Source: "EM-DAT: The OFDA/CRED International Disaster Database
www.emdat.be - Université Catholique de Louvain - Brussels - Belgium"

The Caribbean regional health profile is characterized by the high prevalence of HIV and AIDS and Sexually Transmitted Infections (STIs), with the Caribbean being the second most affected region in the world - preceded only by Africa. The small countries with limited health care facilities, compounded by the limited resources of the Red Cross Societies, calls for increasing links between disaster management and health programming. The outbreak of the A(H1N1) influenza virus and continued vulnerability to diseases such as dengue demonstrate the region's vulnerability to health threats and reinforced the need for stronger links between programmes at the community level.

National Society priorities and current work with partners

These plans reflect the support that will be provided to the individual National Societies, with emphasis on institutional support to leadership and strategic planning, as well as building on the continued expertise the National Societies have developed in disaster management and health programming, particularly in building community resilience. The plans align with the priorities of the Inter-American Plan 2007–2011 and 2011 will be an important year for refocusing to the vision of S2020 as well as the Inter-American Conference due to be held in 2011.

In 2011, these plans will continue the work done in 2010 as pertains to the standards of governance, strategic planning and legal basis, providing individual support to the National Societies as required. In the programmatic areas, emphasis of the plans continues to concentrate work at community level to enhance capacities at the lowest possible level, addressing vulnerability and risk and contributing towards their resilience.

Many of the National Societies in the region face various scales of natural disasters and the majority of them have a key role in their countries' national disaster plans. A key priority for all the National Societies in the region is to acquire, maintain and have the ability to respond to these disasters – whatever the scale. In light of the varying capacity of the different National Societies, there is a need for strong regional cooperation and coherence in the support provided by the IFRC in terms of standardized, high quality **disaster management** programmes. In 2009 the region set a five-year disaster management strategic framework, which includes strengthening resilience to disasters at the community level; strengthening the capacity of the Red Cross Societies to manage programmes and volunteers and improving preparedness in general through plans, programmes, standardized tools and methodologies and resources.

This approach of developing regional standards and training will continue in 2011, looking into the potential to institutionalize this through the newly established Caribbean Resource Centre on Disaster Management. The emphasis on coordination with Movement partners will continue to be critical, working closely with the American, Canadian, Finnish, French, Netherlands and Norwegian Red Cross Societies and further consolidation of the IFRC's role as facilitator/coordinator of coherent disaster management programmes, which link with other Red Cross services such as Health and Care and Organizational Development and Capacity Building.

A more consolidated **Health and Care** programme is planned for 2011. A planning exercise with the National Societies through the regional health network identified priorities to expand the first aid and volunteer programme to improve health at the community level (CBHFA); improve basic health through water and sanitation programmes in high risk communities and continue to mitigate the spread of the HIV and AIDS pandemic in the region.

The continuation of HIV and AIDS support will be focussed on the National Societies working under the Global Alliance framework, as well as working closely with the American Red Cross in their bilateral

HIV and AIDS programme. The Caribbean Regional Health Network will continue to provide technical advice to the regional programme implementation.

Working in partnership continues to be important, through close cooperation with all Movement partners, the sharing of information and the strengthening of regional technical networks. There will be continued attention to the positioning of the Red Cross as a key professional partner with governments, the UN, CARICOM and NGOs in the region.

Secretariat supported programmes in 2011

Disaster Management

a) The purpose and components of the programme

The Caribbean is one of the most natural hazard-prone regions in the world due to a combination of multiple geophysical and geological processes and inherent physical conditions that characterize the region, being made all the more vulnerable due to the effects of climate change. Many Caribbean societies have lived through natural disasters and have been shaped by them. With a hurricane season that officially lasts six months, the region is commonly hit by hurricanes, having experienced destruction from these in the past few years. There are also floods, flash floods, landslides and mudslides. Strong rains during the 'dry season' often cause severe damage in the 'Guianas' (Guyana, Suriname and French Guiana).

The Caribbean has a Regional Disaster Management Strategic framework with the objective of **enhancing the capacity of Caribbean Red Cross National Societies to mitigate and respond to the adverse effects of climate change and natural disasters**. This framework has increased the quality and outreach of the disaster management (DM) work, working in close coordination between the National Societies and the Partner National Societies (PNS) to deliver at the community, national and regional levels.

This regional approach is strengthened by a series of activities targeted to build capacity in each National Society alongside the programmatic support in disaster management, which is expected to be provided by PNS implementing bilateral programmes in all 13 National Societies.

Programme purpose

Reduce the number of deaths, injuries and impact from disasters.

The disaster management programme budget is 1,023,076 Swiss francs.

Programme component 1: Community-Based Disaster Risk Reduction

Component outcome 1: Vulnerable communities have increased knowledge, skills and resources to conduct disaster mitigation, preparedness and response activities.

The Caribbean region has prioritised building community resilience through Community-Based Disaster Management (CBDM) in line with the Inter-American Plan. Though this has been ongoing for a number of years, in 2010 the region saw a scale up of this with all National Societies implementing CBDM activities with support of PNS. These efforts will continue in 2011, with plans for bilateral programmes to support **all 13 National Societies**, to continue the focus on community disaster preparedness and risk reduction with the overarching goal of increasing community resilience in the face of disasters as well as the increasing long-term threat of climatic changes.

Red Cross societies will partner with national authorities involved in social and hazard mapping to formalize the scope of vulnerable communities and prioritize actions. This mapping will form a systematic approach to community action for disaster risk reduction and climate change adaptation within an overall development framework. This will be achieved through the use of standardized IFRC tools and methodologies, in particular the CBDM process. National Societies work within communities to assess vulnerabilities and capacities (VCA), develop action plans and identify projects to mitigate risk, while building links with government and other partner agencies that can support these efforts.

In 2011, the CBDM process will focus on a broader programme of community development, including mitigating the adverse effects of climate change through reforestation, food security and water harvesting. The Red Cross societies of **Barbados, Grenada, Suriname, and Trinidad and Tobago** will also work with schools in the community to reinforce awareness and preparedness. School children will be introduced to the hazards in their communities and will be taught basic/community first aid. Success will be measured by the effectiveness with which targeted communities are able to mitigate their risk and liaise with the national authorities in responding to the needs of the adversely affected. In addition, as noted later in the section on health, Community-Based Health and First Aid (CBHFA) will also be integrated within community activities in **Belize, Grenada, Guyana, Suriname and Trinidad and Tobago**. Overall the CBDM framework will move to wider risk reduction as part of a developmental approach in line with Strategy 2020.

