



Capacity Building for Disaster Preparedness and Response in Caribbean National Societies

A Performance Baseline Report on Disaster
Preparedness and Response Capacity in The Bahamas,
Barbados, Belize, and Dominica

November 2017

The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest volunteer-based humanitarian network. With our 190 member National Red Cross and Red Crescent Societies worldwide, we are in every community reaching 160.7 million people annually through long-term services and development programmes, as well as 110 million people through disaster response and early recovery programmes. We act before, during and after disasters and health emergencies to meet the needs and improve the lives of vulnerable people. We do so with impartiality as to nationality, race, gender, religious beliefs, class and political opinions.

Guided by *Strategy 2020* – our collective plan of action to tackle the major humanitarian and development challenges of this decade – we are committed to saving lives and changing minds.

Our strength lies in our volunteer network, our community-based expertise and our independence and neutrality. We work to improve humanitarian standards, as partners in development, and in response to disasters. We persuade decision-makers to act at all times in the interests of vulnerable people. The result: we enable healthy and safe communities, reduce vulnerabilities, strengthen resilience and foster a culture of peace around the world

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This report is part of the dedicated and ongoing efforts of Red Cross National Societies in the Caribbean to strengthen their capacity to build community resilience, adapt to a changing environment and better respond to their humanitarian mandate in a more efficient and effective way.

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The baseline study was conducted in four (4) countries:

- Bahamas Red Cross Society
- Barbados Red Cross Society
- Belize Red Cross Society
- Dominica Red Cross Society

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Acronyms

BOCA	Branch Organizational Capacity Assessment
CADRIIM	Caribbean Disaster Risk Management Reference Centre
CDEMA	Caribbean Disaster Emergency Management Agency
CDMS	Comprehensive Disaster Management Strategy
CDRT	Community Disaster Response Team
CEWS	Community Early Warning System
DANA	Damage Assessment and Needs Analysis
DRCE	Disaster Response Capacity Enhancement
DRR	Disaster Risk Reduction
EWS	Early Warning Systems
FDRS	Federation-Wide Data Reporting System
IAFA	Inter-American Framework for Action
IFRC	International Federation of Red Cross and Red Crescent Societies
NCD	Non-Communicable Disease
NS	National Society
NSD	National Society Development (also referred to as Organizational Development)
OCAC	Organizational Capacity Assessment Certification
OD	Organizational Development (also referred to as National Society Development)
PADRU	Pan-American Disaster Response Unit
UNDP	United Nations Development Programme
UNHCR	The UN Refugee Agency
USAID	United States Agency for International Development
WPNS	Well-Prepared National Society

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Summary

Introduction

The geographical location and geology of countries in the Caribbean region exposes them to significantly high risk of many natural hazards and additionally, to climate change and variability which increases the frequency and magnitude of hydro-meteorological hazards. This vulnerability is further exacerbated by anthropological influences on the natural environment such as urbanisation, deforestation, coastal settlements and inadequate physical development planning which leads to higher levels of risks as well as impacts. The confluence of these issues has potentially devastating effects on lives and livelihoods and can overwhelm the capacity of governments and local institutions as evidenced by the toll of impact that Hurricane Irma and Hurricane Maria (September 2017) had on several Caribbean countries.

The Capacity Building Initiative for Disaster Preparedness and Response in Caribbean Red Cross National Societies with support from USAID seeks to build the capacity of these entities to support the enhanced resilience of communities to prepare for, respond to and recover from emergencies.

The aim of this performance baseline report on this Capacity Building Initiative for Caribbean Red Cross National Societies in Disaster Preparedness and Response is to provide baseline data for this and further initiatives and to help in strengthening these organizations to support enhanced resilience of communities to prepare for, respond to and recover from emergencies.

Specifically, this baseline report sets out to:

1. Determine the existing baseline against the identified project goal, outcomes and outputs by providing revised performance indicators and numerical performance targets with supporting rationale
2. Provide a mechanism by which the impact of institutional and community based disaster risk reduction and resilience activities can be measured over time.

Methodology

The approach used to develop this baseline report was based on three (3) main data collection

methods carried out between August and November 2017. The methods utilised included the use of an online survey, consultations at a joint planning workshop involving Caribbean National Societies as well as internal and external partners, and a desk review. The methods were focused on the identification of institutional capacity building needs of National Societies, their priorities for 2017 and 2018, and areas for synergy between existing projects under the Caribbean Communities Organized and Prepared for Emergencies Programme. The strategy for consultation involved utilising the most-effective means of data collection through coordination with other processes implemented either through the IFRC Americas Regional Office (ARO) or complementary initiatives. Data was analysed using Microsoft Excel.

Main Findings/Challenges

- Lack of access to a centralised information management system that provides timely, simple and accurate consolidated data on NS projects and resources that can effectively measure progress and inform decision-making processes
- Absence of adequate, regularly updated organizational and disaster risk management strategies, policies, plans and procedures that guide the NS' work and growth
- Limited opportunities to translate learning from training into action.
- Lack of adequate National Society systems to support the necessary operational enhancements following training or sensitization and subject to National Society approval.
- Irregular reporting on prepositioned NS stock levels
- Identification of the specific underlying weaknesses that may be indirectly affecting sustainable National Society capacity building at all levels. Informed by the Organizational Capacity Assessment and Certification (OCAC) exercises that were carried out in a number of Caribbean National Societies from 2013 to 2016, the common challenges identified were: leadership, volunteer management, communication (internal and external),

financial management and sustainability, resource development, and planning, monitoring, evaluation and reporting (PMER).

