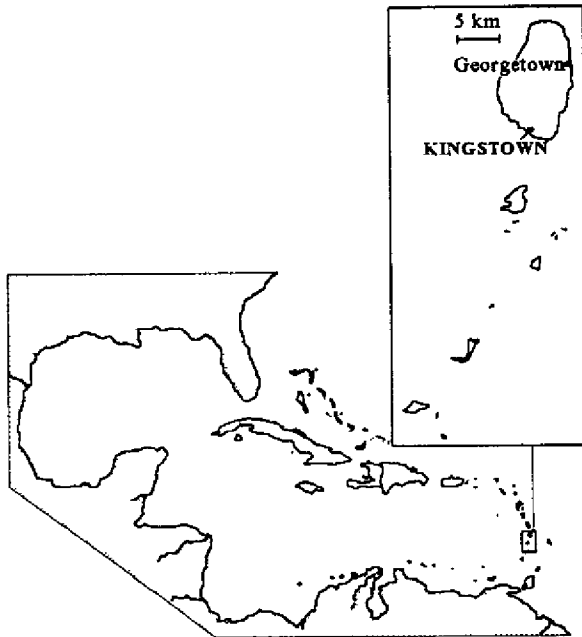

ST. VINCENT AND THE GRENADINES



Capital. Kingstown
Area. 389 km²
Population: 114,400 (1989) (a)
Population density: 295/km²
Urban population: 27%
Per-capita GDP in USD: 1,200 (1988) (b)
Life expectancy at birth: 70 years (c)
Infant mortality rate: 23‰ live births (1990) (d)
Illiteracy: 7% (e)
Population under poverty line: Not available
Human Development Index 1992: 0.693 (65th) (f)¹

An expanding economy in search of better international integration

St. Vincent and its dependencies (the islands of Bequia, Mustique, Mayreau, Canouan, and Union, known as the Grenadines) are located at the extreme south of the chain of islands called the Windward Islands. The island of St. Vincent makes up 92% of the country, about 340 km.² The islands are of volcanic origin and have rolling terrain and fertile soils which are suited to plantation crops; Soufrière, on St. Vincent, one of the region's few active volcanoes, remained inactive for many years until it erupted in 1979.

In 1989 the islands' population was about 114,000 and population density was high, 295 people per square kilometer. The population has

grown slowly due both to low growth rates and emigration, which annually represents 1% of the population or about 1,000 persons. There are major seasonal migrations to the sugar harvests in Barbados and Florida, which represent an important source of foreign exchange. Only a small portion of the population lives in urban centers because of the importance of agriculture, and the youthful proportion of the population is very high, even in the regional context. In 1982, 42% of the population was less than 14 years old.² St. Vincent's history as a colony and the disputes between the English and French over its control have left their mark on the population,

language, and culture. Most of the population descends from the African slaves who worked on the sugar plantations. The official language is English, but words taken from English, French, and African languages intermingle in the popular language.

During the early 1980s St. Vincent had to consolidate its political independence, gained in 1979, under difficult conditions. On one hand, it confronted the economic crisis caused by the international recession resulting from the increase in oil prices, the crisis in the sugar sector, and the fall in regional trade in the Caribbean Common Market (CARICOM). On the other, serious domestic upheavals occurred such as the Rastafarian rebellion of 1979 on Union Island, an expression of the marginalization of the island's black population, and the 1981 general strike. Finally, the islands suffered serious damage from the eruption of Soufrière in 1979 and the passage of Hurricane Allen in 1980.