Community Disaster Response mechanisms will be strengthened by the formation and training of Community Disaster Response Teams (CDRTs) which are taught to develop disaster response plans and spread disaster risk reduction messages to the wider community. These teams work together with the community leadership to develop community disaster plans as well as family disaster plans. Success will be measured by the involvement of community members and increased awareness measured through baseline studies and regular evaluations.

Implementation of different activities will take place by the National Societies with the support of **Partner National Societies including American, Canadian, Finnish, French, Netherlands and Norwegian Red Cross**. With the support of the French Red Cross, reinforcing of vulnerable homes will take place in select at-risk communities undertaking CBDM activities.

The IFRC's role within this component will focus on providing technical support, coordination, monitoring and information-sharing. Taking into consideration the requirements of each National Society community programme, the IFRC will work in tandem with Caribbean National Societies to supply them with experienced facilitators, as required, to facilitate capacity building. The newly established Red Cross Caribbean Disaster Management Resource Centre in **Barbados** will play a key role in this area, collaborating with the National Societies in testing, developing, and sharing tools and methodologies to advance community and climate resilience. Exchanges of National Society staff to take part in key activities, and regularly scheduled coordination meetings will all be used to encourage exchange of information and capacity building. Success will be measured by how well the Red Cross Movement components are able to share and reinforce each others' efforts in strengthening programmes and ultimately making communities more resilient.

The following indicators will measure the achievement of the component outcome for 2011:

- **All 13 National Societies** will have implemented Community-Based Disaster Management programmes (CBDM) working in 50 high-risk communities directly (average pop 1,500/comm.) in partnership with PNS.
- **Belize, Trinidad and Tobago, Suriname and Barbados** will have piloted disaster awareness and first aid training in one school in each community targeted for the CBDM activities using a standardized regional course developed by the Red Cross Caribbean Disaster Management Resource Centre.
- IFRC improves the CBDM tools based on feedback and begins the process of integrating climate change in Disaster Risk Reduction (DRR) actions using standard regional tools and methodology in **Belize, the Bahamas, Jamaica, Suriname and Saint Lucia**. A standardized approach is developed for community selection that utilizes poverty and climate change integration to prioritize communities for DRR activities.
- Five communities in National Societies still to be identified will be supported to conduct a learning-by-doing in construction and retrofitting homes best practices through support of the French Red Cross.

Programme component 2: Institutional Preparedness for Disaster Risk Reduction

Component outcome 1: Red Cross institutional capacity for disaster risk management at national and community levels is enhanced.

This outcome targets capacity building within each National Society to fulfil their mandate to act as auxiliaries of government in times of disasters through the provision of sustainable disaster preparedness, relief and recovery services. Internal capacities will be strengthened through support for programme development, training and equipping for emergency response and development.

National Societies will continue to improve their readiness for disasters first by identifying the gaps in their preparedness, response and recovery capacities. These will include developing or improving National Societies' response and contingency plans in keeping with the expectations of the government's national disaster plan and tested through simulations. The capacity to carry out livelihood recovery and support for migrants will be strengthened in certain National Societies.

Staff and volunteers' skills will be improved through National Intervention Team training as well as taking advantage of regional training opportunities. Where relevant, the National Societies will strengthen their shelter management role through training and resourcing. The response capacities of the National Societies will be further strengthened through additional training and pre-positioning of supplies in National Societies led by the Zone's Pan American Disaster Response Unit (PADRU).

Success will be measured by the timely and effective response of National Societies to the needs of those negatively affected by disasters in keeping with the auxiliary role.

The following indicators will measure the achievement of the component outcome for 2011:

- Building on work done in 2010, **Antigua and Barbuda, the Bahamas and Guyana** will have developed/updated National Disaster Response or Contingency Plans with the involvement of government stakeholders during 2011.
- All National Societies will continue to hold annual NITS training for their volunteers
- **Jamaica and Suriname** will train and pilot their capacity to support livelihood recovery initiatives
- **The Bahamas, Belize, Jamaica, Trinidad and Tobago** will have stock prepositioned for an additional 1,000 families; have strengthening their logistics response capacities through tailored logistics trainings (E.g. logistics NIT, internships, warehouse management systems and standards); and have conducted analysis of markets for development of virtual warehousing agreements
- **The Bahamas and Barbados** will be supported to scale up services to migrant communities

Programme component 3: Coordination and advocacy

Component outcome 1: Increased Red Cross coordination and advocacy for comprehensive disaster management.

Coordination and advocacy efforts within the Red Cross Movement (IFRC, National Societies, PNS) are focused on a number of areas. At a regional level, emphasis will be on engagement with the Caribbean Disaster Emergency Management Agency (CDEMA) and contributing to the achievement of the outcomes of the Caribbean's Comprehensive Disaster Management Framework through an active lead role in the Harmonization Council and Co-chairing of the Civil Society Group. Technical engagement with CDEMA will be enhanced by the newly established Red Cross Caribbean Disaster Management Resource Centre, which will build on the tools and methodologies developed in the Caribbean and Latin America and provide linkages to the Central American Centres of Reference for cross-regional learning. Regional learning and engagement will continue to be promoted through the Disaster Management Network, as well as National Society to National Society exchanges and internships. Success will be measured by tangible collaborations which reduce redundancy and strengthen programmes based on shared experience and learning.

To enhance logistics preparedness and build on the successful decentralization and prepositioning of relief supplies, a regional strategy for stocking and mobilizing stocks will be developed. Prepositioned stocks are one of the National Societies the first lines of defence for responding to the needs of vulnerable populations and have proven highly successful during recent hurricane seasons. The

development of a strategy, including standard operating procedures, will further increase efficiency during mobilization and replenishment.

Contributing to the overall objectives of the Global IDRL Programme and IDRL Plan 2010–2011 http://www.ifrc.org/cgi/pdf_appeals.pl?annual11/MAA0000411p.pdf, the IDRL programme will work with at least one National Society (Jamaica) and advise their government on ways to enhance legal preparedness for international disaster assistance and make optimal use of the IDRL Guidelines in their national context. Intensive technical assistance project will involve the production of detailed study of national laws, consultation with domestic and international actors and the development of detailed findings and recommendations for the strengthening of national legal frameworks.

