



**ST. KITTS-NEVIS RED CROSS SOCIETY**  
**NATIONAL DEVELOPMENT PLAN 2020-2024**

September 26, 2020

**TABLE OF CONTENTS**

LIST OF TABLES	-----	3
Figure 1(a)	St. Kitts-Nevis Monthly Average Temperature (C) 2010 – 2019 -----	9
Figure 1 (b)	St. Kitts-Nevis Monthly Average Rainfall (inches)-----	10
Figure 2	SKNRCS Organizational Chart -----	19
Figure 3	SKNRCS Existing National Programme Initiatives -----	21
Figure 4	Management & Governance Strategic Goals & Objectives Framework -----	22
Figure 5	Youth Programme Enhancement Strategic Goals & Objectives Framework-----	23
Figure 6	Capacity Building Strategic Goals & Objectives Framework -----	24
Figure 7	Exceptional/Emerging Needs Strategic Goals & Objectives Framework -----	25
Figure 8	Communication Plan Framework -----	26
Figure 9	Knowledge Management Framework -----	30
Figure 10	Monitoring & Evaluation Plan at Country & Project Level -----	32
Figure 11	Description of Risks Identified in Existing Initiatives -----	33
<u>EXECUTIVE SUMMARY</u>	-----	4
<u>VISION, MISSION, GOAL</u>	-----	5
<u>INTRODUCTION</u>	-----	5
Methodology	-----	5
National Context in relation to Vulnerabilities	-----	7

<u>THE RED CROSS MOVEMENT</u> .....	18
St. Kitts-Nevis Red Cross Society .....	19
<u>SKNRCS NATIONAL DEVELOPMENT PLAN 2020-2024</u> .....	22
<u>Existing Initiatives</u> .....	22
<u>2020-2024 Priorities</u> .....	22
Governance and Management .....	23
Youth Programme Enhancement .....	24
Capacity Building .....	25
Exceptional/Emerging Needs .....	26
COMMUNICATION STRATEGY .....	26
GOVERNMENT-PRIVATE SECTOR DIALOGUE PLATFORM .....	27
KNOWLEDGE SHARING & COLLABORATION .....	28
KNOWLEDGE MANAGEMENT .....	28
SKN MANAGEMENT FRAMEWORK .....	30
MONITORING & EVALUATION PLAN (FRAMEWORK) .....	31
MONITORING & PLAN AT PROGRAMME LEVEL (FRAMEWORK) .....	32
RISK MANAGEMENT PLAN .....	33
ANNEXES (DASHBOARDS/FRAMEWORKS) .....	34
Annex 1: .....	40
Annex 2: .....	41
Annex 3: .....	42
Annex 4: .....	42

## **EXECUTIVE SUMMARY**

The St. Kitts and Nevis Red Cross Society Strategic Plan 2020-2024 was initiated in July 2020 at the onset of one of the most bizarre incidents in modern history with the COVID-19 pandemic coupled with exacerbated impacts of climate change and the incidence of devastating hurricanes as recent as 2019 in the Caribbean have ravaged the lives and livelihoods of communities in the Caribbean Region. These combined forces have exerted unprecedented social and economic hardships with the corollary effects of environmental degradation to an already vulnerable small island developing state. The extraordinary need for humanitarian assistance has come to the fore, which is the primary core value of the Red Cross mission. Understanding the need for assistance with heightened attention to go beyond the usual call and recognizing the underlying need for building resilience, the RSKGC is responding in this cycle of its strategic plan that espouses the rational comprehensive planning approach and invokes structures and processes that will enhance the effectiveness and efficiencies of its operations to fulfill its strategic goals and objectives aligned with its vision and mission.

Building on its by consultations with its already formulated National Development Plan (2002-2007), emerging from the approximately twenty (20) persons representing The Executive Committee, Branches, Districts, Sub-Committees, including its Nevis counterparts. The National Development Plan 2020-2024 (NDP 2020-2024) will further align with the National Disaster Plan to complete its strategic actions, while responding to the emerging challenges vis-à-vis the current pandemic and pervasive climatic threats, as well as remaining in a state of readiness to other natural hazards that are present, such as dormant volcanoes, tsunamis, and flash flooding.

The NDP 2020-2024 for St. Kitts and Nevis is designed to provide humanitarian assistance with specific support to governmental, civil society organizations (CSOs) and community-based organizations (CBOs), empowering them to deliver resources and training that will restore affected persons, families, and communities in response to disasters or the needy under any circumstance, while enhancing livelihoods and improving overall well-being.

### **The Seven (7) Fundamental Principles of the SKNRCS:**

***Humanity    Impartiality    Neutrality    Independence    Voluntary Service    Unity    Universality***

## **VISION**

*To be the conduit for outreach to the vulnerable.*

## **MISSION**

*To be an effective and responsive social partner in emergency and support services to the Federation of St. Kitts and Nevis.*

## **GOAL**

*To continually improve the capacity of the National Society to adequately meet the needs of the vulnerable in the Federation.*

## **INTRODUCTION**

### **Planning Methodology**

The SKNRCS is designed to provide humanitarian assistance to internationally reputable standards through cooperation with government, private sector, and community-based organizations. Given its international nature, the methodology used to develop this strategic plan at the country programme level is the MOSAICA 10-Step model typically used by the World Bank<sup>1</sup>. It includes an environmental scan or scoping process based on document reviews and consultations which provides for evidence-based decision making through a participatory and iterative process. It also utilizes the NOISE<sup>2</sup> (Needs, Opportunities, Improvements, Strengths, Exceptions) Analysis which is an improvement and a more problem-solving technique than the generalized SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis.

The foregoing tools in triangulation with consultations engaging members of the SKNRCS Executive Committee members, SKNRCS Youth Programme (one group in St. Kitts and the other in Nevis) and representatives from the various affiliated/partnering organizations. The consultations derived perspectives of primary and secondary project objectives, experiences in working and collaborating with SKNRCS

---

<sup>1</sup> [MOSAICA 10-Step Strategic Planning Model](#)

<sup>2</sup> [NOISE Analysis by Mike Cardus](#)

administrators and in support of target audiences. Further consultations validated the findings from document reviews and relevance of the strategic planning approach and methodology.

Consultations engaged the following national organizations affiliated with the SKNRCS:

National Emergency Management Agency (NEMA)	Ministry of Foreign Affairs	Ministry of Education
Nevis Disaster Management Department	Ministry of Health	National Housing Corporation
Community and Social Services Department	Fire Search and Rescue	SKNRCS Youth Programme

The primary focus of the Strategic Plan 2020-2024 is mechanisms or tools for attainment of objectives with implementation strategies as a dashboard and linked to monitoring and evaluation frameworks, as well as ongoing risk assessment to inform implementation in a reiterative or heuristic manner that are results oriented on a continuum rather than measures at checkpoints. This approach will raise the profile of the SKNRCS as a dynamic partner in the community not only as a of financial/material aid but as a cadre of trained youths and other members to provide skilled and professional services toward building resilience in communities to adverse events.

This pragmatic approach and techniques to policy and planning are to include design features for implementation to optimize outputs according to strategic goals and objectives. A policy or plan becomes realistically achievable when a heuristic is applied with opportunities for participants at all levels in the process make effective contributions in an iterative manner to make rational adjustments during implementation within an integrated comprehensive structure. However, the techniques must remain simple for programme management as well as for users at the project level. The techniques are also designed for the purpose of data mining for analysis and reporting, and knowledge sharing and management for decisions to be evidence driven, while each component of implementation is on a continuum with feedback loops for reforecasting to management risk throughout the process.

The design features in this methodological approach NDP 2020-2024 utilizes integrated logical frameworks begins with the Strategic Initiatives Dashboard, with indicators or signals of programme performance. Any variation from the initial plan can be readily visible to facilitate early intervention. This is linked by the same unique identifier (Project number algorithm) and Performance Measures field to the Monitoring and Evaluation (M & E) Dashboard that follows. Similarly, the unique identifier links the Cumulative Results field of the

M & E Dashboard to the Risk Analysis Dashboard (Logical Framework). The same design features are utilized at the individual initiative implementation level and linked with the unique identifier, from which the cumulative effects are visible at the programme management level to benefit from support management support mechanisms to improve assurances of successful attainment of objectives.

This NDP 2020-2024 espouses the existing initiatives based on positive feedback from consultations. However, the priority areas of the new planning cycle seek to enhance existing initiatives from lessons learned from their implementation and emerging needs. The new planning cycle places high emphasis on mechanisms for flexibility and improvements, featuring dashboards and frameworks to be used as tools to aid knowledge management, communication, monitoring and evaluation, and risk management. These are essentially design features for implementation that accompany the strategic direction to aid the attainment of goals and objectives and standards set forth in the NDP.

### **National Context in Relation to Vulnerabilities**

#### **Background**

St. Christopher (St. Kitts) and Nevis is located half-way up the island chain of the Eastern Caribbean archipelago. St. Kitts is 68 square miles, while Nevis separated by a two-mile channel to the southeast covers 36 square miles. St. Kitts boasts a sleeping giant of a volcano named Mount Liamuiga (3,711 feet). Basseterre is the Federal Capital on St. Kitts, where the seat of Government operates. Charlestown, the capital of Nevis is a well-preserved old Caribbean town that facilitates genteel plantations, pristine beaches, and a quiet hospitality. This introductory section draws attention to the characteristics of St. Kitts and Nevis associated with natural hazards with the potential of causing disastrous events.

Its population in 2001 was estimated at 46,000. Basseterre (population 2001 estimate of 34,930) is the country's capital and the chief port on St. Kitts. St. The Federation of St. Kitts and Nevis is a member of the Commonwealth Nations. There is almost equal distribution of males and females but over 61% of the population is between 15 and 60 years. They are predominantly of African descent and spread across Anglicans, Roman Catholic and other Protestant sects and the literacy is estimated to be around 97%.