Despite these difficulties, the economy grew considerably during the decade; between 1980 and 1989 the average annual increase was 6.2%.³ This rate is the highest among the countries belonging to the Organization of Eastern Caribbean States (OECS). The economy's pattern of behavior was similar to that in the Organization's other countries, with smaller growth in the first half of the decade and strong growth in the second half. The basic factor was the favorable international price for bananas, since the economy of St. Vincent and the Grenadines is above all based on export agriculture (bananas and arrowroot; St. Vincent is one of the world's major producers of the latter).⁴ Returns on the banana crops grew by 43% from 1983 to 1988, though they are still half of Costa Rica's and a third of Panama's. The industrial sector, though it has not augmented its contribution to the gross domestic product (GDP), has slowly evolved from production of manufactures for the domestic or regional market to "enclave" production of textiles and electronics for export to the United States under the umbrella of the Caribbean Basin Initiative (CBI). Tourism, based particularly on the beautiful beaches of the Grenadines, is an

expanding but so far little developed sector. Finally, the state sector has decreased in importance in contribution to GDP and employment, which to some extent has been considered a "structural adjustment program."

The economic and social prospects of St. Vincent and the Grenadines are both positive and negative. There is anxiety, shared with other islands, about the future of banana production with respect to the single European market of 1993 since it may be displaced by more competitive producers in Central or South America; in addition, the risk of disasters which could devastate the economy of the islands continues. On the other hand, the prospects of the tourism sector are very positive and St. Vincent is not beset by the burden of foreign debt, which is quite small.

The employment situation and labor market

The work force in 1989 was 43,700 persons. Unemployment has declined as the economy has grown, falling from 20% in 1980 to an estimated 15% in 1989.⁵ Among the Windward Islands (Grenada, St. Lucia, St. Vincent, and Dominica), only Dominica had a lower unemployment rate. Nevertheless, the average annual income was the lowest among these countries in that year.

Health situation

The infant mortality rate was 60‰ live births in 1980. Since then it has declined significantly: it was 25‰ live births in 1986 and 24‰ live births in 1987.⁶ In 1990 it was 23‰ live births.⁷ The principal causes of death were prematurity, respiratory disorders, and congenital anomalies. Major improvements have been achieved in immunization and the use of oral rehydration therapy (ORT), which resulted in a sharp reduction in diarrheal diseases.

Noncommunicable chronic diseases were the chief causes of health problems of adults in the

1980s. Among them are hypertension (and in consequence cerebrovascular and coronary diseases), diabetes, and malignant tumors, especially gastric cancer (in both sexes) and cervical cancer (in women). Maternal mortality remains at relatively low levels. At mid-decade, deliveries among adolescent girls aged 13 to 19 years represented between a quarter and a third of all births. Only 18% of women used a family planning method in 1980

The number of people treated for mental health problems associated with consumption of alcohol and especially drugs is growing. Thirty-nine AIDS cases, with 21 deaths, had been recorded by the end of 1991. Ten cases were recorded in 1991 alone, which means a strong increase in the disease.⁸ Although the number of cases is small, the relative incidence of AIDS in St. Vincent is relatively high compared to regional averages; for example, it is higher than in Dominica, St. Lucia, or Jamaica.

The Ministry of Health provides public health services throughout the country. In the 1980s the ministry's policies with respect to the most vulnerable sectors (the elderly, the poor, and the disabled) could not be effectively implemented owing to the lack of specific programs for the groups in question, except for a geriatric hospital for the homeless elderly and the school for children with special needs. Another major problem is deficiencies in the information system.

The health system is organized into three levels of care: dispensaries, health centers, and hospitals. The 35 dispensaries in existence in 1988, which are the establishments providing primary care at the local level, are so located that no one lives more than 5 or 6 km from one of them; the average population served by each is 3,000. The dispensaries are organized into medical districts. There are seven districts on St. Vincent and one in the Grenadines; they serve an average of 12,000 persons each. The most important general hospital, which has 204 beds, is in the capital, Kingstown. Other public centers

are the leprosy hospital (20 beds), the geriatric home (120 places), and four rural hospitals with 12 beds each. The private sector contributes 12 beds.⁹

In the environmental sanitation area there are serious problems related to the lack of management and treatment of solid wastes and wastewater in Kingstown. The lack of an institutional structure and a legal basis makes efforts in this field difficult.¹⁰

The education situation

Generally speaking, the educational system has adequate indicators and results which are well above those of larger countries with a similar level of per-capita income. Regionally, moreover, the teacher:pupil ratios are the lowest among the OECs countries. Still, public expenditures on education have fallen somewhat, from 6.6% of the GDP in 1985 to 5.3% in 1988.