The following indicators will measure the achievement of the component outcome for 2011:

- The Caribbean Disaster Management Network will have met at least four times and is working actively to harmonize, validate and disseminate disaster response tools, policies and standards for the region.
- The Red Cross Caribbean Disaster Management Resource Centre will have been established and is serving as a platform and repository for the development, testing and storage of disaster risk reduction related tools, methodologies and information.
- A standardized approach is developed for community selection that utilizes poverty and climate change integration to prioritize communities for DRR activities.
- **Barbados and Trinidad and Tobago** will have improved the coordination around disaster preparedness and are taking a stronger leadership role advocating with governmental and non-governmental agencies, external institutions and partners for increased CBDM/Climate Change Adaptation.
- A regional strategy for logistics including Standard Operating Procedures (SOPs) for mobilizing and replenishing prepositioned supplies in the Caribbean will have been developed.
- Policy-makers in **Jamaica** will understand and make use of the IDRL guidelines to strengthen legal and policy frameworks for disaster response.
- Monitoring, evaluation and reporting on all projects will have taken place as per agreed upon regional monitoring framework and in-line with the regional strategic framework.

b) Potential risks and challenges

These countries are at risk of severe hazards. A national disaster in-country could disrupt programme implementation.

There are many activities and Red Cross Movement partners involved, two results are challenging (a) to capture the lessons and successes of these interventions; (b) to coordinate, ensure maintenance of standards and improve the processes. Regular and standardized reporting formats should allow for oversight and sharing as well as a mechanism to capture and communicate the best practices from the programme.

Health and Care

a) The purpose and components of the programme

Programme purpose
Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.

The Health and Care programme for the Caribbean will continue to support initiatives that enable healthy and safe living, ensuring that National Societies strengthen their capacity to meet the needs of the most vulnerable populations with the assistance of well trained volunteers. In this respect, the Health and Care Programme for 2011 will focus on three components, namely HIV and AIDS, community-based health and health in emergencies, ensuring close links with Community-Based Disaster Management work.

The health and care programme budget is 1,075,504 Swiss francs.

Programme component 1: HIV and AIDS

Component outcome 1: National Societies scale up activities aimed at preventing further HIV infection

The 2011 plans will continue to focus on the provision of support to the four National Societies engaged in the Global Alliance – **Belize, Guyana, Jamaica and Trinidad and Tobago**. Support will be provided to these National Societies to scale up prevention activities targeted at youth and vulnerable or hard to reach populations, such as indigenous groups in Guyana and Belize, sex workers, men who have sex with men (MSM), people living with HIV (PLHIV) and migrant populations. Activities such as voluntary counselling and testing, support groups for PLHIV, condom distribution, referrals to local health services and mass media communication campaigns, will also support the goal of reaching at least ten per cent of the programmes' targeted populations.

In 2010 the American Red Cross started a bilateral programme, Caribbean HIV and AIDS Project (CHAPS). This is a two and a half year project being implemented in Guyana, Jamaica and the Bahamas. The project aims to reduce the incidence of HIV and create an enabling environment for support among key higher risk populations. The **Bahamas Red Cross Society** involvement in this programme will result in strengthened and expanded National Society HIV programming and will therefore increase the National Society's preparedness for potential entry into the Global Alliance framework by the end of 2012.

These activities will be further supported via collaboration with regional partners through the implementation of the Pan-Caribbean Partnership against HIV and AIDS (PANCAP) regional programme. By 2011, this Global Fund initiative will be well underway, with the community mapping, situational analysis and needs assessment undertaken for the development of a peer education methodology, which will focus on highly vulnerable youth populations.

The following indicators will measure the achievement of the component outcome for 2011:

- **Belize, Guyana, Jamaica and Trinidad and Tobago** (The four National Societies participating in the Global Alliance) will:
 - Increase the number and percentage of persons reached by peer education programmes
 - Reach at least ten per cent of the program's targeted population with information, education and communication materials
 - Scale up and implement activities targeting 8,000 persons from the most vulnerable groups.
- **The Bahamas Red Cross Society** will start preparation for entry into the Global Alliance framework.
- Activities for the development of the regional PANCAP Global Fund supported peer education methodology will have commenced.

Component outcome 2: National Societies strengthen HIV treatment, care and support activities

Support to **Belize, Guyana, Jamaica and Trinidad and Tobago** through the Global Alliance framework will focus on the provision of HIV and AIDS treatment and care to PLHIV taking into consideration the socio-economic needs of the infected and affected population. Caribbean Master Trainers of the IFRC's HIV Prevention Treatment Care and Support (PTCS) methodology will be supported in the roll out and implementation of the PTCS programme.

The following indicators will measure the achievement of the component outcome for 2011:

- The **Belize, Guyana, Jamaica and Trinidad and Tobago** National Societies will provide support to 2,000 PLHIV, and to HIV support groups and networks

- The four National Societies will develop and implement their PTCS programmes which will provide access to information on antiretroviral therapy (ART) literacy, treatment preparedness, adherence, counselling and nutritional support. The four National Societies will have discussed the prospect of closer collaboration between National tuberculosis (TB) institutions and themselves, with the aim to introduce TB mitigation, treatment and care into their current HIV and AIDS programmes.
- **The Bahamas Red Cross Society** will be encouraged to introduce the PTCS methodology into their HIV programming.

Component outcome 3: National Societies scale up activities to reduce HIV stigma and discrimination

Stigma and discrimination simultaneously reduce the effectiveness of efforts to manage the epidemic. The four National Societies engaged in the Global Alliance will continue to be supported in their efforts to reduce HIV-related stigma and discrimination. Specifically, training will be undertaken to support the roll out of the HIV in the workplace and gender mainstreaming policies for all staff and volunteers. This will be complemented by the distribution of the information, education and communication (IEC) materials to these National Societies.

PLHIV have a fundamental right to employment, as long as their physical capacity does not incapacitate their optimum level of functioning as productive members of the society. There are volunteers and staff within Caribbean National Societies who are HIV positive. Therefore, all Caribbean National Societies should embark on the implementation of HIV in the workplace policies. The target for 2011 is to include two additional National Societies in HIV in the workplace policy and gender mainstreaming training. The aim would then be in 2012, for these National Societies to work toward to developing health in the workplace policies, which will include topics specific to HIV.

The following indicators will measure the achievement of the component outcome for 2011:

- **Belize, Guyana, Jamaica and Trinidad and Tobago** will have workplace policies with staff and volunteers participating in workplace HIV education activities
- The four Global Alliance National Societies will establish partnerships and collaborate with PLHIV networks in HIV programming
- These National Societies will mainstream gender in their HIV programming
- Two additional National Societies (The Bahamas and Barbados), will have been prepared for implementation of Health and HIV in the workplace policies

Component outcome 4: National Societies' capacities to deliver and sustain scaled-up HIV programmes are strengthened

Support to National Societies in Organizational Development is critical to their capacity to deliver and sustain scaled up HIV programming. The Global Alliance framework provides an integrated approach to HIV and AIDS programming, and has enabled National Societies to streamline their activities. It has also proved to be a useful tool that allows National Societies to market their activities to donors in an effort to mobilize funding. Resource mobilization will also be complemented by the use of a promotional/communications strategy tool which is currently being developed with the support of the Caribbean Health Network.