The national priorities in St. Kitts and Nevis indicate strong emphasis on the tourism sector as the engine of economic growth. Within the last few years, there has been substantial expansion of the sector: additional cruise port, hotels, national events, and attractions; creating livelihoods across the island. The highly competitive nature of the industry requires innovative solutions that will continue to attract visitors. The Ministry of Tourism has earmarked restoration of natural resources as a key element of its plan to develop eco-tourism, aiming to attract new interest groups. Efforts to bolster the tourism industry are supported by initiatives in other national strategic plans. This focus, particularly since it promotes community-based tourism, perfectly aligns with that of the SKNRCS's focus on conservation of biodiversity and creation of livelihoods.

Food security is both a local and global concern. Portions of land previously used for large scale farming of sugar cane, have been transformed into human settlements. Responsibility for food security rests with the Departments of Agriculture, Environment and Marine Resources. The Department of Agriculture is focused on introducing new methodologies, exploring mitigation strategies to address the threats posed by invasive species and the provision and management of chemicals used in crop production. Conservation of the terrestrial environment is the responsibility of the Department of Environment (DoE) which addresses deforestation and resultant land degradation; environmental impacts of pollution; and conservation of biodiversity. Land degradation has a significant impact on food production. As a result, the DoE embarked on community awareness training to stimulate action on reforestation and restoration of biodiversity. The Department of Marine Resources, (DMR) introduced legislation (Fisheries, Aquaculture and Marine Resources Act of 2016), to support activities that develop an aquaculture environment, increase fish production and address ocean pollution. Food security, land degradation, conservation of biodiversity and pollution are areas of specific focus for the SKNRCS. Training conducted by the various departments, particularly the island-wide awareness training completed by the DMR and the DoE in their efforts to stimulate community engagement, has created a platform upon which SKNRCS can build, by empowering interest groups to deliver the desired results.

Waste Management continues to be a growing concern. The increase in human settlements has resulted in a commensurate increase in the need for waste management services. Illegal dumping sites have been discovered in several areas. Innovative solutions to waste management need to be explored to address this growing problem. Currently, recycling, and repurposing initiatives are limited to the sporadic activities of CBOs and the private sector.

It is a good strategy to offer foundational knowledge and awareness of the natural and anthropological characteristics and hazards of the local environment with the potential for disasters. Therefore, this narrative now turns to the local context and vulnerabilities.

### **Plate Tectonics**

The islands of St. Kitts and Nevis (and most islands of the Eastern Caribbean) owe their origin primarily to the process of plate tectonics. St. Kitts and Nevis were formed at a plate margin and are part of an “arc” of islands where the Caribbean plate meets the American plate (the Atlantic Ocean is a part of the American plate). St. Kitts and Nevis and other Caribbean islands form the Caribbean Archipelago, i.e. a chain of islands forming an arc stretching from Trinidad and Tobago in the south to the British Virgin Islands in the north; there are other Caribbean islands that were formed at other plate margins and, in some instances, have formed other archipelagos.

More specifically, St. Kitts and Nevis were formed at a Subduction Zone where the Caribbean Plate, drifting east, converges with the American Plate, drifting west, and with the American Plate descending beneath the thicker Caribbean Plate. At this margin, in some situations, one plate is pushed under the other. The plate that is pushed under moves down into the mantle, where it melts. This process is known as subduction and the area where it occurs is known as a Subduction Zone. These are first formed on the ocean floor below the sea level. Subsequent or later eruptions cause these volcanoes to rise above sea-level, forming volcanic islands. As this occurs, magma releases violently to the surface to form steep volcanic mountains; the islands of St. Kitts and Nevis were formed from this process.

### **Earthquake and Volcanic Activities**

Two of the most common activities associated with plate margins are volcanic eruptions and earthquakes. Therefore, St. Kitts and Nevis are susceptible to future volcanic eruptions as well as earthquakes. While volcanic eruptions are associated mainly with convergent plate margins, earthquakes are associated with all three types of plate margins. These two activities are so closely related, any maps that show the global distribution of active volcanoes have the same pattern as those that show the occurrences of earthquakes. The islands of St. Kitts and Nevis are located near the northern end of the Lesser Antilles. The central part of the island comprises a series of volcanic mountain ranges, with the southeastern section of the island consisting of the oldest and progressively more recent and higher towards the northwestern section of the island. The volcanic islands (some) have active volcanoes, e.g. Mt. Liamuiga in St. Kitts, Nevis Peak in Nevis, similar to Mt. Soufrierre in Montserrat which had recent disastrous eruptions.

## Climate

The climate of St. Kitts is classified as tropical maritime. Generally, it is influenced by steady northeast trade winds and tropical oceanic cyclonic movements. Furthermore, with the influence of the sea, the island enjoys warm even temperatures with a mean of approximately 27<sup>o</sup> Centigrade. Seasonal and diurnal variations in temperature are small. Rainfall over the landmass of St. Kitts is relatively abundant. With its central mountain range extending from Mt. Liamuiga to the Southeast Range, the uplift effect produces an annual average of 64 inches. Generally, rainfall is unevenly distributed between years and between months, with a reliable wet period (except for the Southeast Peninsula) from August to September and driest months January – April. The climate is tropical maritime, with average annual temperature of 27<sup>o</sup>C. The island of St. Kitts (17<sup>o</sup>15'N; 62<sup>o</sup>45'W) is traversed by a mountain range, the highest point being Mount Liamuiga (1,156 m). Many ghauts, mostly intermittent/ephemeral, depending on rainfall, bring water from the mountains to the coast and the sea. The average rainfall is 1,625 mm and the dominant winds are the northeast trade winds.

On the Southeast Peninsula, rainfall varies from 39 inches (1000 mm) on the peaks to 34 inches (864 mm) at Cockleshell Bay. The remnant dry crests on the Southeast Peninsula reflect a relatively dry climate and high evaporation rates. Rainfall is mainly orographic and increases in amount and frequency with altitude. Except for the Southeast Peninsula, which is very dry, the mean annual precipitation ranges from about 40 inches in the coastal areas to about 150 inches in the central mountain ranges.

The prevailing wind is the Northeast Trade Winds, with mean speeds ranging from 10-20 miles per hour (mph). The periods of seasonal low pressure, July – September, have higher wind speeds of 20-30 mph. The regional pattern is locally modified by land and sea breezes. The hurricane season extends from June to November, and there is a high annual frequency of tropical disturbances which generate squalls and high wind velocities. The prevailing winds are relatively consistent from the north east, bringing seasonally between northeast and southeast mean speeds ranging from 5.4 mph in November to 9.1 in July. The Trade Winds are very significant to the Caribbean and have had great influence on the region for centuries, inter alia:

1. They are responsible for bringing rain to the mountainous islands of the Caribbean in the form of relief rainfall.
2. All airport runways in the Caribbean have an east-west orientation due to the North East Trade Winds.
3. Capital cities in the Caribbean are located on the leeward side of the islands and in sheltered areas that provide protection from the trade winds.
4. Factories in the Caribbean are sited to the west of major populated areas to reduce pollution from smoke.

Cloud cover is more common than would be expected, averaging between 40 to 50 percent (3 to 4 octas), which helps to account for the relatively low evapotranspiration rate of about 40 inches per year. Free water evaporation is about 5 inches per year, given the relatively low amount of open surface water. The relative humidity level is usually low in the dry season and high in the wet season. The mean value is 76 percent but ranges from 70 percent in March to 78 percent in September, October, and November. The island receives an average of 9 hours of direct sunshine per day.

<b>Figure 1 (a): St. Kitts-Nevis Temperature Monthly Averages 2010-2019</b>											
Source – St. Kitts-Nevis Air and Sea Port Authority, September 12, 2020											
Month	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
January	26.2	26.6	25.9	25.7	28.8	26.1	26.4	26.6	25.8	26.7	25.6
February	25.5	27	25.8	25.6	28.9	26.2	26.4	26.5	26.2	25.6	26
March	25.3	27.3	25.8	26.1	29.1	26.7	26.6	26.5	26.5	27	26.5
April	26.7	27.1	26.7	26.6	29.2	26.9	27.1	27.5	27	27.3	26.9
May	26.9	28.3	27.5	27	29.5	27.3	28.3	28.3	27.6	28.2	27.5
June	27.9	28.8	29.3	28.6	30.2	28.4	28.6	28.9	28.3	28.3	29.5
July	28.9	28.8	28.1	28.7	30.9	28.6	29	28.9	28.7	29	28.9
August	29.1	29.1	28.3	28.5	31.5	28.4	29.3	29.2	29	29	28.9
September	29.1	28.6	28.2	28.7	32.9	28.7	28.9	29	28.6	28.4	28.9
October	28.7	28	28.6	27.9	31.8	28.6	29	29.2	28	28.4	29
November	28.2	27.2	27.2	28.1	30.5	27.8	27.9	27.8	28	27.3	27.9
December	27.1	25.9	26.2	26.8	29.3	26.8	27.3	27.2	27	26.6	27.3

