

# ANNUAL REPORT



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

## CARIBBEAN

24 July 2006

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 183 countries. For more information: [www.ifrc.org](http://www.ifrc.org)

### In Brief

Appeal No. 05AA041; Annual Report 2005; Appeal coverage: 160%

[Click here to go directly to the Financial Report](#)

Appeal target: CHF 1,743,194 (USD 1,365,946 or EUR 1,128,362)

Related Emergency or Annual Appeals: Guyana: Floods (05EA001), Caribbean: Hurricanes Dennis & Emily (05EA015), Bahamas, Cuba and Mexico: Hurricane Wilma (05EA024), Pan American Disaster Response Unit Annual Appeal (05AA040), Haiti Annual Appeal (05AA042).

**Programme summary:** As an added impetus to the scaling up of HIV/AIDS activities and in order to support the implementation of the flagship "Together We Can" methodology, additional support to National Societies was provided in the form of seed money. The *Nobody has the truth written on their face. Protect Yourself. Use a Condom.* campaign was translated and adapted for the Caribbean, and was launched regionally on World AIDS Day. The British Red Cross commenced a bilateral First Aid project supporting three National Societies. A meeting of Caribbean Red Cross Disaster Management Directors led to the revitalization of the Caribbean Disaster Management Network and facilitated the development of Response and Contingency Planning Guidelines. Regional Intervention Teams (RITs) were continually strengthened during 2005 through training in logistics and general relief and the added impact of improved selection criteria for participants. The regional organizational development network, having completed training sessions in early 2005, examined ways in which it could provide support to the region, focusing particularly on volunteer management. Humanitarian Values were promoted internally through a Law and Fundamental Principles meeting and and Ideals in Action Training of Trainers (ToT), as well as externally at a workshop for journalists.

The funding of the 2005 Annual Appeal stands at 160 percent of the appeal target as a result of the incorporation of balances from the 2004 hurricane response operations. Nevertheless, this funding came too late to benefit the Humanitarian Values programme and, in particular, anti-stigma and anti-discrimination activities.

**For further information specifically related to this operation please contact:**

- In Trinidad and Tobago: Julia Brothwell, Sub Regional Office Coordinator, Port of Spain; email [Julia.Brothwell@ifrc.org](mailto:Julia.Brothwell@ifrc.org), phone (868) 627-2665, fax (868) 627-9627
- In Geneva: Luis Luna, Federation Regional Officer, Americas Department, Geneva; email [luis.luna@ifrc.org](mailto:luis.luna@ifrc.org), phone 41- 22-730-4274, fax 41-22-733-0395

*This Annual Report reflects activities implemented over a one-year period. This forms part of, and is based on, longer-term, multi-year planning. All International Federation assistance seeks to adhere to the [Code of Conduct](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response](#) in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, or for a full description of National Societies profiles, please access the Federation's website at <http://www.ifrc.org>*

## Operational developments

2005 saw an unprecedented North Atlantic hurricane season with a record 27 named storms which required the additional use of letters of the Greek alphabet for the first time. The Caribbean was most affected by Hurricane Dennis which hit Cuba, Haiti and Jamaica; Hurricane Emily which hit Grenada and Hurricane Wilma which struck the Bahamas and Cuba. The Emergency Appeal for Hurricanes Dennis & Emily (05EA014) came to an end in October 2005, and the Emergency Appeal for Hurricane Wilma (05EA024) will close at the end of December 2006.

During 2005, significant funds remained from the 2004 hurricane season operations in response to Hurricanes Charley, Frances, Ivan and Jeanne. With operational activities at an end by mid 2005, a Plan of Action (PoA) on how to incorporate these balances into the 2005 Appeal was shared with donors in September. Some donors agreed with the PoA, two chose to have their funds returned and others gave no response: their silence was interpreted as agreement after three months. Therefore, by the end of the year, the Caribbean Appeal was in a healthy financial position with no deficit reported. However, the funds came too late for the Humanitarian Values programme to benefit, particularly activities related to anti-stigma and anti-discrimination.

The Norwegian Red Cross gave an unexpected financial contribution to the Caribbean Annual Appeal in November for a six-month period. The funds were distributed between organizational development (OD), psychosocial support, HIV/AIDS campaigns, the container project (pre-positioning of relief stocks) and general management. These funds will also allow the Federation to implement priority activities in 2006, particularly volunteer management.

At the 15<sup>th</sup> session of the General Assembly in Seoul Dr. Raymond Forde, President of the Barbados Red Cross was elected Federation Vice-President and the Haiti Red Cross was elected to the Federation Board.

The Sub Regional Office faced challenges in staffing with the departure of the disaster management and finance/administration officers. Although two replacements were found for the latter, the former proved to be a difficult position to fill since none of the candidates fit the profile of a disaster management specialist with knowledge of the Caribbean region. This vacancy jeopardizes the upcoming DiPECHO V community based disaster management (CBDM) project, as the disaster management officer is the project manager.