A mid term evaluation of the Global Alliance program in the Americas zone is carded to take place in the first quarter of 2011. The purpose of the evaluation will be to determine whether the program is efficient in terms of use of resources, effective by objectives set, and implemented as stated within country work plans.

In 2010, support was provided for Global Alliance National Societies to share examples of good practice and lessons learnt over the three year program implementation period. In 2011, this will be further developed so that lessons learnt from the Global Alliance framework can be shared with non-Global Alliance countries and applied to other areas of programming.

In order to support this regional exchange of knowledge, the IFRC will facilitate a regional exchange programme between National Society health officers, in order to gain first-hand experience of the HIV activities being undertaken within the region.

National Societies will come to the end of the first cycle of Global Alliance program implementation in 2010. Support will therefore also be provided to National Societies for the delivery of proposals for the next 2011 – 2013 program cycle.

The following indicators will measure the achievement of the component outcome for 2011:

- **Belize, Guyana, Jamaica and Trinidad and Tobago** Red Cross Societies will be able to monitor and report on activities as per standard guidelines
- The four National Societies will widen their partnerships and scale-up resource mobilization activities with the use of a new communications strategy
- Experience, expertise and good practice will be shared across the region
- Support is provided for the delivery of the 2010 – 2013 work plans
- A first carded review of the Global Alliance program in the Americas Zone takes place in the first quarter of 2011

Programme Component 2: Community Based Health

Component outcome 1: Component Outcome 1: Communities are Healthier and more Resilient

The IFRC will continue to support health activities that reduce individual and community vulnerability. Specific actions will be guided by locally prevalent health risk and patterns. Critical to this effort will be the training of community volunteers in Community-Based Health and First Aid *in action*. Local volunteers understand best how a particular community lives and works. While promoting good health practises, they will use CBHFA *in action's* learning by doing approach which gives them the skills and knowledge to take appropriate action in their communities. This will further strengthen communities to cope with day-to-day health risks and in time realize their development goals as they become less vulnerable.

The IFRC will continue to provide support for CBHFA *in action* throughout the Caribbean with focus on seven National Societies (**Belize, Grenada, Guyana, Saint Lucia, Saint Kitts and Nevis, Suriname and Trinidad and Tobago**) to work with communities most vulnerable to health risks. This will be done in close partnership with the Ministries of Health and local partners, using an integrated programmatic approach. To further strengthen community empowerment, micro-mitigation activities in health will support community assessment, understanding and learning. Aligned to this and as the impact of climate change on health trends in the Caribbean evolve, National Societies will be supported to strengthen the understanding of the impact of climate change on health and ways to adapt and mitigate these effects. **Guyana, Suriname and Belize** will further integrate water, sanitation and hygiene into their CBHFA training. These actions will be guided and monitored by the Regional Health Network supported by the IFRC.

The following indicators will measure the achievement of the component outcome for 2011:

- At least 7 countries (**Belize, Grenada, Guyana, Saint Lucia, Saint Kitts and Nevis, Suriname, Trinidad and Tobago**) will have the skills and knowledge to provide targeted health information and actions in at least 21 highly vulnerable communities using the CBHFA approach
- At least five countries (TBD) will have integrated community micro-projects for health into CBHFA to strengthen community confidence and empowerment
- **Belize, Bahamas, Jamaica, Suriname and Saint Lucia** will have increased the integration of Health into regional climate change initiatives
- At least three countries (**Belize, Guyana and Suriname**) have integrated water, sanitation and hygiene into CBHFA training at community level

Component outcome 2: Scaled up first aid Services are strengthening community resilience and supporting National Society development

Most National Societies are leading providers of first aid training and services in-country. They promote the importance of having first aid training and they use first aid as a key element of their work with communities. First Aid also provides National Societies with a vital means of income. Despite the many opportunities; however, National Societies are challenged to effectively manage and scale-up their services due to issues such as retaining volunteer instructors, encroaching competition, maintaining standards and ensuring a competitive pricing structure.

In 2011 the IFRC will adopt a more consolidated approach in its support to National Societies to raise the professional standards of first aid services and to increase the equitable access to training.

Initially support will be focussed on six National Societies where funding sources are already identified (**Antigua and Barbuda, Saint Kitts and Nevis, Belize, Jamaica, the Bahamas and Saint Lucia**) to continue the improvement of the marketing and the implementation of business plans to improve their services. However, a proposal will be developed for a wider approach across the region and PNS support will be sought for this. The IFRC proposal will have as the ultimate goal, more persons trained in first aid across the region. National Societies will also be supported in their efforts to monitor and evaluate their services to maintain standards, as well as improve market analysis, strengthening of the customer base and development of marketing materials.

The following indicators will measure the achievement of the component outcome for 2011:

- A proposal is developed and resourced that outlines the consolidated approach to the improvement of first aid across the region
- Six National Societies (**Antigua and Barbuda, Saint Kitts and Nevis, Belize, Jamaica, the Bahamas and Saint Lucia**) have:
 - increased the number of first aid training sessions provided for a cost and free of charge
 - provided first aid services in line with agreed standards, policies and operating procedures
 - increased by ten per cent of their income generated from first aid, shown through clear management and financial architecture.

Component outcome 3: National Societies capacity to contribute to increasing the country's blood supply strengthened

National Societies can play an influential role in improving the safety and sustainability of their countries' blood service. For 2011, the IFRC will continue to support Club 25 – a strategy which aims to recruit regular youth blood donors, guaranteeing a safe blood supply. This is done through the promotion of healthy lifestyles that reduce the risk of HIV infection through the active participation of young people. Emphasis will be on supporting the **Suriname Red Cross** to implement a five year programme supported by the Swiss Humanitarian Foundation. The Suriname Red Cross provides the only blood bank service in country and has successfully utilized Club 25 in the past to engage and retain a younger blood donor profile. Focus will be on strengthening the integration of Club 25 into the National Society health programme and to engage young volunteers to work closely with the National Society blood bank.

Other National Societies continue to utilize Club 25 to support their national blood service. **Jamaica and Guyana** partner their national service with campaigns, drives and providing venues and transport for outreach. They will be supported with promotional materials and with the opportunity to learn from Suriname Red Cross and undergo a baseline assessment with the development of plans and budgets that can prepare them for similar support.