Recommendations

- Ensure the concept of resilience is well understood by the National Societies at all levels including branches and Governing Boards so that it can permeate the entire NS daily operations. This will help to avoid instances of the NS sometimes narrowly focused on single sector one-off activities rather than on long-term integrated programming. Adequate time must be dedicated to the adequate sensitization, technical assistance and design of projects across the National Society.
- The ability to easily access and update information on institutional capacity processes will support streamlined analysis of Caribbean National Societies and timely decision making. A regional online information system will facilitate the monitoring, analysis and measurement of progress and decision making in aspects of institutional development at local, national and regional levels.
- Successful contributions of Caribbean National Societies to regional resilience and comprehensive disaster management agendas depend on a National Society's human resource capacity. It is therefore imperative for this initiative to assist each participating National Society with the training, equipping, tracking and review of staff and volunteer capacity to better inform their commitments to community resilience programming.
- Community mobilisation to strengthen resilience is necessary to effectively engage communities to take ultimate responsibility for their coping capacity during emergencies and for their overall protection. Engaging in community mobilisation efforts is a comparative advantage of Red Cross National Societies which requires sustained investment as this will be key to improving overall community resilience in the medium to long-term.
- The participation of National Societies in forums that link preparedness, response and knowledge-sharing mechanisms from local to global levels by drawing on best practices will augur well for enhanced coordination of efforts including reduced duplication of resources, and increased collaboration between Caribbean Red Cross National Societies and their partners.

Introduction

The geographical location and geology of the countries of the Caribbean region exposes them to many natural hazards including tropical storms, floods, tsunamis, landslides, droughts, seismic activity, and additionally, to climate change and variability which increases the frequency and magnitude of hydro-meteorological hazards. Vulnerability to natural hazards is further exacerbated by anthropological influences on the natural environment such as urbanisation, deforestation, coastal settlements and inadequate physical development planning which leads to higher levels of risks as well as impacts. The confluence of these issues has potentially devastating effects on lives and livelihoods and can overwhelm the capacity of governments and local institutions. This is evidenced by

The primary purpose of this report is to provide an overview and baseline information on the capacity of the targeted Caribbean National Societies to prepare for and respond to disasters at institutional and operational levels. The baseline report is structured around the two identified outcomes for the planned intervention. Preceding those identified outcomes is a description of the methodology used and key conclusions drawn from the overall baseline. Endline information will be gathered and presented in the final project report as a follow-up to the baseline in order to compare the capacity building advances of Caribbean National Societies for disaster preparedness and response between now and then.

Background

The IFRC in its Strategy 2020 has identified three strategic aims of ‘saving lives, protecting livelihoods, and strengthening recovery from disasters and crisis’ as a priority for meeting its humanitarian mandate globally and to strengthen community resilience in line with the Sendai Framework. In the Americas region, this mandate has been translated into commitments and actions identified in the IFRC’s Inter-American Framework for Action (IAFA) and the Community Resilience Framework for the Caribbean (2017-2020) to effectively position National Societies within national disaster management systems, bolster their disaster response capabilities in support of national and regional response, and to adopt a structured approach for engaging communities and stakeholders. These commitments and actions also support the achievement of the disaster risk reduction priority areas for the Caribbean outlined in the Comprehensive Disaster Management Strategy (CDMS) and Performance Measurement Framework (2014-2024) which have been approved by the Caribbean Community (CARICOM) and is managed by CDEMA.

In 2013, an internal mapping and analysis of the capacity of Caribbean NSs was conducted and highlighted common internal challenges related to National Society Development (NSD) which impede their ability to meet these commitments and to effectively address the needs of the communities they serve. Considering these challenges, the IFRC drew on a global National Society Development Framework which addresses capacity building and institutional strengthening of NSs so that they can become ‘organisations that consistently deliver, through volunteers and staff, relevant countrywide services to vulnerable people sustained for as long as needed and that contributes to the strength of the IFRC and the Movement’ (IFRC National Society Development Framework, 2013).

National Society Development (NSD) is an ongoing, continuous process with the goal of improving NSs provision of services and is integrated into all aspects of the NS’s work to enhance the quality, relevance, reach and sustainability of the Movement. This project will therefore focus on providing technical support

and capacity building which enables NSs to be better prepared, equipped and trained to deal with disasters and crises. The approach used will entail interventions at the strategic and operational levels which will build capacity throughout the organisation, strengthen core NS functions, promote growth and enhance sustainability.

At the Regional Humanitarian Response meeting held in July 2016, Caribbean Red Cross National Societies (NSs) prioritized disaster response and community resilience as a means of continued promotion of a culture of learning, knowledge-sharing, innovation and use of technology to better serve communities and remain relevant, adapting to a changing environment and responding to their humanitarian mandate in a more efficient and effective way. The Presidents and Directors General from thirteen (13) of Caribbean NSs met in March 2017 and identified areas which their NSs wished to strengthen to improve the effectiveness and impact of the organisation in their respective country. Among the challenges identified were issues pertaining to strategic planning, resource mobilisation, volunteer and youth development, accountability, governance, financial management, disaster response capacity, fulfilling their auxiliary role, leadership and management.

Further, the results of the Organisational Capacity Assessment and Certification (OCACs) process carried out in five countries between 2014 and 2016 shows that on average NSs needed to enhance, inter alia, internal administration, volunteering structures, human resources (staffing), internal communication & decision making, and accountability. National Societies recognise the need for improvements in many areas if they are to continue and improve their delivery of critical services to communities in their countries. Increasing poverty and social exclusion is creating an even greater need for the Red Cross to be well-able and equipped to fill the gaps not met through government or other institutions nationally. The Capacity Building for Disaster Preparedness and Response in Caribbean National Societies initiative is a regional project supported by USAID, with direct implementation in 4 Caribbean countries between August 2017 and February 2019. The participating countries are The Bahamas, Barbados, Belize and Dominica.