## Objectives, Achievements, and Constraints

### Health and care

**Goal: 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.**

**Objective 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.**

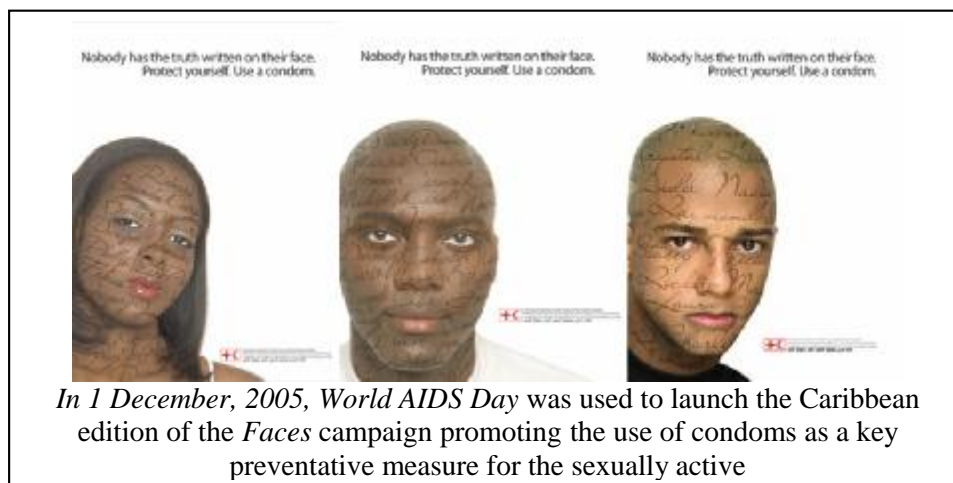
### Progress and Impact

The cornerstone of the Federation's youth peer education continues to be the award-winning *Together We Can* (TWC) methodology, which is used throughout the Caribbean (and Central America) in five regional languages, with the direct

support of the Norwegian Red Cross and the bilateral programmes of the American Red Cross and the Netherlands Red Cross. In July 2005, the Federation undertook an internal review of the TWC programme and revised its current approach to one in which seed money (USD 5,000 per national society) was provided directly to the Red Cross Societies of Antigua and Barbuda, Barbados, British Virgin Islands, Dominica, Grenada, Montserrat, St. Kitts and Nevis, St. Lucia, and St. Vincent and the Grenadines to allow them to scale up their activities. The Suriname Red Cross was later added as it has shown great initiative in translating the materials into Dutch and is moving strongly ahead with the training of peers. The Bahamas Red Cross was provided with USD 10,000 because of its higher incidence rates. By the end of the year, the *Together We Can* had reportedly reached at least 636 new people in eight countries.

On 1 December 2005, *World AIDS Day* was used to launch the Caribbean edition of the *Faces* campaign promoting the use of condoms as a key preventative measure for the sexually active. The regional launch, which took place in the Cayman Islands, emphasized the success of the campaign in Central America, where it has reached over 500,000 people in Panama alone. The Federation, in collaboration with the Cayman Islands Overseas Branch of the British Red Cross and the Cayman AIDS Foundation, organized a media launch of the campaign followed by a live radio discussion and an evening candle-lit vigil.

Several Caribbean National Societies subsequently requested Federation support in launching the *Faces* campaign. The Federation commenced the development of Caribbean-specific graphics with McCann Eriksson, the advertising agency that originally designed the campaign. Launches are scheduled for 2006 in Jamaica and Trinidad & Tobago.



### Constraints

Cash flow difficulties hampered the scaling up of the *Together We Can* programme in ten countries. Whilst funds were originally planned to be transferred in August/September, this was not done until November due to the late submission of the donor pledge. This adversely affected the ability of National Societies to show impact by the end of the year. After visiting several National Societies, the regional health delegate identified a lack of local capacity to sufficiently absorb and implement the programme within the required framework.

Whilst the *Faces* campaign provides the Red Cross Movement with the ideal opportunity to become much more relevant in terms of its role in HIV and AIDS prevention in the region, some National Societies have expressed a reluctance to become actively involved in the promotion of condoms as a public health intervention methodology targeting the sexually active. There is a need to actively engage with National Societies through the Caribbean Regional HIV/AIDS Network (CARAN) to address this reluctance.

**Objective 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.**

### **Progress and Impact**

The Federation translated the Costa Rican Red Cross manual on *Psychological First Aid* from Spanish into English. This manual was field tested during the last months of 2005 and will be reviewed for publication in early 2006, with the purpose of establishing it as the standard Caribbean resource for psychosocial support programmes (PSP).

In mid November the British Red Cross commenced bilateral support to the National Societies of Belize, Grenada and Trinidad & Tobago. These funds should be directed towards development and capacity building of their First Aid programmes as well as to the harmonization of First Aid across the English-speaking Caribbean.

By the end of the year, a British Red Cross project coordinator based in the Port of Spain Sub-Regional Office had visited all three National Societies with the following outcomes: strengths, weaknesses, opportunities and threats (SWOT) analysis designed specifically for First Aid, a draft budget, logframe, agreed action plan, identification of First Aid equipment needs, confirmed reporting procedures, and identification of target beneficiaries and their locations. Each target National Society has also commenced the recruitment process for a First Aid project coordinator.

### **Constraints**

The British Red Cross project coordinator experienced minor travel restrictions at the beginning of her mission due to visa difficulties. This delayed the initial visits to the three National Societies.

## **Disaster Management**

**Goal: The National Societies and 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.**

**Objective 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.**

### **Progress and Impact**

The Pan American Disaster Response Unit (PADRU) has been participating in all the meetings of the Risk, Emergency and Disaster Task Force of the Regional Inter-Agency Standing Committee (Latin America and the Caribbean), which includes UN Office for the Coordination of Humanitarian Assistance (OCHA), World Food Programme (WFP), the United Nations Development Programme (UNDP), the United Nations Children's Fund (UNICEF), the World Health Organization/Pan American Health Organization (WHO/PAHO) and the Federation.

This task force shares information before, during, and after a disaster and organizes the implementation of joint disaster preparedness and response projects to maximize existing resources. The task force focuses its intervention on the preparedness and response stages, and coordinates prevention, mitigation and reduction tasks with other important actors.