The following indicators will measure the achievement of the component outcome for 2011:

- Through use of the Club 25 approach **Suriname Red Cross** has strengthened the country's safe blood supply
- At least one other National Society undergoes a baseline assessment with the development of plans and budgets that will prepare them for similar support.
- At least one National Society other than Suriname is utilizing the standard monitoring and evaluation tools to track the number and percentage of annual non-remunerated blood donations in country received from Club 25 members

Programme component 3: Public Health in Emergencies

Component outcome 1: Capacity and preparedness of National Societies to mitigate against the impact of public health emergencies increased

Public Health in Emergencies is aimed at reducing mortality and morbidity, improving health, and maintaining human dignity in emergencies that include natural disasters and infectious disease epidemics. Work in this area involves disease prevention, promoting health and healthy behaviour, treating diseases and helping people adjust to the social and economic determinants of health. For the Caribbean, efforts in 2011 will focus on strengthening National Societies' capacity to prepare for and respond to emerging and re-emerging health emergencies such as dengue and pandemic influenza.

The impact of illness, loss of livelihoods and at times life, which accompany health emergencies, have emotional and psychological consequences that are far reaching and hard to measure. It is critical that the existing cadre of persons trained to deliver psychosocial support is expanded. This will be done through expanded training within existing mechanisms, such as the NITS and CDRT training and through use of the CBHFA framework, integrating the Epidemic Control for Volunteers tools. These efforts will be advanced through close collaboration with the disaster management programme. Countries that have experienced recent emergencies in water and sanitation as a result of severe and frequent flooding, (**Belize, Guyana and Suriname**) will be supported with water and sanitation response capacity linked to ongoing community preparedness, water, sanitation and hygiene training and activities integrated into the CBHFA approach.

The following indicators will measure the achievement of the component outcome for 2011:

- **Belize Red Cross** has piloted the integration of Health in Emergencies into NITS training
- At least four National Societies have incorporated and expanded psychosocial support for volunteers into NITS and CDRT training
- At least three National Societies are partnering their Ministry of Health in response to the threats of pandemic influenza, dengue and other health emergencies using the CBHFA approach
- At least three National Societies (**Belize, Guyana and Suriname**) have the capacity to respond to water and sanitation emergencies

c) Potential risks and challenges

The impact of disasters always have a deleterious effect on the successful implementation of plans. Recent disasters have also highlighted health as central to community risk reduction efforts. Strengthening an integrated approach is key.

Attracting sustainable sources of funding for health programming remains a significant challenge, which can be met by forging and nurturing partnerships with key partners in the region and internationally. This has been the objective of the IFRC in the last year and will take time to reinforce, in particular with newly emerging mechanisms like CARPHA, the Caribbean Public Health Agency, newly established this year and whose purpose is to draw together and build on public health knowledge and expertise across the Caribbean, preventing duplication of effort and resources.

Central to building the resilience of communities to health risks is ensuring that key health messages are communicated in an effective and efficient manner. Existing mechanisms such as the CDRTs and the NITs are useful vehicles through which critical information can be communicated. In this regard, ensuring the close collaboration between the Disaster Management and the Community-Based Health and First Aid components of the health programme are essential.

Organizational Development

a) The purpose and components of the programme

Programme purpose

Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
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The measure of success of National Societies' own work and that of the IFRC in developing capacity is an increased number of vulnerable people served efficiently and effectively by an increased number of well trained and equipped volunteers and staff. National Societies in the Caribbean are increasingly aware of the need to focus simultaneously on service delivery and organizational strengthening. Many National Societies in the Caribbean are continuing a transition from a predominately volunteer based organization, to organizations with increased staff numbers and managing the increasing requirements of various partners.

Therefore, in 2011, attention will be focused on supporting the individual National Societies as regards to their particular needs and requirements of Governance and Management, Statutes revision and strategic planning. Continued support will be provided for resource mobilization, volunteering and youth development.

The organizational and development/ skill strengthening programme budget is 316,927 Swiss francs.

Programme component 1: Support National Society Organizational Development Processes

Component outcome 1: National Society leadership is supported to adhere to performance the well functioning of their National Society in terms of governance, management and leadership practices
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Many of the National Societies in the Caribbean are in a period of growth and change, as far more is being demanded of the National Society leadership to keep pace with the demands and expectations of accountability, transparency and management practices. With this increased responsibility and changing environment, the norms and modes of operation need to adapt. As a result, there needs to be clear understanding of roles and responsibilities of the National Society management and governance to ensure an enabling environment to help the National Society leadership perform well, with clear and up to date legal statutes and Strategic Plans.

At the end of 2010 all the Caribbean Presidents and Director's General gathered to attend a Leadership Forum where collective agreement was made around best practice. 2011 will see the continued support to build on the agreements in support of best practice as regards governance and management.

Six National Societies in the region have or are due to have up to date Strategic Plans completed by the end of 2010 (**Barbados, Belize, Guyana, Jamaica, Saint Vincent and the Grenadines and Trinidad and Tobago**). Support will be provided to all the National Societies to produce strategic plans in line with S2020 through a combined approach of IFRC and peer led facilitation.

2011 will see the National Societies in the Americas come together for the Inter-American Conference. The National Societies in the region will play an important role in this development, and support will be provided for their collaboration in reviewing and defining the next Inter-American plan.

These plans cover all the National Societies in the region and plans will be monitored at both country and programmatic level. However, due to the IFRC presence in both Trinidad and Tobago Red Cross Society, there is a need to produce clear operational plans for support. These plans will focus on the increased collaboration that emerges from the presence in the same country in order to understand better the roles of the organizations and areas of collaboration.

The following indicators will measure the achievement of the component outcome for 2011:

- All 13 National Societies will have elected Governing Boards in place, with clear understanding of roles and responsibilities
- All 13 National Societies have up-to-date Strategic Plans
- All 13 National Societies will have up to date Statutes
- National Societies in the region have actively participated into the process of the next Inter-American Conference
- Operational Support plans will be in place for Trinidad and Tobago Red Cross Society and the Barbados Red Cross Society

Component outcome 2: National Societies are supported in adhering to standards of performance and accountability

Key to the success of any organisation is reflection on those aspects of the organization that work well, and those in need of further strengthening. For 2011, in compliance with the IFRC's objective of compiling a *databank* of National Societies' existing and potential capacities, support will be given to the Caribbean National Societies to follow the requisite guidelines to develop the systems and procedures for reliable data collection to facilitate regular updates of their *databank* profiles.