The overall goal of the project is to build the capacity of Caribbean Red Cross National Societies to support the enhanced resilience of communities to prepare, respond and recover from emergencies.

The two (2) main outcomes of the overall project are:

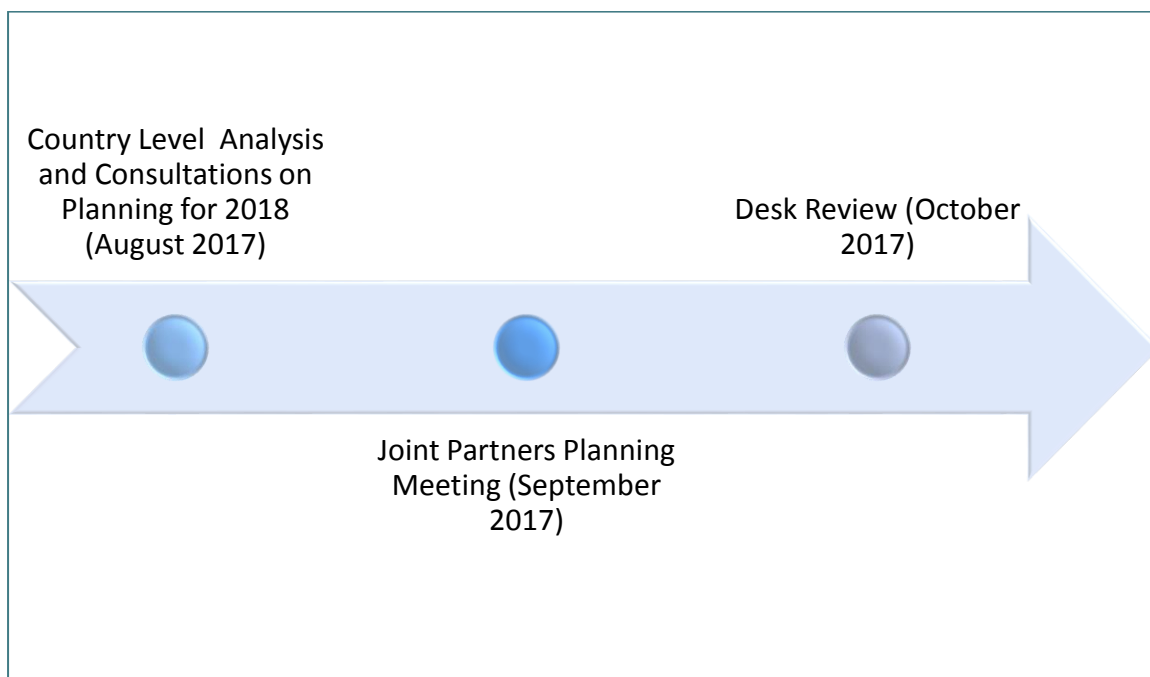
1. Enhanced NS institutional readiness to prepare for and manage emergencies
2. Improved capacity for disaster preparedness and response at the community, national and regional levels

Methodology for Collecting the Baseline Information

This report was conducted using three (3) main data collection methods carried out between August and November 2017.

1. Desk research was carried out to provide background information and additional information.
2. In August, an online survey created by the IFRC Americas Regional Office was conducted involving all Caribbean National Societies to serve as input to assist the IFRC with country level planning. Its aims were to outline key considerations of National Society challenges and opportunities and to develop a baseline of available resources, needs and objectives of IFRC and National Society activities in 2018. 85% of Caribbean National Societies responded.
3. From September 6-7, a joint planning meeting hosted by the IFRC and the ICRC, and attended by representatives from ten (10) Caribbean National Societies (NS), Canadian Red Cross, the Association of Commonwealth States (ACS), the UN Refugee Agency (UNHCR) and the United Nations Development Programme (UNDP) reviewed plans and options for coordination of efforts for the remainder of 2017 and 2018 based on identified challenges and NS priority areas.

Timeline of Data Collection



Key Findings and Analysis

Data collection was conducted using primary data from consultations with Caribbean National Societies, recommendations from previous planning documents, final project reports and lessons learned reviews. Secondary data was collected from relevant government websites, the IFRC's Federation-Wide Data Reporting System (FDRS) and UN reports on disaster risk reduction in the target countries of The Bahamas, Barbados, Belize and Dominica. This baseline looked at the development of performance targets under two (2) outcome areas – one focused on institutional readiness for response and the second on improved capacity which better links community, national and regional systems and processes.

The overall goal of this initiative can be monitored through progress reports on the NS contributions to the IAFA Houston Commitments as well as alignment of NS programmes to the Community Resilience Framework for the Caribbean. At the moment, baseline targets for the indicators for this goal are zero, as 2017 serves as the first reporting year for actions by either grouping.

OUTCOME 1: Enhanced NS institutional readiness to prepare for and manage emergencies.

According to the IFRC Roadmap to Resilience Reference Sheet on National Society Development and Community Resilience, the "IFRC has developed many policies, guidelines and tools for National Society development that are relevant to National Societies that decide to promote resilience. Among the suite of resources available are the National Society Development Framework (2013); the Characteristics of a well-functioning National Society; Strategic Planning Guidelines for National Societies; the Volunteering Implementation Guide; the Youth Policy and Youth Engagement Strategy; and leadership development training tools. These resources will provide a strong foundation for the new ways of thinking and operating that adoption of the *Road Map to Community Resilience* requires" and will support the implementation of outputs Identified under Outcome 1.