In September 2005, PADRU's disaster management department facilitated a training session for 60 volunteers from the French Red Cross and 20 volunteers from the Haitian National Red Cross Society. This training included:

- Relief and logistics training
- International and regional response system course
- Humanitarian principles and norms (SPHERE)

The Federation facilitated two important Regional Intervention Team (RIT) training sessions attended by 24 members of Caribbean Red Cross Societies and two bilateral French Red Cross members based in Geneva. The sessions were held on 10-15 and 17-21 October 2005 in Port of Spain, Trinidad & Tobago. This first training session reviewed important standard disaster response protocols, logistic systems and procedures, assessment

techniques (Vulnerability & Capacity Assessments and Damage and Needs Assessment), telecommunications, field security, working with counterparts and partner organizations and monitoring and reporting.

The second training session focused on strengthening logistics in the region through the implementation of the Federation's global logistics system, which includes a set of procedures which allow logisticians in the field to deliver goods and services in an effective, cost effective and timely manner. This training session also benefited from the use of Federation standardized modules for logistics, which cover procurement, warehousing, transportation, fleet management, resource mobilization and reporting.

The Federation facilitated a six-day meeting of the Caribbean Red Cross relief directors in Barbados in December 2005. This meeting evaluated programme areas, projects and activities carried out during 2005 and helped determine appropriate plans for 2006. Activities implemented in disaster response in 2005 evaluated in this meeting included: the container project, strengthening of the regional telecommunications network, strengthening of the regional logistics network, Regional Intervention Teams, the Pre Hurricane Meeting 2005, response and contingency planning, ECHO programmatic funding and French Red Cross' Regional Intervention Platform for the Caribbean (PIRAC).

This meeting resulted in the re-establishment of the Caribbean disaster management network, composed of representatives from the Red Cross Societies of Antigua & Barbuda, Belize, Dominica (chair), Jamaica, St Lucia and Trinidad & Tobago, and the formation of a consultative group to review response and contingency planning guidelines. The meeting also included one full day of briefings and presentations by external agencies, including ECHO, WFP, UNDP, WHO/PAHO, UNICEF, the United Nations Joint Logistics Centre (UNJLC) and the Caribbean Disaster Emergency Response Agency (CDERA).

The French Red Cross/PIRAC office in Guadeloupe presented a proposal to the European Union which included training for National Intervention Teams (NITs) and equipment for disaster response teams for ten National Societies and five Overseas Branches. The funds, if the application is successful, will be managed through the Federation over a two year period.

See the Annual Report on the activities of the Pan American Disaster Response Unit for further information relating to disaster response operations carried out in 2005 to come to the aid of those affected by disasters.

### **Constraints**

With no Disaster Management officer, additional responsibilities were transferred to the Sub Regional Office coordinator and the Branch officer.

### **Objective 2: Skilled human resources and effective planning enhance the preparedness of National Societies and Overseas Branches.**

#### **Progress and Impact**

The timeliness of the annual pre-hurricane meeting for the Americas region, which took place in Panama City on 6–11 June, was underlined by the early onset of the 2005 Atlantic hurricane season. Hosted by the Red Cross Society of Panama and facilitated by PADRU, the meeting was attended by 24 National Societies from the Caribbean, Central America and Mexico, ten Overseas Branches and six Partner National Societies, as well as representatives from the Federation Secretariat, the Regional Delegation and the Sub-Regional Office. Representatives of UN agencies, ECHO, OXFAM, Ericsson Response and the Association of Caribbean States (ACS) were also in attendance.

The objectives of the meeting were to review and identify operational challenges and constraints at all levels of the regional system and to make recommendations for the enhancement of the planning process. Six National Societies that were directly impacted by storms during the 2004 season shared their experiences and discussed how regional tools such as RITs and global tools such as Field Assessment and Coordination Team (FACT) and Emergency Response Units (ERU) have worked.

Two key issues emerged which were the basis for extensive dialogue:

- operational difficulties relating to roles, responsibilities, reporting lines and team integration
- integration of the Overseas Branches into the regional response system.

PADRU and the National Societies are following up on the conclusions and recommendations that emerged from this meeting. The Federation is strengthening its work plan for the regional telecommunications and logistics networks and pre-positioning of stocks, equipment and disaster management personnel. It is also maintaining a close partnership with WFP and UNICEF in the region and enhancing coordination with NGOs, UN agencies and partners. Both OCHA and UNICEF have expressed their appreciation of the Federation's leadership in the early response to the 2005 season storms.

### **Constraints**

PADRU will aim to hold the pre hurricane meeting earlier in 2006 to allow more time for participants to implement outcomes before the hurricane season starts.

**Objective 3: Vulnerability in high risk communities is reduced through an integrated community based disaster management approach that incorporates the Vulnerability and Capacity Assessment methodology.**

### **Progress and Impact**

The Federation further refined the Vulnerability and Capacity Assessment (VCA) methodology to incorporate a plan of action and micro-project component. This provides direction to the community based disaster management initiative. In January, a *Training of Trainers* (ToT) workshop was organized in Belize for 17 representatives from the Belize Red Cross, Social Services and environmental NGOs, as well as representatives from the Red Cross Societies of Grenada and St. Lucia and the Cayman Islands Overseas Branch of the British Red Cross. Facilitators included representatives from the Jamaica Red Cross and the St. Lucia Red Cross. This was an effective solution for expanding capability and making the best use of the limited manpower in the region. Following the ToT, the National Society trainers were to conduct a VCA in two communities. The Red Cross Society of Belize and the Jamaica Red Cross completed theirs and are now looking to follow up with Community Based Disaster Preparedness activities. The Cayman Islands Overseas Branch addressed community preparedness through the promotion of family oriented disaster preparedness activities. The UN benefited from the VCA capacity of the St. Lucia Red Cross Society for data collection and the creation of a development strategy. This offers the added value of income generation as well as completion of planned disaster programmes. The Grenada Red Cross Society has also capitalized on a similar initiative.