<b>Figure 1 (b): St. Kitts-Nevis Rainfall Monthly Averages (inches) 2010-2019</b>											
Source – St. Kitts-Nevis Air and Sea Port Authority, September 12, 2020											
Month	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
January	1.57	1.22	2.11	4.27	2.06	1.59	1.74	1.34	3.27	3.69	1.36
February	1.95	2.78	1.02	1.38	0.99	1.54	1.65	2.34	1.182	1.13	1.96
March	1.88	4.33	2.09	2.17	1.86	0.46	1.08	2.07	1.675	0.36	0.63
April	0.95	5.15	3.57	5.15	2.87	2.94	2.55	1.48	4.091	2.61	1.23
May	7.53	6.79	5.78	8.83	5.13	3.65	0.19	1.54	5.043	2.94	1.23
June	3.34	4.29	1.43	0.2	3	1.7	1.78	1.01	8.836	2.40	1.19
July	2.22	10.65	8.91	7.47	3.56	1.68	0.88	4.28	2.891	3.59	2.88
August	2.41	10.05	9.18	2.61	3.12	5.43	2.75	6.37	4.929	2.59	5.17
September	0.94	3.67	8.91	2.29	2.69	2.37	2.46	4.93	12.83	3.87	5.37
October	6.69	15.1	2.98	20.27	4.29	3.62	5.54	2.05	7.266	5.30	1.03
November	2.48	6.79	7.75	0.87	3.51	10.76	4.77	6.28	2.435	5.33	4.07
December	4.12	6.81	8.78	2.27	7.43	3.76	1.89	1.86	4.783	3.40	5.36

### **Hurricanes and their Impact on Caribbean Life**

No other natural event in the Caribbean is responsible for such widespread and large-scale destruction and has such high economic costs than hurricanes. Hurricanes are tropical cyclones which are weather systems that develop in the tropics between latitude 5<sup>0</sup> and 20<sup>0</sup> north and south of the equator. The Caribbean is in a geographical position which makes it prone to hurricanes. Directly east of the Caribbean is the continent of Africa. The area of the African continent that falls in the same latitude as the Caribbean is the location of the Sahara Desert. Most hurricanes begin as areas of hot, disturbed air that blow from the Sahara over the coast of West Africa. From there, this unstable air may be blown across the Atlantic Ocean. The open stretch of warm water between Africa and the Caribbean (over the Atlantic) provide ideal conditions for the development and strengthening of hurricanes. On approaching the land area of the Caribbean, they start moving north (this northerly shift causes most hurricanes to miss the southerly islands of the Caribbean, such as Barbados and Trinidad and Tobago). Those islands in the northern Caribbean, e.g. St. Kitts and Nevis, are usually directly in their path. The destructive nature of hurricanes has been recorded from the earliest days of West Indian history. Damage from hurricanes came from the following:

1. High Winds
  - a. Winds can often exceed 160 Km/hr, and in extreme cases can reach 300 km/hr.
  - b. These winds can destroy the buildings in entire settlements. Those buildings that are not destroyed are severely damaged.
  - c. Some crops such as bananas, citrus, etc. are destroyed.
  - d. The high winds also down electricity and telephone lines, cutting off vital services.
2. Storm Surges – the high winds and low pressure associated with hurricanes generate high waves that can cause serious damage to coastal areas from flooding.
3. Flooding
  - a. In addition to flooding from storm surges, heavy rains that accompany hurricanes also contribute.
  - b. The prolonged heavy rains cause water courses such as rivers and streams to overflow.
  - c. The soil also becomes saturated, causing water to flow over the surface as sheet flow.
  - d. Flooding damages crops and agricultural lands.
  - e. Flood waters also destroy road and rail links and bridges, cutting off communications.
4. Landslides
  - a. The heavy rainfall can lead to landslides in hilly areas.
  - b. These also destroy settlements and block roads.

These factors can also result in great loss of life and can cause millions and even billions of dollars in damage.

### **Hurricane Mitigation**

Mitigation measures relate to the steps taken to lessen or reduce the impact of the damage caused by hurricanes. They involve the steps taken before, during, and after the hurricanes.

1. Mitigation measures also include institutional measures that are implemented by government or government-related agencies. For example, in St. Kitts, the National Emergency Management Agency (NEMA) is responsible for the implementation of all disaster plans, including that of hurricanes, for the federation. This includes things like the distribution of disaster supplies and operation of emergency shelters. The Caribbean Disaster Emergency Response Agency (CDERA) coordinates disaster management activities in the Caribbean.

2. The Building Board also assists in the implementation of mitigation measures by ensuring that new buildings meet prescribed requirements to make them safe during hurricanes and other disasters.

### **Farming Practices in the Caribbean**

Farming practices in the Caribbean is based largely on the cultivation of crops. These crops are grown using various agricultural practices. These variations are related to several factors:

1. Availability of Land
  - a. Food crop production is usually in smaller areas which at times are not fertile and are sloping.
2. Rainfall
  - a. Agricultural activity is more widespread in territories where rainfall is high. However, there is much variability in rainfall and unseasonal weather conditions, particularly in recent years due to climate change.
3. Land Tenure
  - a. Many small farmers in the Caribbean cannot afford to own the land and, as a result, farming is done on lands that are rented or leased, or sometimes they would occupy land by squatting.
  - b. Small farmers in some territories are forced to use land that are sometimes not suitable for farming.
  - c. In some Caribbean territories, share cropping is practiced where the farmers give the land owners a portion of their crop as rent.
  - d. Land fragmentation, resulting from traditional inheritance practices, is another feature related to tenure.

### **Natural Vegetation**

The present vegetation of St. Kitts and Nevis gives evidence of treat disturbance by human activity. In the lowland areas, intensive land use has removed all vestiges of the natural vegetation and everywhere – except in urban Basseterre, Bird Rock, Frigate Bay and on the Southeast Peninsula – agricultural crops prevail. The mountain peaks are still covered by forest, but it is quite unlikely and extensive virgin forest remains intact. However, the so-called Palm Breaks, Elfin Woodland, *Podocarpus* Stands, and other small patches of native vegetation are all that remain of “virgin forests.” Most of the forest at the lower reaches of the mountainous areas is secondary growth on previously cleared, once farmed but now abandoned upland regional sugarcane land or provision grounds. There are few places where charcoal burners have not been; and undisturbed rain forest, not a large area to begin with, is relatively rare on both islands.

### **Drainage and Water Resources**

Water drains in a radial pattern from the central mountain range to the sea, interrupted only by the minor volcanic cones at Brimstone Hill, Ottley's Mountain, Sandy Point Hill, and Monkey Hill. Most of the water channels are deep and steep-sided and are usually dry along all or most of their course. Only the relatively large Wingfield and Cayon rivers flow almost to the sea for much of the wettest part of the year. The primary source of fresh water in the island is rainfall. St. Kitts is the recipient of an average of about 64 inches of rainfall annually, ranging from an estimated 120 inches in the higher elevations to about 40 inches in the lower elevations and the Southeast Peninsula with arid conditions.

### **Surface Water**

Most of the country's major watersheds are concentrated in the central area of the island. The area's forest resources provide a reliable rainwater storage service. Rainwater is intercepted by the forest canopy and then absorbed by the soil and root systems. The volcanic peaks of St. Kitts are relatively permeable and absorb rainwater easily (but not readily released). There is a small number of springs appearing mainly between 1,000 and 2,000 ft. elevation in the ghauts on the Central and Southeast Ranges but not on Mt. Liamuiga. Within a short distance of appearing, the spring water tends to infiltrate back into the gravel beds of the ghauts and rarely appears in the lower reaches, except during times of exceptionally heavy rainfall. The surface water flows are very variable and are insufficient to meet the current demands during most of the year. Six ghauts supply surface water on a year-round basis in quantities sufficient to meet domestic demand. Storm runoff from heavy rainfall occurs infrequently and can cause traffic disruption, erosion, and flooding of houses in the lower lying areas. The heavy runoff (2,000 to 5,000 cfs) occurs once every few years and lasts only a few hours.

### **Groundwater**

There are seven major groundwater basins providing the island of St. Kitts with potable water supply (Ker, Priestman & Associates Ltd., 1987). The amount of groundwater that can be ultimately tapped by tube wells has been estimated at 10 million gallons per day (mgd). The total flow through the St. Kitts aquifers is estimated to be 30 mgd, based on the assumption that 20% of all rainfall becomes ground water flow. This calculation was based on a main land mass of approximately 60 square miles and an average rainfall of 64 inches, giving a total rainfall volume of 150 mgd. With 20% recharge, the total groundwater flow is therefore 30 mgd.

## **Coral Reefs**

Coral reefs are a common natural feature across the Caribbean. They are formed from the skeleton of marine organisms called polyps.

There are three types of coral reefs:

1. Fringing reefs – these are found close to the shore and are attached to the islands or land mass.
2. Barrier reef – these are found further away from the shore (some distance offshore). They enclose an area of the sea, known as a lagoon, between the reef and the shore.
3. Atolls – these are found in shallow waters growing above sea-level to form small islands.

The type of reef most common in St. Kitts-Nevis is the fringing reef, for example Dieppe Bay and Conaree Beach (in St. Kitts).

## **Importance of Coral Reefs**

Coral reefs in the Caribbean are very important and contribute significantly to Caribbean life:

1. Fishing – coral reefs in the Caribbean are the home for a large variety of tropical fish and, as a result, are also major fishing grounds. The near-shore traditional fishing that is practiced in many Caribbean islands is done in areas of coral reefs.
2. Tourist Attraction – coral reefs in the Caribbean act as major tourist attractions. /\*Snorkeling and scuba diving are popular tourism activities done among coral reefs in the Caribbean.
3. Marinas – the lagoons, which are created by coral reefs provide natural protection for yachts and other vessels, are sometimes developed as marinas.
4. Coastal Protection – coral reefs protect coastal areas from the direct impact of wave energy and storm surges.
5. Jewelry – the black coral is in demand for making costume jewelry.

## **Threats to Caribbean Coral Reefs**

Threats to coral reefs in the Caribbean can be both direct and indirect.