In order to more accurately gauge their performance, the six National Societies that have or are due to have Strategic Plans already in place will be encouraged to streamline their monitoring and reporting in line with the Federation Wide Reporting System. They will be supported in their efforts to gather more credible and reliable data about their programmatic outreach and impact, linking monitoring and reporting activities to heightened resource mobilization and advocacy. In order to support increased accountability and transparency, they will be supported in the development of annual and/or biennial reports, and in encouraging the undertaking of independent financial audits, to celebrate their accomplishments and achievements, as well as uphold the commitment to accountability and transparency. Emphasis will also be placed on supporting the National Societies to enhance their human resource management systems.

In 2011, the IFRC will continue to encourage and monitor Caribbean National Societies access to knowledge sources to advance human resource development with a view to developing the skills and competence of staff and volunteers. One such knowledge source is the IFRC's E-learning platform. The benefits will include better skilled and motivated staff, volunteers and members able to boost organizational performance.

The following indicators will measure the achievement of the component outcome for 2011:

- **All National Societies** will be inputting updating their profiles on the IFRC's global databank
- **Trinidad and Tobago and Barbados Red Cross** will have strengthened systems and procedures for data capture, knowledge management and reporting
- **Six National Societies** will be participating in the roll-out of the Federation Wide Reporting System
- **Six National Societies** will be producing Annual or Biennial Reports and undertaking independent external audits
- **All National Societies** will be actively using the IFRC's E-learning Platform to build the capacity of staff and volunteers and thereby enhance their performance

Component outcome 3: National Societies are better able to sustain their organizations through improved resource mobilization

During 2010 substantial emphasis was placed on resource mobilization in the National Societies to help their sustainability, with a regional workshop and offer of support to position a resource mobilization officer in each National Society. This financial support will end in February 2011, while it is anticipated that some National Societies will have generated funds to maintain these officers.

Through lessons learnt in 2010, more attention is needed to be given to find sustainable means of funding and explore the options of increased income generation through services. As such, the focus of 2011 will put a strong focus on supporting National Societies to review their first aid programme to guide restructuring of the services. In 2011, focus will be on six National Societies where funding is currently available (**Antigua and Barbuda, Saint Kitts and Nevis, Belize, Jamaica, the Bahamas and Saint Lucia**). A proposal for increased support across the region will be developed and submitted for PNS support which will support to the increased income through first aid by market analysis, strengthening of customer base, business planning and development of marketing materials

The following indicators will measure the achievement of the component outcome for 2011:

- Six National Societies (**Antigua and Barbuda, Saint Kitts and Nevis, Belize, Jamaica, the Bahamas and Saint Lucia**) bring in additional resources via improvements in their first aid service
- CRRO will continue to capture and regularly sharing more information and best practices regarding National Society resource mobilization activities

Programme component 2: Volunteering Development

Component outcome 1: National Societies have active and vibrant networks of well managed and trained volunteers

Volunteer Development has now become a key component of all programming in the Caribbean and is increasingly seen as critical for successful project implementation and sustainability. According to the report on the “Analysis of volunteering in Latin America and the Caribbean – 2009”: “Volunteers are what define us as an organisation and position us as leaders in humanitarian action globally.” Volunteering is especially important as 2011 has been declared as the International Year of the Volunteer. The global focus, therefore, is to position the Red Cross Movement as a leader in Volunteering and Volunteerism. The three main pillars of focus for IYV+10 are Volunteer Protection, Recognition and Promotion.

In this regard, to build on the gains of 2010, a two pronged approach will be used in 2011. To accomplish this, activities would be geared at both the regional the National Society levels.

At the regional level, a network of National Society Volunteer focal points will be created in order to increase the flow of communication within and between National Societies. Regular communication will be facilitated, including the use of web-based meetings with the intention to provide alternative avenues to enhance communication among volunteers, share information and experiences and encourage networking. Through this Volunteer Network, National Societies will also be continually encouraged to ensure they have adequate insurance coverage for their volunteers in place, in particular during times of emergency response.

To further enhance the work of the volunteers in the region, strategic alliances with international volunteer organizations will be encouraged. This will serve to enhance the image of the Red Cross Movement as the lead organization in Volunteering. These activities will speak directly to the identified pillars of Recognition and Promotion.

In 2011, building on the volunteer development training that has been conducted in all the National Societies in the region, more tailored support will be provided to **Trinidad and Tobago, Barbados, Saint Vincent and the Grenadines and Antigua and Barbuda National Societies**. This will entail the development and delivery of a Volunteer Development Training of Trainers programme to equip Volunteer leaders in the National Societies to develop skills in Volunteer Development. These trainers will then roll out the various modules at the community level. In addition, four National Society to National Society exchanges will be promoted to facilitate knowledge-sharing and also further add value to the capacity and confidence of the volunteers to effectively and efficiently develop their communities.

In an effort to identify, report and market the experiences of best practice approaches to volunteering in the Caribbean, a case study will be developed. This will enhance the movement’s ability to learn from past experiences. Additionally, the production of a Volunteering in Emergency toolkit would be

completed for distribution in 2011. This toolkit will enhance National Societies' ability to respond to the diverse challenges encountered in emergency situations.

To further develop and enhance the capacities of the Volunteers in the National Societies, support will be provided for at least 20 participants from the Caribbean Societies to successfully complete the European E-learning Volunteer Management Programme on-line training through the Open University of Catalonia. Linked with this is the continued promotion of the IFRC E-learning platform and particularly the on-line World of Red Cross (WORC) course. The course will be available on CD for communities unable to access WORC via the internet, and the Volunteer Network will be a key mechanism in its promotion.

The following indicators will measure the achievement of the component outcome for 2011:

- A Network of volunteer focal points will be established comprising at least 80 per cent of National Societies.
- Strategic Alliance with one international or regional volunteer organization will be established.
- A Training of Trainers Volunteer Development programme will be designed and delivered to four National Societies **Trinidad and Tobago, Barbados, Saint Vincent and the Grenadines and Antigua and Barbuda National Societies.**
- A best practice Volunteering Case study will be developed, produced and distributed.
- A Volunteering in Emergencies toolkit will be completed and distributed.
- Information, tools and activities linked to the International Year of the Volunteer will be supported and distributed.
- At least 20 Caribbean participants will have completed the European E-learning Volunteer Management Programme on-line training through the Open University of Catalonia
- Community volunteers in 13 National Societies will have access to WORC on CDs.

Programme component 3: Youth Development

Component outcome 1: National Societies with strongly integrated Youth Programmes

Significant investment has been made in past years to support the development of youth programming, as well as the strengthening of the Caribbean Youth Coordinating Committee (YCC) which provides technical support to Caribbean Youth. In 2011, this committee will be tasked with developing proposals for National Society youth projects and Youth Leadership training and promoting the work of youth with internal and external partners. The Network will be encouraged to coordinate the exchange of ideas for the education of children and young people in humanitarian ideals and to promote increased interaction between young people across the Caribbean. It will promote the sharing of 'good practices' for the participation of youth in volunteer services and the National Society decision-making process. National Societies in turn will be encouraged to include youth structures in their Statutes revision process in line with the IFRC's new Constitution.