The Federation, together with the Red Cross Societies of Belize, Guatemala and St. Kitts and Nevis supported the Grenada Red Cross Society in conducting a VCA in six communities. Nine Grenada Red Cross Society volunteers received training through direct application. Action plans and micro-projects were the result, and these were included in the organizational and development plans of the Grenada Red Cross Society.

The Federation facilitated a three-day workshop for journalists entitled *Information Management for Effective Disaster Risk Reduction*, the aim of which was to share with the media information that effectively increases awareness of (and decreases vulnerability to) identified hazards in the Caribbean. The United Nations Office for Coordination of Humanitarian Aid requested places for two participants as they are interested in running a similar workshop in 2006.

The Federation submitted a proposal for the DiPECHO V decision entitled "Community Based Disaster Management" targeting 20 communities, four each in Antigua and Barbuda, the Bahamas, the Cayman Islands, Jamaica and St Kitts and Nevis. Whilst the project was due to start in October, it was eventually agreed with ECHO that the project should commence on 1 January 2006 due to the departure of the Caribbean Disaster Management officer and difficulties in finding a suitable replacement.

### **Constraints**

With no Disaster Management officer, additional responsibilities were transferred onto the SRO coordinator and branch officer.

**Objective 4: Disaster management and emergency management structures of the Jamaica Red Cross to prepare for, respond to and recover from disasters are improved.****Progress and Impact**

Early in the year the Jamaica Red Cross, with the experience of Hurricane Ivan still fresh, collected successful response strategies and compiled them into a manual for disaster management. National Intervention Team trainings were completed for 21 branch volunteers and disaster plans were reviewed for practical applicability.

The Office of U.S. Foreign Disaster Assistance (OFDA) invited two Red Cross personnel to its *Training for Instructors* in March. The training coordinator and one volunteer successfully completed this course as well as a damage and needs assessment (DANA) course in May. The disaster management officer and volunteer coordinator also participated in a FACT training course in April.

In Jamaica, First Aid courses were conducted in the parishes of Clarendon, Montego Bay, Portland, St. Catherine, Kingston and St. Andrew. First Aid training for Branch leaders and volunteers was also conducted in Westmoreland, St. Catherine, St. Thomas and Clarendon. This initiative aims at 1) furnishing Branch leaders and volunteers with the necessary First Aid skills to respond to emergency situations within their communities and 2) strengthening the Branches to conduct First Aid courses, which are a sustainable source of income.

Through the First Aid trainings, participants were assessed on their instructing capacity and some were invited to participate in the following instructors' course. Volunteers were also assessed for inclusion in ambulance crew training to be held January 2006. Volunteers who receive First Aid training are also encouraged to participate in refresher courses, carried out by the Jamaica Red Cross, which grants them the possibility of becoming Cardio Pulmonary Resuscitation instructors. Branches were asked to submit updated volunteer information and highlight areas in which volunteers have recently received training. This process is to identify gaps and recommend/implement activities for improvement. A Leadership Seminar for Branch Leaders was held in October where the focus was on capacity building and organizational development.

In total, 40 new volunteers were trained and are ready to be deployed for disaster management and health in emergencies. In addition, a quality index was adapted to determine the progress of volunteers.

The training coordinator facilitated a VCA training of trainers in February in Belize and a training course for HIV/STI instructors in March. In addition, a VCA workshop was conducted in February with the participation of the Meteorological Office, the Social Development Commission, the Office of Disaster Preparedness and Disaster Management (ODPEM) and the Water Resources Authority. A module was developed for the inclusion of hazardous materials (HAZMAT) in the First Aid course and is currently being field tested. Community Disaster Response Team (CDRT) refresher workshops for volunteers who were previously trained in the Vulnerability and Capacity Assessment (VCA) methodology were carried out throughout the year.

The National Intervention Team was mobilized and some members assisted in relief efforts for Hurricanes Dennis and Emily. NITs members were guided by the Terms of Reference that were circulated 48 hours prior to both events. The Plans of Action developed by NITs members was re-circulated to Branch leaders to facilitate monitoring of the NITs development. NITs and other Branch personnel should be able to provide feedback on the progress of these plans. NITs members seemed to integrate well with other Branch disaster management personnel and were able to provide services in assessment, logistics and reporting

The Jamaica Red Cross Disaster Plan is currently under revision. Two Branches – Hanover and St. Elizabeth – submitted their Branch plans and gave feedback for improvement. A template of a Branch/community disaster plan was supplied to Branches to help in the revision and improvement and, in the case of some Branches, development of their plans.



The Jamaica Red Cross continued to procure additional equipment to contribute to the Branch training stock. A training manual/folder for instructors was developed and distributed to instructors who participated in the First Aid instructor training.

HIV/AIDS information and material was reviewed and integrated into the First Aid and CBDP programmes. The material was made available to Red Cross volunteers in all workshops. Federation First Aid and HIV/AIDS materials were also copied and distributed to First Aid instructors and to Branches.

**Objective 5: Risks in vulnerable communities in the Dominican Republic and Cuba are reduced through measurable integrated disaster management initiatives.**

The onset of the hurricane season limited disaster preparedness in these countries, as most of the emphasis was placed on disaster response and rehabilitation. Disaster preparedness activities in the Dominican Republic and Cuba will resume in January 2006, with funding from the Canadian International Development Agency.

## Humanitarian Values

**Goal: 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.**

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

### Progress and Impact

The Caribbean Red Cross website [www.caribbeanredcross.org](http://www.caribbeanredcross.org) is gaining an additional number of visitors, with a 20% increase in traffic observed in last three months of the year. Over 1,000 of these were new visitors and most hits were registered on the CARAN section of the website. This increase in visitors can be attributed to the HIV/AIDS Youth Essay Competition launched by the Federation and CARAN in September 2005. This competition was open to Red Cross youth volunteers and students across the Caribbean in two age group categories: 10 – 13 years and 14 – 19 years. The theme of the essay was adopted from the 2004-2005 universal HIV/AIDS theme “Women, Girls and HIV/AIDS.”