Direct threat comes from:

1. The anchor of yachts and other vessels break off coral and destroy them.
2. The impact of waves during hurricanes causes serious reef destruction.
3. The use of dynamite to fish. The impact of the explosion destroys reefs.
4. Curious divers breaking off pieces of reefs as souvenirs.

Indirect threat comes from:

1. The washing of agricultural chemicals into the sea during runoff from heavy rainfall.
2. The washing of silt and other soil particles into the sea by erosion. These block out the sunlight and can contribute to killing the reef.

These indirect threats can lead to eutrophication, a phenomenon that can result in killing the reef by oversupply of nutrients, over-utilization of dissolved oxygen, and blocking of sunlight from dead organic matter.

### **Consumption Patterns in the Caribbean**

Consumption patterns in the Caribbean are based largely on foreign products (try to recall the meal you had for lunch or breakfast today and identify the foreign and local components). This pattern of consumption has its roots in colonization where most of what was consumed in colonial times was imports from Europe. Only products that were highly perishable were obtained locally, e.g. fruits. Products that lost a high proportion of weight in processing were produced in the Caribbean, e.g. sugar cane was used to make sugar. Products where the final product was consumed had weight added were also produced in the Caribbean, e.g. brewing and bottling. As a result, the earliest form of manufacturing in the Caribbean was based on products with these characteristics. Newspaper printing was also one of the earliest products made in the region.

Most of the products consumed in the Caribbean are imported from North America, Europe, and Asia. The result of this importation is a great trade imbalance between the Caribbean and those countries. This has also resulted in a high demand for foreign exchange to pay for these imported products. In some cases, Caribbean countries end up importing finished products that were made from their own raw materials. They also end up paying a high price for these products.

Caribbean governments attempted to correct this through several activities:

1. Encouraging the establishment of manufacturing activity to produce goods for local consumption. For example, import substitution is one of the strategies used. This involves the production of goods for the local market, made from imported raw material. The assembly of electronic items such as television, using imported parts, and producing goods under licenses from parent firms or companies based overseas.
2. Agro-processing, where locally produced agricultural products are processed and sold locally as well as exported.

### **Environmental Impact of Consumption Pattern**

The present consumption pattern in the Caribbean can have negative impacts on the environment. Many of these products are imported in packages that are difficult to dispose, e.g. wrappers, and glass and plastic bottles. The quantity or mass of these products present waste disposal problems. Many of the products are not biodegradable and remain in the environment as pollutants.

Lack of recycling activities is a major environmental concern associated with consumption patterns in the region. Many waste products such as glass, plastic, metal, paper, etc. can be recycled. Some recycling of glass and metal is done in Trinidad, but this needs to be done in more territories. Perhaps one of the most significant limiting factors is the scale for it to be economically viable.

### **Tourism**

National priorities of St. Kitts-Nevis indicate strong emphasis in the tourism sector as the engine of economic growth. Within the last few years, there has been substantial expansion of the sector: additional cruise port, hotels, national events and attractions; creating livelihoods across the island. The highly competitive nature of the industry requires innovative solutions that will continue to attract visitors. The Ministry of Tourism has earmarked restoration of natural resources as a key element of the plan to develop eco-tourism, aiming to attract new interest groups. Efforts to bolster the tourism industry are supported by initiatives in other national strategic plans. This focus, particularly since it promotes community-based tourism, aligns with creation of livelihoods.

### **THE RED CROSS MOVEMENT**

The Red Cross Movement as an institution is also a partnership of member institutions, with two main players: they are the International Federation of Red Cross and Red Crescent Societies (ICRC) and the International Committee for the Red Cross (ICRC). These units come together to share the Movement's core areas of focus: Promoting Humanitarian Values, Disaster Relief, Health Concerns and Development. The SKNRCS is expected to form the development base of the movement by making inputs and participating in maintaining a high level of cooperation and networking. The SKNRCS is extremely conscious of the need to coordinate plans, preparedness, and support between the Federation, the ICRC and the National Society.

### **International Donor Community**

External partners continue to play a critical role in national development with representation from the major institutions (UN, PAHO, USAID, EU, IDB, IMF, etc). However, there have been indicators suggesting that the return on investment for these agencies especially

relating to disasters has been well below expectation. A recent UN review of the status of National Disaster Offices records nine of the English-speaking Caribbean (including St. Kitts and Nevis) are below basic requirements. Similarly, the National Societies in those same countries have been found to be similarly ineffective. The new trend at the regional level also suggests that a more comprehensive approach to disasters will be instituted shortly. This will undoubtedly place an almost unrealistic demand on many National Societies capacity to respond effectively.

### **The National Disaster Office**

The National Emergency Management Agency (NEMA) is the authority by virtue of the National Emergency Management Act of 1998; hence it is the national focal point for the management of emergencies and disasters in the Federation. Its Plan is divided into several sections with defined roles for government and non-governmental agencies. Its structure consists of a National Disaster Committee, which is the senior planning body headed by the Prime Minister. All other groups/sub-committees are subordinate to this body. The Red Cross is the organization most represented on the sub-committees of NEMA which operates and manages a National Emergency Operations Center (NEOC) when responding to disasters from its own office.

The Island of St. Kitts is divided into 8 District Disaster Committees coordinated by a District Coordinator, who is responsible for coordinating and implementing disaster preparedness activities on behalf of the government and with other NGO's. A National Mitigation Council is an appointed work group under the Deputy Prime Minister, who is also the Minister designated to the Society to oversee mitigation activity. In Nevis there are three district committees that are under the purview of the Nevis Disaster Coordinator.

### **The St. Kitts and Nevis Red Cross Society**

#### ***History of the Society***

The St. Kitts and Nevis Red Cross Society was introduced in 1942 and it finally became a National Society in 1983, when the Federation of St. Kitts and Nevis gained its independence. Prior to this it was an overseas Branch of the British Red Cross, which provided all its financial assistance. Originally, the Branch included the territory of Anguilla with a Division in each island. It was in June 1967, when political secession by Anguilla changed the status of the Trinity of Islands.

After 1967, the British Red Cross field officer based in Antigua provided administration for the islands of St. Kitts and Nevis until their independence in 1983. In the last two decades the British Red Cross, the American Red Cross and the Austrian Red Cross and of late the

Spanish Red Cross have given invaluable support to the National Society. More recently the business community has been very supportive of our fundraising activities and corporate ventures.

***Structure***

The Society's central structure consists of a general assembly, which is the highest authority, ruled over by an Executive, which has 15 persons. It is made up of an elected President, 2 Vice Presidents (1 in St. Kitts and 1 in Nevis). An elected Director General and an Assistant Director General. The other elected posts are 3 general members, 2 Branch Directors (1 in St. Kitts and 1 in Nevis). 2 eminent persons, a Treasurer, a Director of Youth and a government representative. The Chairperson for Disaster Preparedness also sits on the Executive.

The executive meets monthly and reviews the affairs of the Society. They designate the geographical jurisdiction of each district committee, who elects their own officers. The Director General shares managerial duties with the President by arrangement.

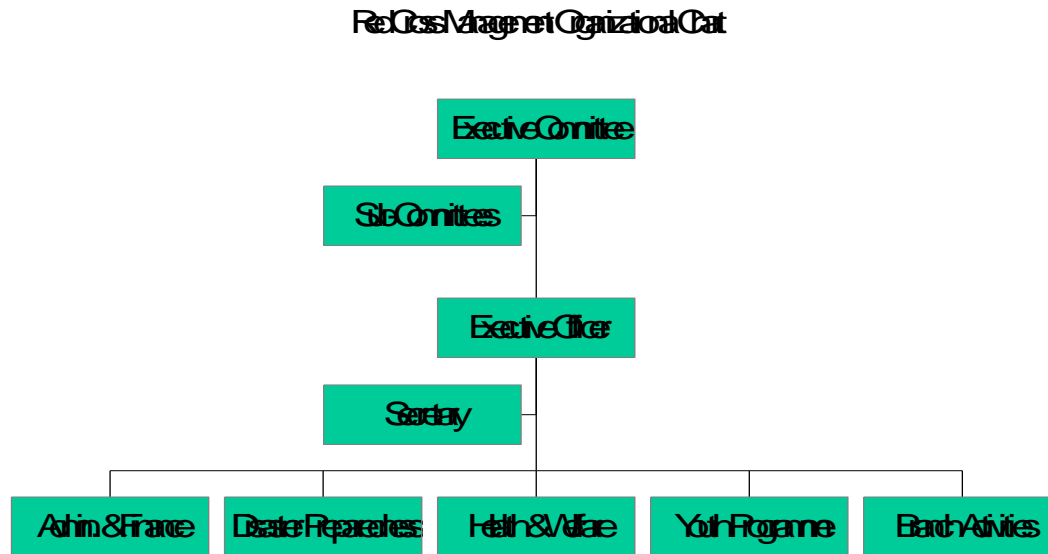
***Legal Base***

The St. Kitts and Nevis Red Cross was founded in 1985 and the Red Cross Act was passed in July 1995. The statutes were last revised in 1991 to include provisions for the local financing and the creation of district committees, thereby earning recognition of the ICRC in 1992. They later joined the International Federation in 1993.

***Constituency***

The St. Kitts and Nevis Red Cross serves the twin island federation of St. Kitts and Nevis. Its headquarters and one Branch are located in Basseterre, St. Kitts. This Branch has three districts that only cover two-thirds of the island. In Nevis there is a sister Branch in Charlestown that covers the whole island. The membership represents most of the categories of people in the Federation.

Figure 2: SKNRCS Organizational Structure



### Human Resources

The total membership of the St. Kitts and Nevis Red Cross Society is about 280. The Society pays only project staff and one STEP worker, all others are volunteers.