The scaling up of community actions and the simultaneous implementation of multiple projects and their demands at national and community levels can at times outstrip the National Societies' capacity to provide services. Lessons learned over the years have shown that building National Society capacity when there is no solid foundation is a challenge and that the development work is not sustainable. Consequently, in the absence of medium to long-term investment in the capacity building of National Societies, some of the common key findings and challenges under Outcome 1 are:

- Lack of access to a centralised information management system that provides timely, simple and accurate consolidated data on NS projects and resources that can effectively measure progress and inform decision-making processes
- Absence of adequate, regularly updated organizational and disaster risk management strategies, policies, plans and procedures that guide the NS' work and growth
- Limited opportunities to translate learning from training into action.
- Lack of adequate National Society systems to support the necessary operational enhancements following training or sensitization and subject to National Society approval.
- Irregular reporting on prepositioned NS stock levels
- Identification of the specific underlying weaknesses that may be indirectly affecting sustainable National Society capacity building at all levels. Informed by the Organizational Capacity

Assessment and Certification (OCAC) exercises that were carried out in a number of Caribbean National Societies from 2013 to 2016, the common challenges identified were: leadership, volunteer management, communication (internal and external), financial management and sustainability, resource development, and planning, monitoring, evaluation and reporting (PMER).

Against the backdrop of these challenges, growing pockets of poverty and increasing vulnerability, the Caribbean National Societies need support to develop into stronger, sustainable institutions that can consistently deliver relevant country wide services and support community resilience through their volunteers and staff. The table below provides the latest statistics on the number of volunteers and staff in each National Society and the population of the countries that they serve.

Table 1: Population Size and NS Human Resources

Name of National Society	# of Volunteers	# Staff	Population
Antigua and Barbuda	100	5	91,818
The Bahamas	1,051	20	284,215
Barbados	462	8	288,019
Belize	146	15	359,287
Dominica	58	7	72,680
Grenada	1,570	2	106,825
Guyana	1,754	45	767,085
Jamaica	8,000	60	2,725,941
St Kitts and Nevis	150	4	55,572
St Lucia	340	2	184,999
St Vincent and the Grenadines	100	11	109,642
Suriname	288	20	542,975
Trinidad and Tobago	220	38	1,360,088
Total	14,239	237	6,949,146

The matrix below provides a summary of the National Society Development needs of the target National Societies as identified in previous OCAC assessments, the Caribbean Cluster Meeting held in March and the recent ARO consultation on planning for 2018 conducted in September. Priority areas of focus have been included by output level for each of the National Societies.

Table 2: NS Institutional Capacity Needs

NATIONAL SOCIETY	PRIORITIES IDENTIFIED IN OCAC	CURRENT INSTITUTIONAL CAPACITY BUILDING NEEDS (NS Survey)	KEY AREAS FOR INSTITUTIONAL CAPACITY (NS Survey)	PRIORITIES IDENTIFIED AT CLUSTER MEETING MARCH 2017
Bahamas		Finance, Planning, Monitoring, Evaluation & Reporting (PMER), Resource Mobilisation, Branch development, Institutional risk management and integrity protection, Organizational Development (OD), organizational evaluation & processes improvement, Youth, Volunteer Development	Peer to peer support	Branch development, volunteer development
Barbados	(Jan 2016) Governance, HR, Staff, Communications (internal & external), Finance (resource mobilisation, budgets), PMER	Information technology (IT), Logistic, Finance, Administration, Planning, Monitoring, Evaluation & Reporting (PMER), Resource Mobilisation, Auxiliary Role & Humanitarian Diplomacy, Leadership, Institutional risk management and integrity protection, Vision and strategic plan, Organizational Development (OD), organizational evaluation & processes improvement, Learning and knowledge management, Youth, Volunteer Development, Human Resources	Follow-up and support to implement the findings and recommendations within the 2015 OCAC Action Plan report	Volunteer development, auxiliary role, strategy implementation, governance, financial sustainability, communications

NATIONAL SOCIETY	PRIORITIES IDENTIFIED IN OCAC	CURRENT INSTITUTIONAL CAPACITY BUILDING NEEDS (NS Survey)	KEY AREAS FOR INSTITUTIONAL CAPACITY (NS Survey)	PRIORITIES IDENTIFIED AT CLUSTER MEETING MARCH 2017
Belize	(Feb. 2014) Communication, volunteering, resource mobilisation, governance, risk management, staff management, financial management, PMER.	Safety, Information technology (IT), Logistic, Finance, Communication, Planning, Monitoring, Evaluation & Reporting (PMER), Resource Mobilisation, Auxiliary Role & Humanitarian Diplomacy, Leadership, Branch development, Institutional risk management and integrity protection, Vision and strategic plan, Organizational Development (OD), organizational evaluation & processes improvement, Learning and knowledge management, Youth, Volunteer Development, Human Resources	IT capacity (internet connectivity & computers), governance,	Volunteer development, branch development, leadership, governance, financial sustainability
Dominica		Institutional risk management and integrity protection, Vision and strategic plan, Organizational Development (OD), organizational evaluation & processes improvement, Volunteer Development, Human Resources	Institutional risk management: financial audits; human resources: succession planning, recruitment practices; OD: strategic planning	Volunteer management, strategic planning, leadership development, financial sustainability

OUTCOME 1: Primary Areas of Focus by National Society

The primary areas of focus for each National Society have been determined using the results of the ARO survey of National Societies in The Bahamas, Barbados, Belize and Dominica. It should be noted that due to the devastating impact of Hurricane Maria on September 18 on the island of Dominica, interventions have been designed to complement ongoing emergency operations. Hurricane Maria severely impacted the infrastructure of the island wreaking havoc on residents, businesses, local authorities and the National Society Headquarters. The Emergency Appeal Plan of Action for Dominica includes institutional capacity building actions including replacement of lost items, restoration of damaged systems, response and contingency planning, logistics training, Emergency Operations Centre (EOC) training, and Well-Prepared National Society self-assessments. Related emerging needs will be addressed through this outcome where feasible.