A web forum discussion feature was introduced to encourage more focused discussions throughout the Caribbean Red Cross Societies on different issues such as HIV/AIDS and disaster preparedness. The Caribbean Red Cross Societies continued to add news to highlight their activities, with special links for World First Aid Day and the launch of the 2005 World Disasters Report. A glossary of Red Cross terminology and acronyms was also added as was a hurricane season link so that visitors could track and monitor storms in the region.

	2005 Oct 1 – Dec 31	2005 Jul 1 – Sep 30
<b>Total Visitors</b>	10,258	8,158
<b>Average Visitor per day</b>	111	88
<b>Total Unique IP's (Visitors)</b>	5,027	3,953
<b>Total Page Views</b>	22,732	21,519
<b>Average Page View per day</b>	247	233
<b>Average Page View per visitor</b>	2.22	2.64



The Federation encouraged National Societies to identify more communication focal points. The Red Cross Societies of Barbados and Belize have now done so and their officers were briefed on the role of a Red Cross communicator. They will join the fledgling communications network, which aims at the implementation of the regional communications strategy and the update and utilization of the regional mass media database.

The Federation produced two issues of the Caribbean Red Cross newsletter, *Caribbean News*, in July and October in full colour to make it more attractive and user friendly. Both issues saw first time contributions from the Curaçao and Aruba Overseas Branches and the Haitian National Red Cross Society. Other contributors included the National Societies and Overseas Branches of Anguilla, Antigua and Barbuda, Bahamas, Belize, Bermuda, the British Virgin Islands, the Cayman Islands, Dominica, Grenada, Guyana, Jamaica, Saba, St Kitts and Nevis, St Lucia, Suriname, Trinidad and Tobago and Turks and Caicos.

The British Red Cross facilitated an *Ideals in Action ToT* course in the British Virgin Islands for their six Caribbean Overseas Branches. The Sub Regional Office Branch officer and participants from the Red Cross Societies of Grenada, Jamaica and St Kitts and Nevis were also invited.

The Federation and the International Committee of the Red Cross jointly facilitated two meetings on “Law and the Fundamental Principles”. The first meeting in May was attended by Board members and directors General of the Bahamas Red Cross Society, the Belize Red Cross Society, the Guyana Red Cross Society, the Jamaica Red Cross, the Suriname Red Cross and the Trinidad & Tobago Red Cross Society; the second meeting in December was attended by the Antigua & Barbuda Red Cross Society, the Barbados Red Cross Society, the Dominica Red Cross Society, the Grenada Red Cross Society, the St. Kitts & Nevis Red Cross Society, the St. Lucia Red Cross and the St Vincent & Grenadines Red Cross Society. The workshop focused on the Fundamental Principles of the Movement and on the dissemination and promotion of these through international humanitarian law, as well as some of the challenges currently on the agenda of the Red Cross Movement. It gave participants an opportunity to discuss and share experiences in a frank and informal setting regarding the contemporary role and work of the Caribbean Red Cross National Societies.

### **Constraints**

It is still a challenge for National Societies and Overseas Branches to regularly submit stories and articles for the website and quarterly newsletter.

### **Objective 2: Caribbean National Societies and Overseas Branches are a recognized part of a worldwide campaign against the stigma associated with HIV/AIDS.**

The current lack of funding to support anti-stigma and non discrimination initiatives within the region has hindered the ability of the Red Cross to become actively involved in this arena. It is hoped that this will change in the not too distant future.

### **Objective 3: The Cuban Red Cross and the Dominican Red Cross implement strengthened projects in dissemination, advocacy and humanitarian values through new educational materials.**

No progress has been made towards this objective because of a lack of funding. With only 45 percent of the requested funding received, the programme was forced to reduce its staffing to one person, which clearly limits the impact of the programme. At times the capacity of the coordinator has also been stretched since, as well as managing the Humanitarian Principles and Values programme, he also acts as the focal point for Federation involvement in Honduras.

## **Organizational Development**

**Goal: 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.**

**Objective 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.**

**Impact and Progress**

The Federation continued to provide technical and financial support to the Regional Organizational Development Network (RODNET). Following the two workshop meetings in 2004, two meetings were conducted during 2005. The first meeting in February/March in the Dominican Republic, focusing on volunteer management and fundraising, was co-facilitated by the British Red Cross and included sessions on Federation volunteer policy, the Fundamental Principles, the volunteer management cycle: planning, role design, interviewing, screening, orientation and training, supervision, evaluation, programme administration, recognition, motivation, retention, communication and promotion, models of volunteer management, principles of fundraising practice, and creating the right environment for fundraising and volunteering.

The second meeting in October in Trinidad and Tobago revisited several themes discussed in the first three meetings; these included:

- RODNET Terms of Reference: A final version was discussed and approved. The document will be presented to the Caribbean Cooperation of Red Cross (CCORC) for final approval.
- The Federation's 2006-2007 Plan was presented and RODNET's commitment towards implementation of the organizational development programme was discussed.
- Branch development and Integrated Community Programming.
- Logical Framework methodology: A session was facilitated by the RODNET member from Suriname Red Cross.
- How to carry out organizational development interventions. An *organizational development intervention fact sheet* template was designed to capture experiences from the RODNET members, to allow these to be shared and reported to donors. By the end of the year, eleven fact sheets were received from Anguilla, the Bahamas, Belize, Bermuda, the Cayman Islands, Dominica, Jamaica and Suriname. Interventions covered planning, volunteer management, project management, conflict resolution, financial management, legal advice, governance structure and human resources. These were national interventions in which RODNET members had an impact within their own National Societies and Overseas Branches. There was also an overseas intervention, where the Dominica Red Cross Society assisted the Guyana Red Cross Society in a lessons learned workshop at the end of the Guyana flood emergency operation.