There are deficiencies in teaching quality, as made clear by facts such as that the illiteracy rate is slightly higher than in other countries in the area and that the proportion of students who manage to pass their examinations for admission to the higher level is still low. The mismatch of the school curriculum and the demands of the labor market is also well known.

The situation of women

Forty-six percent of households were headed by women in 1970.¹¹ Although this information has not been well updated, it reflects the importance of the phenomenon, which is even greater than in other Caribbean countries. Women, according to the same sources, had above-average representation among groups with low income, beneficiaries of social welfare, illiterates, and the jobless.

The environment and vulnerability to disasters

St. Vincent and the Grenadines are located close to the Caribbean tectonic plate, which is a continuous seismic and volcanic risk factor; the risk of hurricanes is also on-going since the country lies directly in the "hurricane corridor" of the Caribbean. Floods are also disasters with which the inhabitants of St. Vincent must deal; those in 1986, for example, caused major damage. The risk factors were aggravated by the fact that in 1988 the country did not have plans to deal with this situation; there were only a few "risk maps" for the areas threatened by Soufrière. Nevertheless, emergency plans were established

in 1990 covering refugees and relief with the participation of the community, ministries, voluntary organizations (Red Cross, Scouts, and others), and security forces under the coordination of the Central Emergency and Relief Organization (CERO)

Soufrière has erupted three times in this century. The first eruption, in 1902, caused more than 1,500 deaths. New eruptions occurred in 1971 and 1979. Several sizable earthquakes have been recorded since 1900, the latest of which, in 1953, damaged buildings. Finally, the most destructive hurricanes were Janet in 1955, Allen in 1980, and Emily in 1987. Tropical storms add to the effect of hurricanes and also caused severe damage.¹²

ST. VINCENT AND THE GRENADINES RED CROSS SOCIETY

The organizational and financial challenges facing a young National Society

The Red Cross of St. Vincent and the Grenadines became an independent National Society in 1984. At that time it was an organization with a thriving membership and many activities despite the fact that in 1979, when the country experienced serious political and social instability, the Society had only 12 members.

A vigorous recruitment campaign resulted in a decade of rapid growth. In 1989 the National Society was recognized by the ICRC and the Federation. By 1990 its membership had risen to a total of 2,385. The organization is thus young in terms of its human capital and autonomous organizational development. The country does not have as acute a social problem as other countries in the region, and employment, educational, and health indices have improved. Nevertheless, the National Society is concerned about increasing its effectiveness as an institution in a social context which includes a high incidence of AIDS, drug abuse, and large parts of the population living in relative vulnerability, particularly low-income or unemployed female heads of household.

The most notable recent achievement of the St. Vincent and the Grenadines Red Cross is the acquisition of a new headquarters building made possible through support from the Austrian Red Cross. The new headquarters provides excellent facilities for seminars, gatherings, and training; contributes financially through rental of its facilities, and includes a warehouse for disaster preparedness supplies.

At its headquarters the National Society has eight paid staff members, as well as a preschool and day-care centers with six teachers. Together this staff helps strengthen the ability of the Society to reach its goals. Among its goals are the creation of more community service committees or centers and the continued functioning of the seven branch committees which already exist.

This rapid growth has been stimulated by external support, but there are major internal obstacles and shortcomings in the National Society. Specifically, these problems are an obvious centralization of powers and responsibilities, which impedes participation in decision making; the National Society has few active male members; the lack of long-term plans limits the institution's possibilities for improving and dealing with future challenges and threatens the continuity of external support; there are weaknesses in the organization's internal communication system, and, finally, fund raising is a continuing challenge to the Society, which is trying to stimulate initiatives to achieve self-sufficiency and which contribute to a better defined image of the Red Cross among the islands' inhabitants.