THE BAHAMAS	
OUTPUT	ACTIVITIES
Output 1.1.	Mapping of NS projects/programmes and capacities on information dashboard
Output 1.2.	Conduct BOCA/WPNS/DRCE self-assessments to support branch development
Output 1.4.	Participation in IDRL/Humanitarian Diplomacy consultations; development of an integrity protection policy.
Output 1.5.	Training for National Society staff and volunteers in project planning, monitoring, evaluation and reporting (PMER).
Output 1.6.	Update of youth development strategy; implementation and use of a volunteer database.
Output 1.7.	Volunteer development and management including a suitable orientation and induction programme.

BARBADOS	
OUTPUT	ACTIVITIES
Output 1.1.	Mapping of NS projects/programmes and capacities on information dashboard
Output 1.2.	Conduct WPNS/DRCE self-assessments to support NS development
Output 1.3.	Development of strategic plan; development of response/contingency plan and SOPs; DANA review
Output 1.4.	Strengthened auxiliary role in logistics preparedness and IDRL
Output 1.5.	Training for National Society staff and volunteers in project planning, monitoring, evaluation and reporting (PMER); leadership; financial management and resource mobilisation
Output 1.6.	Update of youth development strategy; implementation and use of a volunteer database; development and implementation of a volunteer management strategy
Output 1.7.	Volunteer development and management including a suitable orientation and induction programme.

BELIZE	
OUTPUT	ACTIVITIES
Output 1.1.	Mapping of NS projects/programmes and capacities on information dashboard
Output 1.2.	Conduct BOCA/WPNS/DRCE self-assessments to support NS/Branch development
Output 1.3.	Development of risk management policy; enhance response and contingency planning
Output 1.4.	Strengthened auxiliary role in humanitarian diplomacy
Output 1.5.	Training for National Society staff and volunteers in project planning, monitoring, evaluation and reporting (PMER); leadership training for Governing Board members; financial management
Output 1.6.	Update of youth or volunteer development strategy; implementation and use of a volunteer database;
Output 1.7.	Volunteer development and management including a suitable orientation and induction programme.

DOMINICA	
OUTPUT	ACTIVITIES
Output 1.1.	Mapping of NS projects/programmes and capacities on information dashboard
Output 1.2.	Conduct OCAC/BOCA self-assessments to support NS/Branch development; Legal and Risk Management; DANA Review
Output 1.3.	Development of risk management policy; development of strategic plan
Output 1.4.	Strengthened auxiliary role in IDRL/humanitarian diplomacy; development of an integrity protection policy.
Output 1.5.	Training for National Society staff and volunteers in project planning, monitoring, evaluation and reporting (PMER); leadership training for Governing Board members; financial management; succession planning
Output 1.6.	Update of youth or volunteer development strategy; implementation and use of a volunteer database;
Output 1.7.	Volunteer development and management including a suitable orientation and induction programme.

All other National Societies will receive support on Output 1.1. for the (mapping of projects/programmes and capacities on information dashboard. A review on DANA (output 1.2.) approaches will also be conducted in Antigua and Barbuda, and St Kitts and Nevis as part of their ongoing emergency operations.

OUTCOME 2: Improved capacity for disaster preparedness and response at the community, national and regional levels.

The IFRC defines community resilience as the ability of communities (and their members) exposed to disasters, crises and underlying vulnerabilities to anticipate, prepare for, reduce the impact of, cope with and recover from the effects of shocks and stresses without compromising their long-term. The IFRC's Draft Community Resilience Framework for the Caribbean (2017-2024) encourages the strengthening of

community resilience across entire systems by promoting National Societies to **accompany** their communities and foster resilience, **enable** them to act by providing the necessary resources to act, and to **connect** them with stakeholders across all levels and sectors to work together. With the appropriate institutional capacity actions effectively implemented under Outcome 1, National Societies can focus on the elements necessary to build a resilient community as listed in Figure 1.

A resilient community...



Figure 1: Characteristics of a Resilient Community

Table 3: Summary of NS Programmatic Needs

COUNTRY	What are the main humanitarian and development needs in this COUNTRY?	Provide details for the main areas selected before, or if "Other" was selected specify the area(s) of need	Detail the sub-sectors or issues per programmatic area that the NS CURRENTLY works in:	Specify the AoF and programmatic issues needed
Dominica	Disaster Risk Reduction, Livelihoods & basic needs, Health	Vulnerable to disasters (tropical storms), NCD health risks, youth violence	Health: First Aid, Zika, NCD, Ambulance, Blood Drive; Emergency Response: Response to TS Erika, distribution of aid; WASH: Provision of water tanks; Livelihoods & basic needs: welfare services; Shelter: provision of housing to needy.	DRR: community preparedness, community planning; Livelihoods & basic needs: poverty alleviation, welfare services; Health: epidemic control, NCDs; OD: Youth & volunteer development, strategic planning, succession planning & leadership, governance; Protection, gender, inclusion: violence among youth
Belize	Disaster Risk Reduction, Shelter, Livelihoods & basic needs, Health, Water, sanitation & hygiene (WASH)	Just getting involved with migration.	In terms of livelihoods, support is needed with at risk youth and indigenous people in order to build their skills/alternative livelihoods.	
Bahamas	Disaster Risk Reduction, Health, Water, sanitation & hygiene (WASH), Protection, gender & inclusion, Migration	Health including HIV prevention, Support to vulnerable Migrants, DRR and resilience	NCDs prevention, HIV prevention, community resilience, Response preparedness and recovery	Health and First Aid