The Federation collected 20 volunteer profiles and four case studies through RODNET members for the global volunteer conference, which took place during the Federation's General Assembly in Seoul in November. In October, the RODNET member from Guyana Red Cross Society received financial support from the Federation to attend the *International Fundraising Skillshare* workshop in the Netherlands. The aim of the workshop was to improve capacity of accessing major funding sources, strengthen emergency fundraising capacity, work towards building a Global Resource Mobilization and Communications Strategy and look at income targets and preliminary plans for National Society fundraising in 2006 and beyond.

A joint Health/Organizational Development mission was conducted in Antigua and Barbuda, St. Kitts and Nevis and Montserrat. The recommendations for future actions from the three countries included:

Antigua and Barbuda

- Revision of Statutes
- Development of five year Strategic Plan
- Volunteer management

St Kitts and Nevis

- Review of Statutes (currently dated 1991)
- Sustainability of project staff salaries
- Volunteer management
- Capacity building on finance and administration functions

Montserrat

- Leadership training

- Volunteer management
- Recruitment of branch director

A common recommendation coming out of all National Societies/Overseas Branches visits is regarding volunteer management. The Federation will prioritize this in its 2006 planning.

The organizational development delegate spent one week in Guyana to support the National Society in developing a volunteer management system based on the experiences gained from the current flood operation. A plan of action was developed to re-energize Red Cross volunteering the capital city of Georgetown and in Lathem, which is the location of the only Guyana Red Cross Society Branch. Implementation of the plan of action commenced in September, once the flood operations were completed.

The Federation supported a senior counsellor of the University of the West Indies and a Jamaica Red Cross volunteer to attend a *Basic Training Course* in Canada. The volunteer has proved to be a driving force behind Red Cross psychosocial support activities in the region, particularly in developing the programme that was used in the aftermath of Hurricane Ivan and the Guyana Floods.

### **Constraints**

The uploading of an Organizational Development section for the [www.caribbeanredcross.org](http://www.caribbeanredcross.org) website was delayed whilst a discussion took place on whether this type of information should be considered internal (and more suitable for FedNet) or external.

### **Objective 2: The Cuban Red Cross and the Dominican Republic Red Cross have strengthened their capacities in organizational development.**

#### **Progress and Impact**

The Panama Regional Delegation supported the Dominican Red Cross in revising its Strategic Plan. The plan was drafted in accordance with the objectives set out in the Plan of Action of the XVII Inter American Conference and approved by the National Board, volunteer representatives, the management team and national programme coordinators. The Dominican Red Cross has also revised its Statutes in accordance with recommendations from the Joint Commission.

Other advances in organizational development included the strengthening of the intranet and the Dominican Red Cross website.

The Cuban Red Cross signed an agreement with the Federation for the financing of the *Madruga Project*, which will increase food supplies and mitigate the effects of disaster situations using VCA methodology. This community-integrated project, which includes elements of organizational development and disaster preparedness, aims to provide support to the community of Villena in the production of fruits and vegetables, as well as aid in the facilitation of VCA workshops. The project has entered its initial phase and will also benefit the National Society Branch as well as other institutions, such as schools and hospitals.

The Panama Regional Delegation supported the development and validation of the Project Information System (SISPRO) software. SISPRO is an organizational tool that aims to collect important information used in project planning, as well as proposals and projects already developed. The Regional Delegation promoted this organizational tool throughout 2005, and was responsible for putting together and publishing an instruction manual (in English and Spanish) that will allow National Societies to make use of this important project planning tool. SISPRO was tested to positive results in the development of the Cuban Red Cross *Madruga Project*.

### **Constraints**

The onset of the hurricane season has limited organizational development efforts in these countries. Hurricanes Dennis and Wilma delayed work in the field in Cuba and have slowed down the development of the *Madruga Project*.

## Coordination, Cooperation, Representation and Strategic Partnerships

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

**Objective 1: The CCORC is a credible counterpart for all partners wishing to work with the Red Cross in the Caribbean.**

The Federation facilitated a one day meeting of the CCORC membership on 17 May, followed by the Caribbean Red Cross 8th Biennial Meeting on 18-20 May in Port of Spain, Trinidad and Tobago. All 16 National Societies and nine (of 17) Branches of the British, French and Netherlands Overseas Territories participated, as did representatives from the Federation Secretariat, the Panama Regional Delegation, PADRU, the Port of Spain Sub Regional Office, the International Committee of the Red Cross, and the American, British, Canadian, French and Spanish Red Cross Societies. The theme of the VIII Biennial Meeting was '*Development through Cooperation*' and covered the following subjects:

- Main achievements in 2003-2005
- Review of the Regional Cooperation Agreement Strategy
- Volunteer Management
- Regional networks
- Federation of the Future
- Overview of Federation's Regional Capacity

**Objective 2: The Federation is a respected partner of choice for key humanitarian actors and regional organizations with a presence in the region.**

### Progress and Impact

The Federation, together with the Association of Caribbean States (ACS), the Caribbean Disaster Emergency Response Agency (CDERA), the Pan-American Health Organization (PAHO) and the United Nations International Strategy for Disaster Reduction (ISDR) officially launched '**Rough Season**' an audio soap opera consisting of ten 15-minute episodes, to be broadcast on the radio. The story begins with its main characters in denial but gradually, on the advice of a neighbour, starting to prepare for the upcoming hurricane season. The drama and story-line of a soap opera is interspersed with safety messages played out in conversations among the characters, including hurricane preparedness, health safety, building codes and the value of community response groups.