Organization of the National Society

Organizational and geographic structure

The St. Vincent branch of the British Red Cross was founded in July 1949 and became the St. Vincent and the Grenadines Red Cross in May 1984. It was recognized by the ICRC and admitted to the Federation in 1989.

The St. Vincent and the Grenadines Red Cross has two organizational levels. The central organization consists of a General Assembly, a Central Committee, and a Management Committee. The local organization has seven districts and several base groups at the parish level which are being revitalized.

The General Assembly is the highest authority for the National Society. It elects the President, Vice President, and members of the Central Committee other than the four who are appointed

by the Government. It approves the activities report, the budget submitted by the Central Committee, and the accounts. It meets every two years.

The Central Committee is the administrative head of the National Society and is composed of the President, Vice President, chairpersons of the district committees, four members elected by the General Assembly, and four representatives of the Government of St. Vincent and the Grenadines, designated by the Ministries of Health, Education, Foreign Affairs, and Home Affairs.

The Central Committee appoints the Director General of the Society, Management Committee, Treasurer, and Finance Committee. It submits the activities report, the budget, and the accounts to the General Assembly. In practice all powers are centralized in the Director General, who represents and administers the National Society both internally and externally.

The organization of the districts is regulated by the statutes and responsible to the Central Committee. The St. Vincent and the Grenadines Red Cross has seven active district committees, which have 20 groups at the community level. The goal is to have a Red Cross group in each community; in case of emergencies such as hurricanes, volcanic eruptions, or landslides the communities might be isolated and forced to organize their own emergency programs.

Some groups have their own projects (day-care centers, a preschool center, assistance for housebound persons) and their own fund-raising activities, but headquarters provides some financial assistance when the groups cannot raise all funds needed for services or activities.

It is thought that in order to have a group in each community, a field officer is required to provide support to the groups. The task of communication and coordination with these groups is made difficult by communication problems throughout the islands.

Administration and planning

The administration of the St. Vincent and the Grenadines National Society is carried out by the Director General, who is assisted by a secretary. Decision making is concentrated in this post, causing a lack of functional autonomy and self-sufficiency in program management, training, planning, research, information, evaluation, and internal communication.

The National Society has a new headquarters building constructed with the support of the Austrian Red Cross Society. It is centrally located and has adequate facilities for large meetings, training sessions, and other activities.

The National Society drew up a four-year development plan in 1984 which established general and specific objectives on the extension of coverage, training, cooperation, and the promotion of public awareness of Red Cross activities and programs. The plan was adopted not because the National Society felt a need for it but because outside agencies asked it to prepare one.

The plan had six specific goals: construction of a headquarters building, funding for a permanent staff at headquarters, preparation of a disaster relief plan, funding for staff in the district committees, an increase in the number of local donors, and preparation of an activities plan for elderly people.

A review by the Director General of the plan's implementation concluded that several of the plan's goals had been achieved: the construction of the new headquarters building, the availability of paid staff (two in headquarters and six in the district committees, mainly teachers for preschools and day-care centers), and a secure warehouse for relief supplies.

Human resources

After a period of decline in the mid-1970s, membership has steadily increased. The National Society had 385 members in 1985 and 1986, 660 in 1987, 1,510 in 1988, 1,970 in 1989, and 2,385 in 1990. Ninety percent of the volunteers in 1990 were women.

The St. Vincent and the Grenadines Red Cross has traditionally had a predominantly female membership, although men have occupied most of the highest administrative positions. When the National Society was a branch of the British Red Cross, the Governor acted as patron to the Red Cross while his wife was its President (a role primarily of promoting and organizing social activities). Since then, the activities and responsibilities of the National Society have had a female image.

Occasional efforts have been made to recruit male volunteers with some success, but this remains a challenge to the National Society.

There are 15 youth and eight adult groups, a split structure that makes it difficult for the different generations to work together and discourages social integration within the organization. This situation helps discourage men from participating in rescue and emergency intervention roles or contributing as professionals and technicians.