COUNTRY	What are the main humanitarian and development needs in this COUNTRY?	Provide details for the main areas selected before, or if "Other" was selected specify the area(s) of need	Detail the sub-sectors or issues per programmatic area that the NS CURRENTLY works in:	Specify the AoF and programmatic issues needed
Barbados	Disaster Risk Reduction, Health	Community Based Disaster Risk Management interventions, prevention and awareness on viral infections such as dengue, zika etc.	DRR: Public Awareness; Community Resilience: Early Warning Systems; Emergency Preparedness: First responder training, NIT, CDRT; Health: First Aid Services, NCD awareness, Zika prevention and response; Other: Meals on Wheels provision for vulnerable groups	Emergency Preparedness: Urban Search and Rescue training; NIT and RIT training, warehouse and logistics management, DANA training; Health: NCD awareness in schools, upgrade and expansion of ambulance services; Zika and other vector-borne disease prevention; DRR: community based DRR programme, flooding , landslide and Earthquake awareness campaigns, climate change awareness, tsunami awareness.

OUTCOME 2: Primary Areas of Focus by National Society

The primary areas of focus for each National Society have been determined using the results of the desk review which included *inter alia* key reference documents such as the ARO survey of National Societies in The Bahamas, Barbados, Belize and Dominica; an internal mapping of IFRC projects implemented by National Societies; Resilience in the Americas (RITA) Lessons Learned Workshop Report. It should be noted that due to the devastating impact of Hurricane Maria on September 18 on the island of Dominica, interventions have been designed to complement ongoing emergency operations. Hurricane Maria severely impacted the infrastructure of the island wreaking havoc on residents, businesses, local authorities and the National Society Headquarters. The Emergency Appeal Plan of Action for Dominica includes capacity building actions for disaster preparedness and response at the community and national levels. Related emerging needs will be addressed through this outcome where feasible.

All target National Societies have implemented community based DRR interventions within the last five (5) years. To reduce delays in implementation, it is recommended that the targeted communities be selected from the list of vulnerable areas.

THE BAHAMAS	
OUTPUT	ACTIVITIES
Output 2.1.	Development of an approved community disaster plan in one vulnerable community
Output 2.2.	Development of an agreed CEWS process in one vulnerable community
Output 2.3.	Training and Equipping for at least one Community Disaster Response Team in a vulnerable community
Output 2.4.	Design, development of scenario and implementation of one simulation exercise
Output 2.5.	NS representation in at least regional or global forum for preparedness, response and knowledge sharing.

BARBADOS	
OUTPUT	ACTIVITIES
Output 2.1.	Development of an approved community disaster plan in one vulnerable community
Output 2.2.	Development of an agreed CEWS process in one vulnerable community
Output 2.3.	Training and Equipping for at least one Community Disaster Response Team in a vulnerable community
Output 2.4.	Design, development of scenario and implementation of one simulation exercise
Output 2.5.	NS representation in at least regional or global forum for preparedness, response and knowledge sharing.

BELIZE	
OUTPUT	ACTIVITIES
Output 2.1.	Development of an approved community disaster plan in one vulnerable community
Output 2.2.	Development of an agreed CEWS process in one vulnerable community
Output 2.3.	Training and Equipping for at least one Community Disaster Response Team in a vulnerable community
Output 2.4.	Design, development of scenario and implementation of one simulation exercise
Output 2.5.	NS representation in at least regional or global forum for preparedness, response and knowledge sharing.

DOMINICA	
OUTPUT	ACTIVITIES
Output 2.1.	Development of an approved community disaster plan in one vulnerable community
Output 2.2.	Development of an agreed CEWS process in one vulnerable community
Output 2.3.	Training and Equipping for at least one Community Disaster Response Team in a vulnerable community
Output 2.4.	Design, development of scenario and implementation of one simulation exercise
Output 2.5.	NS representation in at least regional or global forum for preparedness, response and knowledge sharing.

Key Conclusions/Recommendations

- The baseline highlights the importance of capacity building for disaster preparedness and response for all National Societies. However, it was found that some critical constraints including lack of resources have restricted them from putting some of the necessary measures in place to strengthen institutional capacity.
- Successful contributions of Caribbean National Societies to regional resilience and comprehensive disaster management agendas depend on a National Society's capacity. This initiative and the baseline report can assist each participating National Society with the training, equipping, tracking and review of staff and volunteer capacity in order to better inform their commitments to community resilience programming.
- The baseline will support the establishment of a platform for standard mechanisms for the institutional development process using results from key resources such as the Institutional Capacity Self-Assessment through the Organizational Capacity Assessment and Certification (OCAC) and Branch Organizational Capacity Assessment (BOCA), and the NSD Dashboard online tool. Both the self-assessments and the dashboard facilitates continuous monitoring of institutional development of National Societies, emphasizing the need to maintain a common positive attitude towards organizational change; measure progress over time; and have continuous learning for improvement.
- The baseline demonstrates that the given the range of gaps identified in NS capacity, the scope of this project's activities will be best implemented and sustained through optimisation of resources and coherence with other projects implemented at national and regional levels including inter alia those under the IFRC's Caribbean Communities Organized and Prepared for Emergencies Programme.
- Aside from the common challenges of Caribbean National Societies for adequate resources (human, material and financial) to build institutional capacity for disaster preparedness and response, another common challenge is that of sustainability. Finding more sustainable ways to support internal systems and actions at the community level is critical. It is therefore important for this initiative to encourage peer-to-peer support across National Societies, develop models based on emerging best practices which can be shared with sister National Societies and other partners where applicable, and to utilise existing minimum standards and sustainability guidelines developed for emergency response teams.
- The project logical framework requires revision to establish a final performance target for each of its components by project end. A revised version of the project logical framework is attached as Annex 1
- Given the differing characteristics and country contexts for each National Society, it will be important to build in flexibility to adapt and change to situations including emergencies to ensure optimal levels of quality implementation and use of resources. This type of approach will need to be adopted in the case of Dominica Red Cross Society given the scale of the existing emergency operation and likely emerging needs in the 1st quarter of 2018.
- Project implementation across several countries will require the utilisation of adequate systems to collect and manage information, support administrative and financial management functions, as well as monitor and evaluate planned actions to effectively manage project activities at national and regional levels. These should be put in place early and consistently across each National Society.