### Material Resources

The Society has its own headquarters in St. Kitts and a building donated by the Austrian Red Cross as a conference facility. It also owns the adjoining buildings, one of which now houses the Nursery. Another building referred to as the utility building houses a storeroom, a meeting hall and will house a reference library and the St. Kitts Branch Office. The EOC is also facilitated from this building. The three-port garage adds to the full complement of the Red Cross compound. There are two houses owned by the Society in rural St. Kitts that are currently untenanted and under review.

The Nevis Branch is also housed in its own building on Chapel Street. The downstairs share a meeting room and office space, while the upstairs represents one of the better conference facilities in Nevis.

### **Existing Core Programme Initiatives and Objectives**

#### **1. Promotion of the Movements Fundamental Principles and Humanitarian Values**

##### **Objectives:**

- To have a Red Cross Group in every community across the island.
- To establish the National Society as the primary human rights organization in the country.
- To reinforce the seven principles as a basis for action
- To make all the resources of the National Society available to enhance the image and the integrity of the Society.

#### **2. Disaster Response**

##### **Objectives:**

- To improve the disaster response capacity of the National Society
- To be able to respond to all disasters on a sustained basis.

#### **3. Disaster Preparedness**

##### **Objectives:**

- To improve the capacity of communities to prepare for, respond to, and recover from disasters.
- To collaborate with other NGOs, Government and CBOs, to develop and implement local disaster mitigation projects.
- To collaborate closely with the national focal point in accordance with the national disaster plan.

**Figure 3: Existing National Programme Activities**

<b>Administration &amp; Finance</b>	<b>Youth Programme</b>	<b>Health &amp; Welfare</b>	<b>Disaster Preparedness</b>	<b>Branch Activities</b>	<b>Special Project</b>
<ul style="list-style-type: none"> <li>➤ Fund-Raising</li> <li>➤ Constitutional Review</li> <li>➤ Office Upgrading/Accommodation</li> <li>➤ Public Relations</li> <li>➤ Training/ Human Resources</li> <li>➤ Capacity Building</li> <li>➤ Dissemination</li> <li>➤ Data Collection &amp; Analysis</li> </ul>	<ul style="list-style-type: none"> <li>➤ Water Safety</li> <li>➤ Infant and Child Care</li> <li>➤ Easter Camp</li> <li>➤ Bronte Welsh Award</li> </ul>	<ul style="list-style-type: none"> <li>➤ Meals on Wheels</li> <li>➤ Ambulette Service</li> <li>➤ HIV/Aids (Nutrition)</li> <li>➤ Kiddies Nursery</li> <li>➤ Sunshine Home for Girls</li> <li>➤ First Aid</li> <li>➤ Fire Victims</li> <li>➤ Chronic Disease Assistance</li> <li>➤ Peer Counseling for Youth</li> </ul>	<ul style="list-style-type: none"> <li>➤ Mitigation</li> <li>➤ Preparedness</li> <li>➤ Relief Operation</li> <li>➤ Radio Communication</li> <li>➤ EOC Training</li> <li>➤ Community-Based Disaster Programme(CBDP)</li> </ul>	<p>St. Kitts</p> <ul style="list-style-type: none"> <li>➤ Work Programme and Budget</li> <li>➤ First Aid and Support</li> </ul> <p>Nevis</p> <ul style="list-style-type: none"> <li>➤ Work Programme and Budget</li> <li>➤ First Aid and Support</li> </ul> <p>Convention Facilitation</p>	<ul style="list-style-type: none"> <li>➤ HIV/AIDS Project</li> </ul>

**SKNRCS NATIONAL DEVELOPMENT PLAN 2020-2024**

**Priorities**

Deriving from the environmental scan/scoping process which included the NOISE/SWOT analysis and consultation with affiliated local agencies as service providers (see Appendix 1), the following four (4) priority areas are identified:

1. Governance and Management
2. Youth Programme Enhancement
3. Capacity Development
4. Exceptional/Emerging Needs

**Figure 4: Governance and Management Strategic Goals and Objectives Framework**

Project #/Algorithm (link to Implementation Plan, M & E, and Risk Analysis)	Strategic Goals	Strategic Objectives
1-GOV-MGT	To strengthen Organizational Structure	i) Define the functions and functional relationships of the Executive Committee and other Sub-Committees. This must include a youth representative (see initiative below under Youth Programme Enhancement).
2-GOV-MGT	To formalize Partnerships and MOUs	i) Develop MOUs or TOR with each affiliate agency and CBO that collectively add value to SKNRCS objectives. ii) Seek to include members from the CSO community in dialogue sessions, sharing updates, providing briefs, project reviews etc., to keep them aware of local and global action.
3-GOV-MGT	To enhance Financial System & Revenue Generating Mechanisms	i) Establish an Audit and Control Committee with inclusion of external CPA. ii) Develop proposals and plans for on-going revenue generation with specific targets.
4-GOV-MGT	To improve Records and Knowledge Management	i) Collect, analyze and share project data to be used to advance SKNRCS objectives. ii) Facilitate knowledge fairs for community stakeholders to further engage in community action. iii) Establish and support linkages between local beneficiary groups and regional and/or international groups with similar objectives.
5-GOV-MGT	To enhance Communication Mechanism	i) Share information through social media

**Figure 5: Youth Programme Enhancement Strategic Goals and Objectives Framework**

Project #/Algorithm (link to Implementation Plan, M & E, and Risk Analysis)	Strategic Goals	Strategic Objectives
<b>1-YTH-CAPACITY</b>	To develop Leadership Roles	<ul style="list-style-type: none"> <li>ii) Include a representative of the SKNRCS Youth Programme on the SKNRCS Executive Committee. This Representative must be elected annually by members of the Youth Programme, with term limits and according to a constitution to be developed.</li> <li>iii) Formulate a Shadow Programme for youths.</li> <li>iv) Provide education and training in leadership with experiential learning opportunities</li> </ul>
<b>2-YTH-CAPACITY</b>	To enhance Certification & Recognition	<ul style="list-style-type: none"> <li>i) Offer professional certification to SKNRSC youths upon completing competency-based training.</li> <li>ii) Raise profile of SKNRCS youths in schools and communities.</li> </ul>
<b>3-YTH-CAPACITY</b>	To promote Cross-Collaboration with other partnering organizations	<ul style="list-style-type: none"> <li>i) Participate in national events and celebrate relative observances (national, regional, and international).</li> </ul>
<b>4-YTH-CAPACITY</b>	To improve Recruitment and Retention	<ul style="list-style-type: none"> <li>i) Make intervention for systematic recruitment and retention within the school system.</li> </ul>

**Figure 6: Capacity Building Strategic Goals and Objectives Framework**

Project #/Algorithm (link to Implementation Plan, M & E, and Risk Analysis)	Strategic Goals	Strategic Objectives
<b>1-CAPACITY BUILDING</b>	To enhance Networking with Community	i) Provide guidance to CBOs on how to embrace social inclusion of vulnerable groups as an integral part of their project; and will approve projects that are socially inclusive ii) Establish linkages between vulnerable and other groups through networking, meetings, and other social gatherings iii) Include in its communication outreach, information relating to community action by CBO groups including or led by women, youth, and persons with disabilities, whether funded or not by SKNRCS iv) Collaborate with youth and gender agencies to provide technical and other relevant support.
<b>2-CAPACITY BUILDING</b>	To integrate with Schools & Colleges	i) Collaborate with schools and colleges to integrate Red Cross training programs and outreach.
<b>3-CAPACITY BUILDING</b>	To enhance Professional Development	i) Offer training programs to teachers and administrators in schools and colleges, and in CBOs.

**Figure 7: Exceptional/Emerging Needs Strategic Goals and Objectives Framework**

Project #/Algorithm (link to Implementation Plan, M & E, and Risk Analysis)	Strategic Goals	Strategic Objectives
<b>1-EMERGING NEEDS</b>	To respond to Pandemic and Epidemic	<ul style="list-style-type: none"> <li>i) Access or develop training for response to pandemic and epidemic in relation to social, economic, and environmental conditions in St. Kitts-Nevis.</li> </ul>
<b>2-EMERGING NEEDS</b>	To alleviate Pollution Risk	<ul style="list-style-type: none"> <li>ii) Promote and encourage actions such as: material engineering and product design to promote multi-focal approaches (<i>rethink, refuse, reduce, reuse, refurbish, repair, repurpose, recycle</i>), addressing consumer use and behavioral changes in response to campaigns, awareness initiatives and capacity development; waste collection and management</li> <li>iii) Collaborate with other entities working to reduce and/or eliminate the use of single use plastics</li> <li>iv) Support community action towards a national policy on the use of plastics</li> <li>v) Encourage the development of projects that address waste management in general, with particular interest in projects that advance the development of a circular economy, present alternatives to plastics and create livelihoods</li> </ul>
<b>3-EMERGING NEEDS</b>	To aid in Food Security	<ul style="list-style-type: none"> <li>i) Encourage the development of projects that provide innovative, pre- and post-harvest solutions, including but not limited to diversification of supply options, increase demand, provide access to market; as well as projects that promote livelihoods in the marine environment</li> <li>ii) Support projects that test and promote community-based climate resilient agriculture, sustainable fisheries and food practices that improve productivity and increase ecological connectivity and delivers other benefits,</li> <li>iii) Support projects that embrace under-utilized land resources, projects that mitigate current and potential threats, embrace agrobiodiversity conservation, including extending support to producer networks, movements and value chains among small-holder farmers; as well as projects that promote youth entrepreneurship along the value chain</li> <li>iv) Collaborate with academia, government agencies and other entities to provide support for projects implemented by community groups, as well as to contribute to a knowledge platform delivering content on best practice, new methodologies, and technologies.</li> </ul>

### **COMMUNICATION PLAN**

This NDP is designed with a strategy for knowledge sharing, networking, and accessibility in both formal and non-formal settings. The communication plan forms the road map for communicating priorities, initiatives, guidelines, strategic goals and objectives, implementation activities and outcomes.