Volunteers are conscious of the need for and lack of qualified trainers. There is strong competition among NGOs for such trainers because of the small local population. Many have time restraints due to jobs and family responsibilities, preventing them from giving firmer commitments.

The paid staff has increased significantly in recent years, but it remains underpaid and overworked. A three-year agreement with the Austrian Red Cross paid the salaries of the Director General and the secretary. At the end of the three-year period the National Society assumed this payment as well as that of six employees in various district committees (teachers for pre-school and day-care centers). Two additional staff members are paid by AIDSCOM USA, which is currently taking part in a U.S. Agency for

International Development project. These two staff members will remain until the end of 1992.

Finance and budget

The St. Vincent and the Grenadines Red Cross works on a biannual budget approved by the General Assembly.

The National Society's total income is estimated at USD 23,212, 75% of which comes from the catering program (run by the Director General, who is a professional nutritionist) and the rental of headquarters facilities for seminars and other activities. The Government of St. Vincent and the Grenadines contributes USD 560 annually to the National Society, a sum unlikely to increase due to the state's financial difficulties. The remaining funds are obtained through fundraising activities (annual raffle, Red Cross Day collection, tea parties, and donations). Contributions from training activities and fees from day-care services are additional sources of revenue.

Reports or other documents regarding finances were not available at the time of the Study (except for an audited financial report for 1988), but some useful data were obtained from the Director General's 1992 budget. Total expenses were USD 49,000. Approximately 64% is for the salaries of eight staff members; insurance payments for the new building and utilities account for 21%, and travel and subsistence account for the remaining 7%.

The grant contributed by the Austrian Red Cross Society for salaries has not been figured into this budget estimate; hence a USD 25,000 deficit. The Austrian Red Cross has also contributed an emergency fund of USD 25,000. As the use of these funds has created controversy within the National Society, it has been decided that the President be the only person authorized to use them.

The National Society is concerned about its ability to cover the deficit when the Austrian Red Cross ends its contributions for salaries at the end of 1992. Under present conditions, the Society would be unable to cover this expense

and would suffer serious functional and operational difficulties without this support.

Role and activities of the St. Vincent and the Grenadines Red Cross in the context of the country

Principal activities

Relief and emergency services

The St. Vincent and the Grenadines Red Cross provides first-aid services at public events such as parades and sporting events. It also provides first-aid training at minimum cost to nongovernmental organizations, factories, Government officers, youth, and schools. The National Society has significant need for improved training, equipment, and permanent instructors. In mid-1992 it had no qualified instructors or trainers, and those it had were in need of refresher courses. The National Society asked for help in this area from the Brunswick, Maine, chapter of the American Red Cross with which it is paired.

The country is prone to volcanic eruptions, hurricanes, landslides, and fires, so training in disaster preparedness and shelter management, both for its own volunteers and for other groups, is emphasized. The National Society has participated in regional shelter management training.

The Red Cross headquarters has been designated by the Government of St. Vincent and the Grenadines as the national emergency operations center and is responsible for the distribution of food and other relief articles in the case of a national emergency.

Health and social welfare

One preschool and two day-care centers have been operated by the National Society for 23 years. According to the personnel there is an urgent need for better educational materials and facilities and for more assistance with meals since

parents are not accustomed to contributing to the schools' activities. Teachers report frustration due to underpayment and lack of parental cooperation, and also warn that the schools should be kept in good condition to keep ahead of the competition in this area of activity.

In 1991, AIDSCOM USA began an AIDS program in conjunction with the National Society. The main objective is to heighten awareness of AIDS in the schools and the population in general. The program has held two workshops and conducted several talks and discussions in schools, youth groups, and various organizations.

The Government of St. Vincent and the Grenadines has asked the Red Cross to care for a small group of refugees (15 at the time of the Study—ten Africans and five Cubans) but does not provide enough funds for their support. The National Society has found work for nine, but because of job scarcity matters are increasingly difficult for the rest. Despite the National Society's limited funds, it tries to keep in contact with relatives of the refugees.