Annex 1: Revised Project Logical Framework with Performance Targets

The project's logical framework has been revised, takes into account the findings of the baseline and to seeks to establish a final performance target for the end of the project period. Targets set reflect considerations of available programme resources, the implementation period, existing country and regional contexts, institutional capacity of the participating National Societies and the IFRC, research findings, NS expectations and achievements of similar programmes. Annual performance targets have not been set given the short-term duration of the project but it is anticipated that there will be variations in performance due to seasonal activities and scheduling in each country.

	Key Performance Indicators	Baseline	Target Value (2018)	Data Sources/ Means of Verification	Assumptions
Overall Goal To build the capacity of Caribbean Red Cross National Societies to support the enhanced resilience of communities to prepare, respond and recover from emergencies.	# National Societies reporting annual performance against Houston Commitments of the IAFA (2016-2020)	0	4	FDRS Data Tracker and Implementation Status Reports IAFA mid-term report	NSs have the required capacity for meeting regional and global mandates.
	# National Societies with programmes aligned to support implementation of the IFRC Draft Community Resilience Framework for the Caribbean (2017-2020)	0	4	IFRC Caribbean Departmental Operational Plan Reports (2017 & 2018)	Minimal impact or delays in the event of emergencies during project implementation period.
Outcome 1 Enhanced NS institutional readiness to prepare for and manage emergencies.	# of National Societies with Operational Strategy, Disaster Management Policy or Guidelines adopted and utilised	2 ¹	4	National Society Updated and approved Strategic Plans/Policy Documents and SOPS	NSs implement and utilise skills, strategies and procedures. Minimal attrition among trained NS staff and volunteers
	# of National Societies using a common regional information platform to	0	13	System generated progress reports on national and	

¹ In line with FDRS report. Strategic Plans for The Bahamas and Antigua and Barbuda expire in 2017 and 2020 respectively.

	Key Performance Indicators	Baseline	Target Value (2018)	Data Sources/ Means of Verification	Assumptions
	<p>analyse and measure progress and to assist with decisions on institutional development</p> <p>% of National Societies reporting on the number of people volunteering time and being trained to support disaster preparedness and response functions</p>	70% ²	100%	<p>regional information on institutional development</p> <p>Training reports; annual volunteer database report</p>	
Outputs					
1.1. <i>NSs develop an information dashboard which includes an updated mapping of existing capacities, projects and/ programmes.</i>	<p>Access to digital mapping of NS DRM capacity and community resilience programming conducted for all Caribbean National Societies</p> <p>1 regional information database developed on DRM capacity of Caribbean National Societies.</p>	0	13	Information Dashboard Reports; Project progress reports; Training reports	Availability of technical skills to develop dashboard.
1.2. <i>NSs conduct organisational and disaster response capacity self-assessments such as the Organisational Capacity</i>	# National Societies conducting OCAC/WPNS/DRCE self-	4 ³ – OCAC 0 – WPNS 0 - DRCE	3 – OCAC 3 – WPNS 3 - DRCE	Approved assessment reports; Updated assessment follow-up action plans; Progress reports	National society stakeholder buy-in for assessments.

² All Caribbean National Societies report excluding Dominica, St Kitts and Nevis, Trinidad and Tobago, Suriname

³ OCAC assessments have been conducted in Barbados, Belize, Saint Lucia, and Suriname

	Key Performance Indicators	Baseline	Target Value (2018)	Data Sources/ Means of Verification	Assumptions
	<i>Assessment and Certification (OCAC)/ Branch Organisational Capacity Assessments (BOCA), Well-prepared National Societies (WPNS) and Disaster Response Capacity Enhancement (DRCE) to identify challenges and developmental needs.</i>				
1.3. NSs develop and update organisational strategies, policies and operational guidelines on areas including but not limited to Damage Assessments and Needs Analysis (DANA), contingency planning, human resources and succession planning, and standard operating procedures to guide their work and growth.	Five NSs have developed or updated at least one (1) strategy, policy or operational guideline.	2 ⁴	7 ⁵	Approved NS strategies, policies and/or operational guidelines. DANA review report	Political will at governance and management level to enact changes.
1.4. NSs participate in Humanitarian Diplomacy, International Disaster Response Law and logistics preparedness processes in	Six (6) NSs participate in IDRL /Humanitarian diplomacy consultations/workshops to improve national or	0	6 ⁶	Consultation/workshop reports, Advocacy strategies.	NSs embrace their auxiliary role.

⁴ Jamaica Red Cross and Suriname Red Cross have at least one updated strategy, policy or guideline.