The Network will also be encouraged to establish a social media presence which will serve to encourage sharing of experiences, learning, tools and other resources available for the development of youth. Given that a large percentage of the Movement's volunteer base comes from the youth sub-population, this forum will also facilitate the dissemination of information associated with the International Year of the Volunteer in 2011.

Guidance will be provided to the Youth Network in planning the Regional Youth Forum in 2011 with a focus on leadership and enabling youth to more meaningfully engage in the decision-making processes for finding solutions to today's challenges. The forum will be strengthened as a coordinated decision-making and collaborative planning mechanism for youth and an opportunity for reflection and evaluation of progress.

Youth internship and mentorship programmes will help to develop leadership and management capabilities. The work of young volunteers will be highlighted and encouraged on the youth page of the Caribbean Red Cross website with emphasis on the changing dynamic of the Red Cross. A case study

on Youth leadership in the National Societies will be developed to document good practices in the region, and to contribute to the commemoration of 2011 as International Year of the Volunteer.

The following indicators will measure the achievement of the component outcome for 2011:

- A strong regional youth network supported by the youth coordinating committee will be actively supporting and championing National Red Cross youth network activities and projects.
- Mechanisms for engaging and capacity building of youth leaders will be in place.
- Young professionals in at least two National Societies will be functioning at the leadership level.
- Twenty youths from across the region will have received Leadership training.
- Youths will be more strongly connected via social media platforms such as Facebook.
- At least three youth internships will be facilitated to promote knowledge-sharing.
- One case study on Youth Leadership will be documented and disseminated.

b) Potential risks and challenges

The ongoing challenge to deliver on the planned outcomes will be having sufficient resources to support National Society core development. Considering the risk of not strengthening National Society capacities it is incumbent on the IFRC to continue to find innovative ways of providing this support and on National Societies themselves to commit to putting in place the mechanisms necessary.

The opportunity to convince partners and donors of the intrinsic link between National Society strengths and community development must always be taken. For this, monitoring, using standard tools that allow for in-depth and transparent evaluation will be increasingly important. Capacity development must be incorporated into all projects and programmes, in particular to build on the inherent strength of the Red Cross, the ability to rapidly mobilize large numbers of well-prepared volunteers imbued with the spirit of the Fundamental Principles and guided by a code of conduct.

Principles and Values

a) The purpose and components of the programme

Programme purpose:
Promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion.

The principles and values programme budget is 112,541 Swiss francs.

Programme component 1: Promotion of Humanitarian Principles and Values (Humanitarian Diplomacy)
Component outcome 1: Increased promotion of the Red Cross work through implementation of communication and advocacy strategies.

With regard to communications, a strong focus will continue to be raising the profile of the Red Cross in the region. The approach will be continued support to enable National Societies to better promote their work and the development of further tools at regional level to highlight and promote the collective work of the Red Cross.

The IFRC will continue to provide technical support to National Society communications focal points across the region, to sustain and/or scale-up the gains made in 2010 through investment in communications in the region. This will include support to the National Society websites and to explore other interactive communications tools and social media such as Facebook.

The CRRO will continue to promote the Red Cross in the region by maintaining and enhancing the use of the Caribbean Red Cross website (www.caribbeanredcross.org), both to encourage more interactive usage of the website across a broader audience, and to more closely monitor its usage. The relationship with advertising agency Inglefield Ogilvy and Mather Caribbean Limited (IOM) will be maintained, to seek technical guidance and to professionalize the look of communications tools. IOM

has been offering its creative services on a voluntary basis to the IFRC and this partnership will continue to be developed in a manner that is mutually beneficial. Through this relationship, professional communication tools that will enable National Societies to approach donors, media houses and potential partners to explain their added value and potential for partnership, including information brochures, guides, case studies, communication kit, etc) will be developed.

In keeping with 2011 being designated the International Year of the Volunteer, and in an effort to highlight and celebrate volunteering, one of the Movement's fundamental principles, a Caribbean Volunteer Case study will be developed to document good practice in the region. This will, in turn, be disseminated to a wide cross section of stakeholders, both internal and external to the movement.

2010 saw investment in the region in developing a deeper appreciation of advocacy and how it can advance the goals of the Red Cross in the region. Building on this, 2011 will see emphasis placed on the roll-out of an advocacy campaign to further promote the benefits of building community resilience.

The following indicators will measure the achievement of the component outcome for 2011:

- Partnership with IOM continued (technical guidance for CRRO and support to professionalize the look of communication tools)
- CRRO will continue to support and coach National Society communications focal points via telephone, e-mail, Skype and Elluminate
- Red Cross communication campaigns and tools developed and disseminated key stakeholders via diverse media and fora
- Caribbean Red Cross website further developed with efforts made to encourage its use, and monitor its usage
- The advocacy campaign developed in 2010 will be implemented and the outcomes monitored

Component outcome 2: Increased strategic collaboration with external partners

During 2010, greater attention was allocated to nurturing partnerships and coordinating with regional partner organizations. Building on the gains made and the lessons learnt in 2010, the CRRO will take a more systematic and strategic approach to relationship-building and engagement with regional institutions. In this regard, care will be taken to comprehensively research, set objectives and develop road-maps for outreach to regional and international institutions. Relationships will continue to be developed with CDEMA, PAHO, PANCAP as well as engagement with the UN system.

The relationship with ICRC remains important, and the offices will continue to regularly share information, maintain their cooperation activities, as well as consider close coordination in support of the support to Jamaica Red Cross.

The following indicator will measure the achievement of the component outcome for 2011:

- Objectives will be set for engagement with external partners and focal points will be identified

Role of the secretariat

a) Technical programme support

The Caribbean Regional Representation Office has a team of staff focusing closely on organizational development issues, such as National Society leadership, human resources, PMER (planning, monitoring, evaluation and reporting), resource mobilization, volunteering and youth development and communications. Another team works in close coordination on the disaster management and health and care programmes. These two teams fall under the Americas Zonal structure and work in strong coordination with their counterparts in other programmes throughout the Zone.

During 2010 there has been far greater convergence in the programme areas to work in an integrated manner looking at how Disaster Management and Health and Care programmes interrelate, especially

at the community level. This has also been articulated in the Disaster Management five year strategic framework and will continue to be developed during 2011. The regional disaster management and health networks will continue to be developed to be the guiding advisory group for all programmes in the region.

b) Partnership development and coordination

During 2010 greater attention was allocated to partnership and coordination and this is continued in the plans for 2011.