**Figure 8: Communication Plan Framework**

<b>Media</b>	<b>Objective</b>	<b>Target Audience</b>	<b>Main Activities</b>	<b>Key Results</b>
Programme Management Tool	<ul style="list-style-type: none"> <li>Effective programme management</li> </ul>	<ul style="list-style-type: none"> <li>SKNRCS</li> <li>Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Utilization of project management tool – <i>(framework provided in the Appendix Section of this document)</i> <b>schedule of updates to be determined by SKNRCS and project deliverables</b></li> </ul>	<ul style="list-style-type: none"> <li><b>On-time and satisfactory completion</b> of projects</li> <li>Early alert and resolution</li> <li>Platform for <b>lessons learnt</b></li> </ul>
Learning Platform (can be a Facebook Group)	<ul style="list-style-type: none"> <li>Knowledge sharing</li> <li>Peer-to-peer mentoring</li> </ul>	<ul style="list-style-type: none"> <li>Beneficiaries</li> <li>Potential Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Educate beneficiaries on global environmental issues to improve engagement help strengthen their voice as advocates and stewards – <b>monthly sessions coordinated by SKNRCS Secretariat</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Advocates</b> for conservation and preservation of the environment.</li> <li><b>Contributions</b> to national plans/policies.</li> <li><b>Improved project development</b> – as determined by community and environmental impact</li> </ul>
Social Media, PSAs	<ul style="list-style-type: none"> <li>Brand awareness</li> <li>Outreach</li> </ul>	<ul style="list-style-type: none"> <li>Local communities</li> <li>Diaspora</li> <li>Potential investors</li> </ul>	<ul style="list-style-type: none"> <li>Community information and education – <b>bi-weekly updates from SKNRCS; monthly contributions from beneficiaries,</b></li> <li>Announcement of approved projects – <b>within one week of the signing of the Memorandum of Agreement</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Engagement</b> – determined by duplication of projects in other communities and/or online dialogue, and project submissions across a wider spread of thematic areas</li> <li><b>Increase in number of beneficiaries</b> – with approved projects.</li> </ul>
Networking Events (can be virtual)	<ul style="list-style-type: none"> <li>Relationship building</li> <li>Knowledge transfer</li> <li>Establish South-South linkages</li> </ul>	<ul style="list-style-type: none"> <li>CSOs/CBOs</li> <li>Resident donor entities</li> <li>Government</li> <li>South-South actors.</li> </ul>	<ul style="list-style-type: none"> <li>Meetings &amp; Forums <b>-monthly participation/coordination</b></li> <li>CSO-Government-Private Sector Dialogue Platform – <b>annual event</b></li> <li>Joint or separate celebration of thematic national and international days such as World Biodiversity Day, Earth Day etc.</li> </ul>	<ul style="list-style-type: none"> <li><b>Partnerships</b> as evidenced by joint ventures with other donor entities and/or stronger networks of local environmentalists</li> <li><b>South-South linkages</b></li> <li><b>Increased participation</b> in conservation of the environment.</li> </ul>

### **GOVERNMENT-PRIVATE SECTOR DIALOGUE PLATFORM**

These categories of stakeholders will be engaged through an inter-sectoral/inter-agency platform and forums arranged so that social and economic objectives can be interconnected with environmental objectives. Such a platform will also be a representative of the wider constituents who, when mapped, demonstrates a potentially greater human resource capacity than appears at first sight. Representatives and their constituents possess greater expertise and competencies than a single project team. It is also a strategy for information sharing and communication, as well as building relationships community, government, private sector, and academia.

The NDP already has a competent Executive Committee with oversight and advisory roles, as well as representatives with technical expertise. However, an additional Inter-Sectoral Dialogue Platform (ISDP) with community- private- public-sector membership is essential for review and advice at the projects level, while being useful in an advisory role to the Steering Committee. Such a structure aligns with the purpose and nature of the SKNRCS. The ISDP can conduct ethical and technical reviews for standards so that each project gets specific guidance according to the theme and content of the project concept. The ISDP must comprise standing members to set the agenda and operations, while technical input can be added as needed, depending on the theme and content of specific projects for review. The dialogue must be structured with Terms of Reference for agenda setting on priorities, strategic goals and objectives, activities, and output of projects with reference to international standards on the theme and subject matter so that there is an objective approach to sustainable development.

### **KNOWLEDGE SHARING AND COLLABORATION FOR CAPACITY BUILDING**

Community groups operate outside of working hours and generally are not available for such training. There is also a general need for services to facilitate implementation such as research, project management and access to knowledge sharing platforms. Capacity Building projects in previous cycles can be expounded upon in the NDP to promote innovative solutions, include business success factors for projects that include improved livelihoods; incorporate methods for youth engagement and support relationship building for collaborative initiatives.

A significant finding, particularly from consultations with SKNRCS and its affiliates, is that capacity building is critically needed, based on findings from the consultation indicating that effective capacity development has not been realized. Attention was drawn to much greater need for capacity development that is not limited to the transfer of knowledge from project team leaders but to include expertise and competencies from relevant national agencies with which the projects are aligned. Crisp, et.al. (2000) suggest the

implementation of programs should be done by competent practitioners using the highest standards and asserts that good science itself is insufficient to address complex issues. Moreover, capacity development is not limited to training but also from networking among organizations and communities to strengthen relationships. Matthews (2011), Crisp, et al (2000), and Chinman, et al (2005), who have formulated approaches to capacity building in local contexts by drawing from wide community participation and lessons learnt from different issues but similar in terms of impact on society. Matthews (2011) proposes a multi-level approach to capacity building with four elements: changing policies and practices, skills provision/development, strengthening relationships between organizations, and strengthening community organizations.

Another significant finding is the critical need for knowledge sharing so that value of experiences such as best practices and lessons learned are utilized among programme participants as well as the wider community. Similarly, relevant research and techniques can be utilized by participants. Therefore, an information hub would be of great value as a stand-alone project outside the landscape/seascape initiatives but as a support mechanism to all projects.

The foregoing initiatives essentially will have the same structure for planning and implementation, monitoring and evaluation, and risk management which when integrated provide a comprehensive view and an effective dashboard mechanism for oversight and assuring output. Not only is this essential at the NDP oversight level but mechanisms are also necessary for specific projects requiring selection criteria, as well as planning and implementation, monitoring and evaluation, and risk management. As such, the frameworks for practical use as tools that comprise spreadsheets in the appendix that link data points in the planning monitoring and implementation process. The fields or datapoints throughout the frameworks are informed by findings in the environmental scan and from research on strategic planning methodologies. Data mining can be performed for cataloging information for knowledge management, communication, social inclusion, CBO-government-private sector dialogue, and resource mobilization.

### **KNOWLEDGE MANAGEMENT**

One of the major setbacks on environmental phenomena and management is the uncertainty of scientific knowledge. However, the need to act upon what is known is an ethical responsibility. The use of existing knowledge and the construction of new knowledge alone would not solve the issues in environmental conservation but would require the transfer and management of such knowledge. A corollary setback is the management of knowledge in a way that it renders access to data gathered but not catalogued in a way that it is accessible, as well as accessibility in a way that it is understood in a way that it can be utilized. An emerging concern of environmental

policy and planning is that knowledge developed, for example, in climate sciences is not readily accessible to practitioners in related fields and to a lesser extent to people in communities who may benefit from such knowledge in their adaptation strategies to build resilience to climate change and related environmental impacts. There has been deliberate and costly attempts to form knowledge or information hubs/repositories in the Caribbean to address these setbacks but have scarcely achieved their purpose.

A pragmatic approach to building a knowledge hub is to have fundamental elements for cataloging that synchronizes with the sources from which knowledge is derived and channeled to the hub and cataloged for ease of access with basic search, as well as links to supporting research of techniques for the transfer of knowledge in science and technology and the promotion of innovation and entrepreneurship toward building resilience and livelihoods. With the plethora of projects implemented in the RCS in St. Kitts-Nevis and the Caribbean, and further afield with relevance that can be adapted to the local context, knowledge must be channeled in a systematic way and made available in a pragmatic and integrated structure. In this structure knowledge derived from project planning and implementation will be actively usable for dialogue among project beneficiaries and the wider cross-section of stakeholders in the community, government, private sector, and academia, but not simply used as reference without real-life applications.

The dashboards and frameworks presented in this NDP 2020-2024 are structured with a common unique identifier for projects implemented in St. Kitts-Nevis which can readily have associated extensions for projects in other jurisdictions and which conform to the SKNRCS structure of cataloging projects internationally. Each dashboard and framework also have at least one common field that links with the next in sequence so that they are all fully integrated to span the width and depth for data mining. The integrated structure will also facilitate analysis and evaluation of projects, given that the data fields encompass the findings and recommendations from the environmental scan toward enhancement of the NDP 2020-2024.

This NDP 2020-2024 is designed with a strategy for knowledge sharing and making it accessible from the perspective of networking as well as making it available in both formal and non-formal settings. The communication plan forms the road map for communicating priorities, initiatives, guidelines, strategic goals and objectives, implementation activities and outcomes.