The regional health delegate and sub regional HIV/AIDS youth officer met with Population Services International (PSI) to discuss collaboration in the area of HIV/AIDS. Among the topics discussed were the Federation's youth peer education programme and working with "high risk groups". Also in discussion was the possibility of working together in social mobilization programmes such as the taxis campaign and "The Faces Campaign" - see above.

A Memorandum of Understanding (MoU) with the Caribbean Disaster Emergency Response Agency was established in October (<http://www.caribbeanredcross.org/news/2005/cderamou.htm>). The MoU aimed to strengthen the framework for collaboration towards achieving Strategy 2010 and the Comprehensive Disaster management Strategy in the Caribbean. The two organizations will work together in the areas of community based disaster management, disaster response and coordination.

In September, the Federation signed a Memorandum of Understanding with the French Red Cross in Guadeloupe (<http://www.caribbeanredcross.org/news/2005/piracmou.htm>). The MoU establishes the roles and responsibilities of the two organizations concerning the provision of support to the Caribbean National Societies and to the French Red Cross Overseas Branches in the region. The MoU complements the *Pointe à Pitre Agreement* between the Haitian National Red Cross Society and the French Red Cross Department Delegations of

Guadeloupe, Martinique and French Guyana, which aims to strengthen and develop local and national response capacities.

The presence of several regional humanitarian actors at the Disaster Management Directors' meeting in Barbados allowed for a full exchange where they were able to present their organizational objectives and, in working groups, identify areas for potential cooperation with the Red Cross, both at the national and regional level.

The Federation attended the 11<sup>th</sup> Meeting of the Special Committee on Natural Disasters hosted by the Association of Caribbean States to which they were invited to report on the launch of the Audio Soap Opera *Rough Season* to the member States.

### **Constraints**

Despite the quality of the product, it has been difficult to get the Audio Soap Opera on the public airways. Spots offered free of charge are generally at 4:00 a.m.; which is not necessarily a time when a lot of people will be listening. To reach a larger audience will cost a significant amount of money. ACS is actively seeking funding from local donors.

## **Management and Implementation**

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

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

### **Progress and Impact**

The Sub Regional Office moved to larger premises in November. The new postal address is: 5 Longden Street, Port of Spain, Trinidad and Tobago. The phone and fax numbers remain the same as before. The new office building allows more space for staff and visitors, as well as a training room for up to 15 people which should reduce the costs of facilitating meetings and workshops in the future.

The Sub Regional Office Disaster Management officer resigned at the end of October after her one year contract came to an end. The position was advertised and interviews were conducted, but by the end of the year a suitable candidate had not been appointed. Following the departure of the Sub Regional Office finance/administration officer, two finance staff were recruited in November.

The Regional Finance Unit facilitated a *Budget Holder* course training for the Sub Regional Office delegates, staff and one member of the Trinidad and Tobago Red Cross. By the end of the year, there was significant improvement in adherence to internal finance procedures.

### **Constraints**

The resignation of two key staff put a significant strain on the remaining Sub Regional Office team. The difficulties in finding suitable a Disaster Management replacement meant that the proposed start to a DiPECHO V-funded project had to be delayed until the New Year. The Regional Finance Unit provided additional support to the Sub Regional Office whilst the new finance staff members were trained and became familiar with the Federation systems.

*[Financial Report below; click here to return to the title page and contact information.](#)*

International Federation of Red Cross and Red Crescent Societies

CARIBBEAN SUB-REGIONAL PROGRAMMES

Selected Parameters	
Year/Period	2005/1-2005/9998
Appeal	M05AA041
Budget	APPEAL

All figures are in Swiss Francs (CHF)

**I. Consolidated Response to Appeal**

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
A. Budget	491'114	775'315	33'615	134'422	308'727	1'743'194
B. Opening Balance	4'762	193'367	4'022	97'747	16'590	316'489
<b>Income</b>						
Cash contributions						
American Red Cross		580'250				580'250
British Red Cross	51'678	96'527			92'361	240'566
Canadian Red Cross Society		197'392	30'463		44'603	272'458
Capacity Building Fund				58'680		58'680
French Red Cross					1'963	1'963
ICRC					5'905	5'905
Norwegian Red Cross	480'280	113'724		59'292	31'104	684'400
Spanish Red Cross					5'900	5'900
Suriname Red Cross					1'505	1'505
Trinidad & Tobago - Private Do					2'887	2'887
C1. Cash contributions	531'958	987'893	30'463	117'972	186'228	1'854'513
Outstanding pledges (Revalued)						
Netherlands Red Cross					271	271
C2. Outstanding pledges (Revalued)					271	271
Reallocations (within appeal or from/to another appeal)						
Austrian Red Cross		17'901			24'600	42'501
Barbados - Private Donors		18'403	6'997		12'676	38'076
British Red Cross					75'761	75'761
Canadian Red Cross Society		63'061				63'061
Guyana Red Cross Society					6'203	6'203
Japanese Red Cross Society		150'000			47'915	197'915
New York Office		53'862		9'088		62'950
On Line donations		2'333		12'747		15'080
Swedish Red Cross		42'250				42'250
Switzerland - Private Donors				2'050		2'050
United States - Private Donors				872		872
C3. Reallocations (within appeal)		347'810	6'997	24'757	167'155	546'719
Inkind Personnel						
British Red Cross					72'747	72'747
C5. Inkind Personnel					72'747	72'747
Other Income						
Miscellaneous Income				8'867		8'867
C6. Other Income				8'867		8'867
C. Total Income = SUM(C1..C6)	531'958	1'335'703	37'460	151'597	426'401	2'483'118
D. Total Funding = B + C	536'719	1'529'070	41'482	249'344	442'991	2'799'607