The five year disaster management framework was developed by all Movement actors in the region. This has allowed for PNS to develop CBDM programmes with the National Societies in the region, while the IFRC will focus on coordination of approach and monitoring and evaluation of the results. For 2010, this includes the American, British, Canadian, Finnish, French, Netherlands and Norwegian Red Cross Societies. Outside the Movement, there will be substantial emphasis on collaboration with external partners, such as organisations in the United Nations system, the Caribbean Community Climate Change Centre (CCCCC), CDEMA, with time given to further developing the IFRC's lead role on the CDEMA civil society group.

In the Health and Care programme, the focus will be on encouraging and strengthening partnerships with Movement partners. Already, there is strong collaboration with American Red Cross in HIV and AIDS programming in the region, as well as with the French and Spanish Red Cross in the area of water and sanitation. The CRRO will also explore areas for greater collaboration and partnership with regional institutions such as PAHO. Relations will continue to be developed with the key HIV and AIDS partners in the region, primarily through the ongoing regional discussions being held regarding the framework for implementation of the successful Pan Caribbean Partnership Against HIV and AIDS (PANCAP) regional proposal to the Global Fund. Implementation of the activities is expected to begin in 2011, with the regional Red Cross playing a critical role in the development of a peer education methodology targeting at-risk populations, with a focus on youth. The focus will also be on building a relationship with the newly established Caribbean Public Health Agency (CARPHA).

c) Representation and advocacy

2010 saw investment in the region in developing a deeper appreciation of advocacy and how it can advance the goals of the Red Cross in the region. Building on this, 2011 will see emphasis placed on the roll-out of an advocacy campaign to further promote the benefits of building community resilience and first aid legislation.

Promoting gender equity and diversity

Problems related to poverty and inequality in the Caribbean have a direct consequence on issues of discrimination and exclusion related to gender. Red Cross programmes will take into consideration the fact that more women than men live in poverty and that discrimination against women is manifested in different forms. The Disaster Management Programme introduces gender issues through the VCA methodology, in addition to the National Intervention Team training package.

The Health and Care programme strives to involve equal numbers of males and females in all its programme areas including HIV and AIDS; voluntary, non-remunerated blood donation (VNRBD); psychosocial support (PSP); and first aid. National Societies are encouraged to employ people living with HIV and AIDS within their health programmes and especially to employ people of different sexual orientation to better reflect the community they represent.

Important to the development of capacity is ensuring that Red Cross staff, membership and programmes in the Caribbean are truly reflective of the highly diverse make up of the region. From National Society governance, where greater participation of women will be encouraged, to community volunteering where the present gender imbalance will be addressed by developing new and innovative approaches and skills to engage men, especially young men, in community work. The Red Cross in the Caribbean will make serious efforts to have a membership that is representative of all ages, social and cultural contexts and will, through the development of community Red Cross groups and branches,

have a wide cross section of leaders from the communities, supporting volunteers in the communities they work.

The promotion of non-discrimination is the root of all the work in the Humanitarian Principles and Values programme. The regional programmes, alongside a focus on the programmatic areas described will also work to support non-discrimination, and promotion of gender equity and diversity is ensured through all programme areas.

Rights protection of women and girls will be promoted at every opportunity and the ideas and concerns of women and girls will be sought throughout the development of every project and activity.

Quality, accountability and learning

Issues of quality, accountability, improved performance, organizational learning and knowledge-sharing will be key areas of focus for the coming year. For 2011, in compliance with the IFRC's objective of compiling a *databank* of National Societies' existing and potential capacities, support will be given to the Caribbean National Societies to follow the requisite guidelines to develop the systems and procedures for reliable data collection to facilitate regular updates of their *databank* profiles.

In order to more accurately gauge their performance, National Societies will be encouraged to systematise their organizational learning, knowledge management and information-sharing systems, as well as collaboration within the IFRC through more the more streamlined monitoring and reporting of the Federation Wide Reporting System. They will be supported in their efforts to gather more credible and reliable data about their programmatic outreach and impact, linking monitoring and reporting activities to heightened resource mobilisation and advocacy.

The IFRC will continue to highlight and reinforce the need for the Caribbean National Societies to place greater emphasis on accountability to stakeholders at all levels. In this regard, the focus will be on supporting National Societies in the development of annual and/or biennial reports, and in encouraging the undertaking of independent financial audits, not only to celebrate our accomplishments and achievements, but also to uphold the commitment to accountability and transparency, giving assurance to beneficiaries, donors, partners and other key stakeholders.

In 2011, the IFRC will continue to encourage and monitor Caribbean National Societies access to knowledge sources to advance human resource development with a view to developing the skills and competence of staff and volunteers. One such knowledge source is the IFRC's E-learning platform. The benefits will undoubtedly be better skilled and motivated staff, volunteers and members able to boost organizational performance.

How we work	
<p>The IFRC's vision is to:</p> <p>Inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.</p>	<p>The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:</p> <ol style="list-style-type: none"> 1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises. 2. Enable healthy and safe living. 3. Promote social inclusion and a culture of non-violence and peace.
Contact information	
<p>For further information specifically related to this plan, please contact:</p> <ul style="list-style-type: none"> • In the Caribbean Regional Representation in Trinidad and Tobago: Tanya Wood, Regional Representative; email: tanya.wood@ifrc.org; phone +1 868 628 2439; fax +1 868 628 9715. • In the IFRC Americas Zone Office in Panama: phone: +507 317 3050; fax +507 317 1304. <ul style="list-style-type: none"> - Jan Gelfand, Head of Operations; email jan.gelfand@ifrc.org 	

- Zuleyka Maynard, Resource Mobilization Officer; email: zuleyka.maynard@ifrc.org.

MAA49001 - Caribbean

Budget 2011

Budget 2011

All figures are in Swiss Francs (CHF)

	Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	Total
Supplies	190,000	63,220				253.220
Land, vehicles & equipment						
Transport & Storage		3,000				3.000
Personnel	291,604	221,296	62,226	30,631		605.757
Workshops & Training	209,500	380,910	135,500			725.910
General Expenditure	132,792	204,390	57,500	60,000		454.682
Depreciation						
Contributions & Transfers						
Programme Support	62,441	65,641	19,343	6,869		154.294
Services	136,739	137,047	42,358	15,041		331.185
Contingency						
Total Budget 2011	1,023,076	1,075,504	316,927	112,541		2,528,048