**Figure 9: KNOWLEDGE MANAGEMENT FRAMEWORK**

Media	Objective	Target Audience	Main Activities	Key Results
<b>Programme Management Tool</b>	<ul style="list-style-type: none"> <li>Effective programme management</li> </ul>	<ul style="list-style-type: none"> <li>SKNRCS</li> <li>Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Utilization of project management tool (<i>provided as part of this NDP 2020-2024 – schedule of updates to be determined by SKNRCS and project deliverables</i>)</li> </ul>	<ul style="list-style-type: none"> <li><b>On-time and satisfactory completion</b> of projects</li> <li>Early alert and resolution</li> <li>Platform for <b>lessons learnt</b></li> </ul>
<b>Learning Platform (can be a Facebook Group)</b>	<ul style="list-style-type: none"> <li>Knowledge sharing</li> <li>Peer-to-peer mentoring</li> </ul>	<ul style="list-style-type: none"> <li>Beneficiaries</li> <li>Potential Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Educate beneficiaries on global environmental issues to improve engagement help strengthen their voice as advocates and stewards – <b>monthly sessions coordinated by SKNRCS</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Advocates</b> for conservation and preservation of the environment.</li> <li><b>Contributions</b> to national plans/policies.</li> <li><b>Improved project development</b> – as determined by community and environmental impact</li> </ul>
<b>Social Media, PSAs</b>	<ul style="list-style-type: none"> <li>Brand awareness</li> <li>Outreach</li> </ul>	<ul style="list-style-type: none"> <li>Local communities</li> <li>Diaspora</li> <li>Potential investors</li> </ul>	<ul style="list-style-type: none"> <li>Community information and education – <b>bi-weekly updates from SKNRCS, monthly contributions from beneficiaries,</b></li> <li>Announcement of approved projects – <b>jointly by SKNRCS and beneficiary within one week of signing.</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Engagement</b> – determined by duplication of projects in other communities and/or online dialogue, and project submissions across a wider spread of thematic areas</li> <li><b>Increase in number of beneficiaries</b> – with approved projects.</li> </ul>
<b>Networking Events (can be virtual)</b>	<ul style="list-style-type: none"> <li>Relationship building</li> <li>Knowledge transfer</li> </ul>	<ul style="list-style-type: none"> <li>CBOs</li> <li>Resident donor entities</li> <li>Government</li> </ul>	<ul style="list-style-type: none"> <li>Meetings &amp; Forums <b>-monthly participation/coordination</b></li> <li>Government-Private Sector Dialogue Platform – <b>annual event</b></li> <li>Joint or separate celebration of thematic national and international days such as World Biodiversity Day, Earth Day etc.</li> </ul>	<ul style="list-style-type: none"> <li><b>Partnerships</b> as evidenced by joint ventures with other donor entities and/or stronger networks of local environmentalists</li> <li><b>Increased participation</b> in conservation of the environment.</li> </ul>

## **MONITORING AND EVALUATION PLAN**

Monitoring and evaluation is of primary importance to SKNRCS. This NDP sets the M&E guidelines in an implementation framework that is accompanied by a corollary monitoring and evaluation framework.

### **Monitoring Approaches at Project and Country Levels**

A simple but effective framework to monitor and evaluate a plan continuously with opportunities for problem solving and providing solutions for achieving outputs and managing risk is the Logical Framework Model. Monitoring and Evaluation will occur on two fronts: 1) As a dashboard linked to programme initiatives to utilized by SKNRCS administrators, and 2) as a framework linked to project implementation to be utilized by both SKNRCS administrators and project awardees.

**Figure 10: Monitoring and Evaluation Plan at the Country Programme Level**

<b>M&amp;E Activity</b>	<b>Purpose</b>	<b>Responsible Parties</b>	<b>Budget Source</b>	<b>Timing</b>
Country Programme Strategy elaboration	Framework for action including identification of community projects.	Branch Offices, CBOs	A planning grant for CBOs to retain consultants	At start of NDP 2020-2024
As part of SKNRCS meetings, ongoing review of project results and analysis. This includes an Annual NDP Review.	Assess effectiveness of projects, country portfolio; learning; adaptive management.	SKNRCS Country Office. Final deliberations shared/ analyzed with affiliate organizations.	Staff time, Country Operating Budget	At least annual review to ensure NDP 2020-2024 is on track to achieve its results and make timely and evidence-based modifications to NDP as may be needed.
Annual Monitoring Report Survey	Enable efficient reporting to CPMT and SKNRCS. It serves as the primary tools to record and analytically present results to donors.	SKNRCS in close collaboration with Branch Offices. SKNRCS provides technical guidance support and receives final country submission for further action.	Staff time	Once per year in June- July
Country Portfolio Review	Methodological results capture of the portfolio at a given point to note impact level change well as broader adoption. The goal is to support reporting to stakeholders, learning, and support to strategic development/	SKNRCS	A planning grant to engage consultants to undertake previous operational cycles impact review and utilize lessons for NDP 2020-2024 development and its implementation.  IRCS technical support can	Once per year

M&E Activity	Purpose	Responsible Parties	Budget Source	Timing
	implementation of NDP.		be requested.	
SKNRCS Database	Ensure recording of all Project and Country Programme inputs in SKNRCS database.	SKNRCS and Branch Offices	Staff time	Throughout the operational phase. Ensure quality assurance and completion of data prior to annual monitoring cycle (May- June of every year).
Audit	Ensure compliance with project implementation/management standards and norms.	SKNRCS and External Contractor. IRCS to provide requisite support.	Operating Budget	Annually

### **RISK MANAGEMENT PLAN**

It is essential that the NDP 2020-2024 include a Risk Management Plan, with foresight and contingencies. However, the key would be formative monitoring and evaluation with a feedback mechanism to planning and implementation and readiness to make appropriate adjustments in an iterative process. A heuristic plan will be developed as a strategy for structured and process driven implementation to minimize risk. The Communication Plan will also be a mechanism to manage risk. Capacity building is also a mechanism to be utilized to manage risks by strengthening relationships and networking with various stakeholders with collective expertise and competencies for shared governance.

**Figure 11: Description of Risks Identified in Existing Initiatives**

Describe identified risk	Degree of risk (low, medium, high)	Probability of risk (low, medium, high)	Risk mitigation measure foreseen
Absorptive capacity of NGOs, CBOs	Medium	Medium	Develop a capacity building strategy for youth development with a view to enhance their engagement at the community level  <b>Tracking</b> – this will be assessed by community groups in project reports.
Gaps between design, approval, execution, and implementation cause extensive delays, resultant changes in participants and lack of engagement at critical points	High	Medium	Establish realistic timelines for SKNRCS and affiliate organizations.  <b>Tracking</b> – this will be assessed by SKNRCS upon receipt of eligible proposals/approval of eligible proposals.

Describe identified risk	Degree of risk (low, medium, high)	Probability of risk (low, medium, high)	Risk mitigation measure foreseen
Projects impacted by unplanned/unforeseen circumstances	Low	Low	<p>Projects involving physical structures should include an allocation for insurance</p> <p>Projects utilizing external resources need to have the requisite financial mechanisms.</p> <p><b>Tracking</b> – the need for this should be anticipated and planned for during the project design phase and verified by SKNRSC special Advisory Committee as part of the proposal review process.</p>
Too few members of the CBO are meaningfully engaged in the project which cause a project to halt if the leader is removed.	Low	Low	<p>Projects must have leadership from more than one member of SKNRSC and the CBO.</p> <p><b>Tracking</b> – the need for this should be anticipated and planned for during the project design phase and verified by a Technical Advisory Committee as part of the proposal review process.</p>

## **ANNEXES**

### **Project Management Frameworks**

Essentially, project management frameworks are structured with four fundamental levels: Goal, Purpose, Outputs, Inputs. They can be referred to as “Dashboards” when used for signaling indicators to aid management in monitoring and evaluation and risk management. These design features for policy, planning, and implementation may only appear cumbersome to the novice but is actually very simplistic with basic instructions and hands-on learning and application. Each project has a monitoring and evaluation component which is the point of entry for learning and application to be supported by the project evaluator.

Annex 1: STRATEGIC INITIATIVES DASHBOARD										
Project #/Algorithm (link M & E & Log Frame)	Project Title & Problem Statement	Project Alignment: SDG Theme (sub-theme); National Sector; Location; Target Audience	Purpose & Strategic Objectives: Environmental; Social; Economic	Activities (Plan & Methods)	Milestones and Activities	Expertise and Competencies, and Network Capacity	Budget (expertise, equipment, materials/supplies)	Responsible Persons (Leader & Participants)	Deliverables and Schedule	Performance Measures (with descriptors & Link)
1										
2										
3										

### Monitoring Approaches at Country and Project Levels

Monitoring and evaluation will be of primary importance in the NDP 2020-2024 with design features for implementation strategies as a process for achieving desired project outcomes. Then NDP 2020-2024 will set guidelines in an implementation framework to be accompanied with a corollary monitoring and evaluation framework. Such frameworks will utilize the models provided by SKNRCS and regional models for IRCS projects. A simple but effective framework to monitor and evaluate a plan continuously with opportunities for problem solving and providing solutions for achieving outputs and managing risk is the Logical Framework (LogFrame) Model.

Monitoring and Evaluation will occur on two fronts: 1) As a dashboard linked to programme initiatives to utilized by SKNRCS administrators, and 2) as a framework linked to project implementation to be utilized by both SKNRCS administrators and project awardees.

Annex 2: MONITORING AND EVALUATION DASHBOARD (M & E): ALL INITIATIVES								
Project # (Link with Strategic Initiatives)	Performance Measures (with descriptors & Link)	Performance Rating (3 phases)	Lessons Learned (3 phases)	Risk/Assumptions (Link with Log Frame)	Lessons Learned	Intervention	Results of Intervention	Cumulative Results
1								
2								
3								

The Logical Framework (LogFrame) basically includes four levels: Goal, Purpose, Outputs, Inputs. A logframe is the output of a programme design process where you work out how the programme activities will lead to the immediate outputs, and how these will lead to the outcomes and goal. When preparing a logframe, one of the most difficult columns to complete is risks/assumptions. An easy way to check whether your risks/assumptions make sense is to look at the activities row and follow this logic: IF these activities are undertaken AND the assumptions are true THEN these outputs will be produced.