**II. Balance of Funds**

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
B. Opening Balance	4'762	193'367	4'022	97'747	16'590	316'489
C. Income	531'958	1'335'703	37'460	151'597	426'401	2'483'118
E. Expenditure	-442'881	-908'760	-41'482	-153'006	-382'165	-1'928'293
F. Closing Balance = (B + C + E)	93'838	620'311	0	96'338	60'826	871'313

Selected Parameters	
Year/Period	2005/1-2005/9998
Appeal	M05AA041
Budget	APPEAL

All figures are in Swiss Francs (CHF)

## III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
	A						B	A - B
<b>BUDGET (C)</b>		491'114	775'315	33'615	134'422	308'727	1'743'194	
<b>Supplies</b>								
Shelter	33'317							33'317
Construction			16'021				16'021	-16'021
Clothing & textiles	4'134		6'674			687	7'362	-3'228
Water & Sanitation			38				38	-38
Medical & First Aid	2'491		11'884				11'884	-9'393
Teaching Materials	67'135	959	-287				672	66'463
Utensils & Tools	38'989		9'979				9'979	29'010
Other Supplies & Services	31'481		16'861				16'861	14'620
<b>Total Supplies</b>	<b>177'547</b>	<b>959</b>	<b>61'171</b>			<b>687</b>	<b>62'817</b>	<b>114'730</b>
<b>Land, vehicles &amp; equipment</b>								
Vehicles			4'558				4'558	-4'558
Computers & Telecom	21'200	14'177	10'799			6'317	31'294	-10'094
Office/Household Furniture & Equipment		3'882	3'454			8'669	16'004	-16'004
Others Machinery & Equipment			3'475				3'475	-3'475
<b>Total Land, vehicles &amp; equipment</b>	<b>21'200</b>	<b>18'060</b>	<b>22'286</b>			<b>14'985</b>	<b>55'331</b>	<b>-34'131</b>
<b>Transport &amp; Storage</b>								
Storage	4'983	191	3'375		191	2'687	6'444	-1'461
Distribution & Monitoring			14'933				14'933	-14'933
Transport & Vehicle Costs	17'482	17	8'678		349	-3'038	6'005	11'477
<b>Total Transport &amp; Storage</b>	<b>22'465</b>	<b>208</b>	<b>26'986</b>		<b>539</b>	<b>-351</b>	<b>27'382</b>	<b>-4'917</b>
<b>Personnel Expenditures</b>								
Delegates Payroll	226'800		4'083			19'059	23'142	203'658
Delegate Benefits		1'685	18'336		18'476	164'566	203'063	-203'063
Regionally Deployed Staff	295'401		3'861				3'861	291'540
National Staff		55'714	40'689	15'643	35'584	28'762	176'392	-176'392
National Society Staff		7'874	27'672		8'945	1'658	46'148	-46'148
Consultants	19'800	2'261				6'597	8'858	10'942
<b>Total Personnel Expenditures</b>	<b>542'001</b>	<b>67'534</b>	<b>94'641</b>	<b>15'643</b>	<b>63'005</b>	<b>220'642</b>	<b>461'464</b>	<b>80'537</b>
<b>Workshops &amp; Training</b>								
Workshops & Training	397'941	121'047	70'311	1'948	42'968	110'805	347'079	50'862
<b>Total Workshops &amp; Training</b>	<b>397'941</b>	<b>121'047</b>	<b>70'311</b>	<b>1'948</b>	<b>42'968</b>	<b>110'805</b>	<b>347'079</b>	<b>50'862</b>
<b>General Expenditure</b>								
Travel	113'570	107'276	53'774	2'299	28'539	48'581	240'469	-126'899
Information & Public Relation	47'184	45'971	18'899	5'966		8'154	78'991	-31'807
Office Costs	133'235	13'253	8'853	10'759	1'379	27'391	61'635	71'600
Communications	47'691	12'126	5'172	2'036	6'142	10'562	36'038	11'653
Professional Fees						800	800	-800
Financial Charges	128'260	37	7'998		-9'881	-87'191	-89'036	217'296
Other General Expenses		4'023	360	134	-0	552	5'068	-5'068
<b>Total General Expenditure</b>	<b>469'940</b>	<b>182'687</b>	<b>95'058</b>	<b>21'195</b>	<b>26'178</b>	<b>8'849</b>	<b>333'966</b>	<b>135'975</b>
<b>Program Support</b>								
Program Support	112'099	28'787	59'069	2'696	9'945	24'533	125'032	-12'933
<b>Total Program Support</b>	<b>112'099</b>	<b>28'787</b>	<b>59'069</b>	<b>2'696</b>	<b>9'945</b>	<b>24'533</b>	<b>125'032</b>	<b>-12'933</b>
<b>Operational Provisions</b>								
Operational Provisions		23'600	479'239		10'370	2'014	515'223	-515'223
<b>Total Operational Provisions</b>		<b>23'600</b>	<b>479'239</b>		<b>10'370</b>	<b>2'014</b>	<b>515'223</b>	<b>-515'223</b>
<b>TOTAL EXPENDITURE (D)</b>	<b>1'743'194</b>	<b>442'881</b>	<b>908'760</b>	<b>41'482</b>	<b>153'006</b>	<b>382'165</b>	<b>1'928'293</b>	<b>-185'099</b>
<b>VARIANCE (C - D)</b>		<b>48'234</b>	<b>-133'445</b>	<b>-7'867</b>	<b>-18'583</b>	<b>-73'438</b>	<b>-185'099</b>	