⁵ The identified five (5) National Societies included Belize, Bahamas, Barbados, Dominica and St Vincent and the Grenadines

⁶ This will include the four target NS as well as St Vincent and the Grenadines, and Grenada

	Key Performance Indicators	Baseline	Target Value (2018)	Data Sources/ Means of Verification	Assumptions
<i>fulfilment of their Auxiliary Role.</i>	regional emergency operations.				
	Logistics capacity enhancement for prepositioned conducted in two (2) countries.	0	2 ⁷	IFRC logistics prepositioning agreements with two National Societies	
	1 three-day regional logistics workshop on the reception of relief stock and inventory control	0	1	1 regional workshop report	
<i>1.5. NSs receive training and skills development to improve organisational effectiveness and sustainability. This includes training in leadership, resource mobilisation, project management, communications, emergency communications, community engagement and accountability, financial management etc.</i>	Six (6) NSs receive training and skills development in an identified priority area.	Pending	+6 ⁸	Training schedule, reports, evaluations and certificates.	NS commit to training and skills development programme.

⁷ Trinidad and Tobago Red Cross and Barbados Red Cross Society

⁸ This comprises the four (4) target NS plus two additional NSs that have indicated an interest in the area of training

	Key Performance Indicators	Baseline	Target Value (2018)	Data Sources/ Means of Verification	Assumptions
1.6. NSs develop, implement and align youth and volunteer management strategies, systems and databases.	Five (5) NS develop/update their youth and volunteer strategy.	5 ⁹	10 ¹¹	Youth and Volunteer strategies.	NSs have youth and volunteer focal points.
	Four (4) NSs implement an electronic volunteer management database.	6 ¹⁰	10	Volunteer management database in use at NS.	
1.7. Volunteers are trained, motivated, recognized, protected and equipped to support disaster preparedness and response.	Five (5) NSs develop a standardised volunteer orientation & induction programme.	Pending	+5	Orientation and Induction programme document.	NS has volunteer focal point.
Outcome 2 Improved capacity for disaster preparedness and response at the community, national and regional levels.	# of National Societies implementing preparedness and response programmes for Community-based DRR and resilience programmes	6 ¹²	13	Training reports, disaster plans and approved EWS actions.	Buy-in of community, national and regional stakeholders
	# of communities trained and adopting necessary plans and EWS for disaster preparedness and response.	6 ¹³	10		

⁹ These are Suriname, Jamaica, Trinidad and Tobago, Saint Lucia, and The Bahamas.

¹⁰ Barbados, St Kitts, Guyana, Saint Lucia, St Vincent and the Grenadines

¹¹ These will include the four (4) NS and

¹² Jamaica, Guyana, Suriname, Trinidad and Tobago, Belize,

¹³ These are six communities as per CEWS Training of Trainers conducted in September 2016 in St Vincent and the Grenadines

	Key Performance Indicators	Baseline	Target Value (2018)	Data Sources/ Means of Verification	Assumptions
2.1. <i>Communities engage in disaster response and contingency planning.</i>	Community disaster plans developed in four (4) communities.	Pending	+4	Workshop reports, community disaster plans.	Community members/volunteers participate in process.
2.2. <i>Community early warning systems (EWS) are developed in vulnerable communities.</i>	Community early warning systems developed in four (4) communities.	1 ¹⁴	5	Workshop reports, CEWS equipment installation reports.	Community members/volunteers participate in the process.
2.3. <i>Community Disaster Response Teams (CDRTs) are trained and equipped for emergencies in line with minimum standards developed for community response teams and drawing on best practice for sustainable actions.</i>	Four (4) Community Disaster Response Teams trained and equipped.	Pending	+4	Training and evaluation reports; database of CDRT members; Handover of community equipment certificates	Community members/volunteers participate in training.
2.4. <i>Simulation exercises are held in line with the Principles and Rules for Humanitarian Response as well as national standard operating procedures (SoPs).</i>	Four (4) NSs develop and implement simulation exercises linked to the community level.	0	4	Reports of simulation exercises with identified areas for improvement; completed evaluation forms from volunteers, community members and partner agencies	Relevant agencies collaborate in simulation exercises.
2.5. <i>National Societies are linked to and participate in national, regional and/or global mechanisms and forums for</i>	# of Caribbean NS representatives participating in at least two (2) regional or global forums for preparedness,	4 ¹⁵	6	Meeting reports, knowledge products.	Red cross NSs are included/invited to participate in regional and global forums

¹⁴ This was done in South Rivers community in St Vincent and the Grenadines under separate project support in 2016.

¹⁵ National Society representatives from Grenada, St Vincent and the Grenadines, Trinidad and Tobago, and Suriname attended a regional conference to raise awareness on Community Resilience.

	Key Performance Indicators	Baseline	Target Value (2018)	Data Sources/ Means of Verification	Assumptions
<i>preparedness, response and knowledge sharing.</i>	response and knowledge sharing.				

LIST OF REFERENCE DOCUMENTS

Annex 1 – Revised Project Logical Framework

CDEMA CDM Strategy (2014 – 2024)

Feasibility Study of repositioning of relief items in the Caribbean Region - January, 2017

IFRC Country Level Analysis and Consultation Planning for 2018 Survey Results for Caribbean National Societies, August 2017

IFRC Emergency Appeal Revision: Hurricane Maria

IFRC Port-of-Spain Country Cluster Summary of NSD Capacity Needs As Per August Consultation Survey and Completed OCACs

IFRC Inter-American Framework for Action (2016-2020)

IFRC Port-of-Spain Country Cluster Development Operational Plan, 2017

IFRC Port-of-Spain Country Cluster Draft Development Operational Plan, 2018

IFRC Port-of-Spain Country Cluster Futures & Foresight Meeting Report, March 2017

IFRC Analysis of Volunteering and Youth in the Americas, 2016

Resilience in the Americas Caribbean Programme: Outcomes and Lessons Learned Report, June 2017

Pledge-based report - Caribbean Comprehensive Disaster Management Readiness for Response Project 2013-2014

IFRC Draft Community Resilience Framework for the Caribbean (2017-2020)

The Fundamental Principles of the International Red Cross and Red Crescent Movement

Humanity The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary service It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.