**Annex 3: RISK ANALYSIS DASHBOARD (Logical Framework): ALL INITIATIVES**

Project # (Link with Strategic Initiatives)	Oversight/Review	Results of Intervention	Cumulative Results	Narrative Summary	Indicators	Data Source	Risks/Assumptions
1				Programme Goal:			
				Outcome:			Affecting the outcome-to-goal link:
				Outputs:			Affecting the outputs-to-outcome link
				Activities:			Affecting the activities-to-outputs link:

**Annex 4: NOISE ANALYSIS (improvement of SWOT)**

Needs/Threats (convert to Opportunities)	Opportunities	Improvements/Weaknesses (convert to Strengths)	Strengths	Exceptions (convert to Opportunities)
<ol style="list-style-type: none"> <li>1. Improve humanitarian diplomacy – formalize auxiliary role of government with independent representation</li> <li>2. Build on symbiotic relationship</li> <li>3. Governance structure to grow membership and output</li> <li>4. Documentation of regular meetings with Welfare Officer or Advisor</li> <li>5. Regular Meetings – TOR, minutes, etc.</li> <li>6. Revenue generating mechanisms – global and national finite resources mechanism should be structured and ongoing</li> <li>7. Proposal and grant writing – related to revenue generation and capacity building - two branches of SKRCS:</li> </ol>	<ol style="list-style-type: none"> <li>1. Youth engagement - organizational skills; leadership; understudy; shadow – good universally to access higher education pathways and employment</li> <li>2. Declarations</li> <li>3. Branding</li> <li>4. Owns building and surrounding property</li> <li>5. More active participation and representation in medical and health outreach and awareness events organized by either of the agencies.</li> <li>6. Develop a partner engagement strategy among the two agencies that defines the level of cooperation and communication between the Ministry of health and the SKNRCS.</li> <li>7. By establishing the strategic communication protocols between the</li> </ol>	<ol style="list-style-type: none"> <li>1. Youth Programme – diminishing membership</li> <li>2. More teamwork among youths nationally</li> <li>3. MOU for partnerships on areas of cooperation</li> <li>4. Financial audits and accountability</li> <li>5. Policies and procedures</li> <li>6. Reviews/Assessments</li> <li>7. Public Relations</li> <li>8. Establishing/improve the strategic communication protocols with other stakeholder agencies</li> <li>9. Information sharing and feedback</li> <li>10. Periodic evaluation of strategic plans</li> </ol>	<ol style="list-style-type: none"> <li>1. Youth Programme – events; work-study; leadership engagement IRC structure of age groups and membership</li> <li>2. Good membership teamwork - unified</li> <li>3. First responders to national disasters National Disaster Response Plan</li> <li>4. Planning for hazards and disaster risk reduction and disaster management</li> <li>5. Partnership/network with NEMA and other agencies</li> <li>6. Trained members who have participated in national and international forums Success stories or models</li> <li>7. IRC Brand – partner with private sector/industry</li> <li>8. Technical guidance on humanitarian and health response</li> <li>9. Health emergency and disaster management</li> <li>10. Medical and health outreach and promotional activities</li> <li>11. Coordination of emergency medical teams (local or</li> </ol>	<ol style="list-style-type: none"> <li>1. Diseases</li> <li>2. Pollution, including medical waste</li> <li>3. Shopping for vulnerable community members (elderly, sick, physically challenged, etc.)</li> <li>4. Financial Crisis</li> <li>5. Building resilience through improved socio-economic conditions</li> <li>6. Food insecurity</li> </ol>

<p>Humanitarian; Revenue/Business</p> <p>8. Raise profile as integral partner in NEOC</p> <p>9. Structured affiliated and partnering agencies with TOR</p> <p>10. Integrating the damage, needs and vulnerability assessments within communities</p> <p>11. Data Sharing and commonality of equipment across Agencies</p> <p>12. Updated Legislation and supporting Regulations</p> <p>assistance for vulnerable groups and educational presentations on safety in the workplace</p> <p>13. important that the Red Cross establish trained focal points</p>	<p>Ministry of Health and the SKNRCS</p> <p>8. Create a database for monitoring resources and capacity building</p> <p>9. More frequent training for interested persons would be of immense benefit to both Red Cross and the people they serve. This training exercise should form part of the school's curricula as the services they offer are quite essential for every living and survival during emergency situations</p> <p>10. Both the Department and Red Cross must work cohesively in delivering relief supplies following a disaster to eliminate duplication of efforts and resources (double-dipping). The Department has been informed that following a previous hurricane, households received tarpaulins from the Department/NEMA and then were provided with</p>	<p>and other partnership agreements</p> <p>11. Expansion of the core Trained Facilitators to meet the growing demand for capacity and resource building</p> <p>12. Greater access to Funding sources to facilitate growing scope of operations. and movement of Resources</p> <p>13. When certain skillsets are not available locally, allowance for certification of Training Courses/Participants when Facilitators from outside of jurisdiction are utilized.</p> <p>14. Database management of persons that were</p>	<p>international)</p> <p>12. Coordination of medical and health response to emergency events</p> <p>13. Outreach and promotion</p> <p>14. Humanitarian support to individuals, groups, and communities</p> <p>The SKNRS is a longstanding ally and an important Stakeholder in the Disaster Management Framework. It is supported by legislation Saint Kitts and Nevis Red Cross Society Act No 6 of 1985.</p> <p>15. Training</p> <p>16. Storage of Satellite Warehouse Containers and Vehicle</p> <p>17. Public Awareness and Education Campaigns</p> <p>18. Disaster/Emergency Response and Mitigation</p> <p>19. Damage, Needs, Vulnerability and Capacity Assessments</p> <p>20. Execution of Grant Projects</p> <p>21. Manning of First Aid Stations in each Parish on Nevis</p>	
---	--	--	--	--

<p>in NGO'S, Schools and Workplaces</p> <p>14. A functional relationship does not currently exist between both agencies. However, it is the Department's intention on having discussions shortly with the President to ascertain how best partnership can be forged and knowledge can be transferred considering our pivotal role in disaster management and recovery.</p> <p>15. improve its operation to better achieve its goals and objectives.</p> <p>16. The Ministry has not done much outreach to the Red Cross.</p> <p>17. Dialogue between both agencies so that we can</p>	<p>another from Red Cross sometime shortly thereafter. Effective collaboration via a cohesive plan of action would prevent much of this issue from recurring. A postmortem to a disaster would be beneficial to determine collectively what actions can be improved going forward and what further synergies can be executed.</p> <p>11. First Aid Training - perhaps offering specific instruction for babies, infants and toddlers to new and expecting mothers to prevent choking or address any issue that may arise. This could be a collaboration with the Ministry of Health whereby each new mother has to undergo the training prior to birth. Advocacy for the Occupational Health and Safety Standards of the Federation to mandate a certain percentage of</p>	<p>trained or cross trained in certain disciplines</p> <p>15. Needs to continue to build capacity</p> <p>Must have a strong presence in schools and community organizations, as well as to maximize the use of social media during peacetime and times of disasters</p> <p>16. collaboration on advocacy, educational projects and raising awareness of Red Cross related issues</p> <p>17. In the area of disaster response, there needs to be greater coordination of manpower. The experience from the Hurricanes Irma and Maria in</p>	<p>22. Operations</p> <p>23. Training</p> <p>24. Youth involvement</p> <p>25. Brand Recognition</p> <p>26. Logistics and Supply Chain Management</p> <p>27. Training in Disaster Management and Food distribution.</p> <p>28. In the case of fire destruction to a home, victims are referred by the Department to Red Cross for further assistance.</p> <p>29. Providing first aid services at key events such as independence parades, sports day events, elderly activities, football games</p> <p>30. commends the Red Cross Society on its ongoing efforts to serve vulnerable populations</p> <p>Red Cross Volunteers and Community Development Officers visit communities to assess damages and make reports to NEMA. Also, in aid distribution the officers act as additional volunteers.</p> <p>31. psycho-social support for</p>	
---	--	--	--	--

<p>understand more clearly the structure, role and programming of each agency. This will then guide how we can work together more effectively.</p> <p>18. The training in psychological first aid/psycho social training received through Red Cross means that there is an additional cadre of support services who are able to respond to the basic psychosocial needs of individuals, which in turn supports the provision of services by the Counselling Department.</p>	<p>each staff be trained in first aid to respond to any issues that may arise.</p> <p>12. Ministry chairs a relief supplies and shelter management sub-committee as per the National Disaster Management Plan. SKNRCS is a member of this sub-committee.</p>	<p>2017 showed that volunteers doing damage assessments overlapped so some communities were over assessed while others had long waits.</p> <p>18. First Aid training for parents including foster parents</p> <p>19. First Aid training for social workers</p> <p>20. Improved co-ordination between the Ministry and the Society. Better sharing of information</p>	<p>persons during the covid-19 lockdown</p> <p>32. Red Cross responds quickly following a disaster They provide regular training for volunteers been several partnership initiatives with the Counselling department and the Red Cross, primarily through training opportunities offered by Red Cross</p> <p>33. Training for Shelter Managers</p> <p>34. Benefitting from Psycho-social support training</p> <p>35. Mobilizing human resources to respond to crisis</p> <p>36. Training persons to respond to crisis.</p>	
---	--	--	--	--