Other welfare activities include the rental of medical equipment and assistance to the hospital and housebound persons.

As the National Society strengthens itself as an organization, it continues to search for new ideas and activities to encourage community development. Among these activities are a Meals on Wheels program, a program for disabled children, and a house for abused women.

Relations with the Government

Working relations with governmental agencies are good. The Government provides the National Society with a token annual grant (USD 560). The National Society has a leadership role in the Government's National Disaster Plan.

In addition, the Government has contributed to the expenses of regional shelter management training.

The National Society is considering asking the Government for more financial support to

fulfill the responsibilities and expectations the Government has of the Red Cross effectively.

Relations with other organizations and agencies

Relations with other NGOs are friendly, though there is competition for the scarce funds and volunteers available in the country. The last raffle did not produce the anticipated results because the activities of other NGOs took place at the same time.

Some NGOs believe the Red Cross has ample resources and even ask it to support their own activities. At one time the National Society tried to get all NGOs to launch a joint fund-raising venture, but it was impossible to reach an agreement.

The role of external cooperation

The most significant support for the St Vincent and the Grenadines Red Cross has come from the Austrian Red Cross Society. Within the framework of a three-year cooperation agreement, the Austrian Society has provided funds for renovating the headquarters building, two vehicles, and other material resources. It also contributes the salaries of the secretary and the Director General. Austrian Red Cross representatives have provided technical support in the development field.

At one time a Canadian NGO volunteer contributed valuable training to young Red Cross volunteers.

The National Society is currently seeking updated first-aid training for instructors from its partner in the United States, the Brunswick, Maine, chapter of the American Red Cross.

The National Society's perceptions of its public image

Although the Red Cross of St. Vincent and the Grenadines believes it enjoys recognition in the country, it is concerned that it is viewed only as a relief agency. It is also feared that the public believes no further support is necessary since it has just finished making substantial improvements in its headquarters building.

The National Society continues to be challenged by its "female image" in the community (90% of membership is female). This discourages men from participation and contribution because they believe there are no appropriate roles, positions, or opportunities for them within the structure of the Red Cross.

The National Society is also concerned about the possibility of losing credibility as an institution, especially among professionals and technicians who have much to offer the organization, because the public perceives the Red Cross as an institution with a very centralized management style and a membership that does not represent all social sectors.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

During the last five years of its existence as a branch of the British Red Cross (1979-1984) the National Society began a growth stage by broadening its social base, very largely women and young people. This increase kept up until the late 1980s, when it stabilized. As a result of this process, the St. Vincent and the Grenadines Red Cross today has one of the largest human resource bases in the region.

The activities of the National Society are concentrated in two major areas: first aid and disaster preparedness, and social welfare. In the former, the predominant activities are direct first-aid services at public events inasmuch as the training of groups not related to the institution is limited by lack of instructors. There is a certain emphasis on training for disaster preparedness and shelter management, a field in which the headquarters has been officially designated the coordinating center in national emergencies. The social welfare area is based in day-care and preschool programs, and other support projects in the health area are beginning to be added. Among them are an AIDS prevention education project.

The National Society faces several obstacles in strengthening its role and dealing with social vulnerability problems presented by its environment: there is too much centralization of functions in the office of the Director General, which limits the participation and decision making opportunities of the other units in the institution. The internal coordination and communication system is very weak, especially in relation to community groups. The institution's human resources have an excessively feminine profile, a situation that is attributed to the fact that few roles exist in the National Society that attract men. In relation to planning, despite the fact that in 1984 a four-year plan was prepared, there is presently no long-term planning system, including evaluation elements, to underlie the National Society's development.

Finally, though the National Society has stable human resources, it has not developed enough mechanisms to ensure financial autonomy, and it is predicted that it will face financial problems in a short time because of the termination of the aid from the Austrian Red Cross that has been covering a substantial part of the Society's salaries.

RECOMMENDATIONS

- 1. Revise the National Society's present programs and priorities to adapt them to situations of greatest vulnerability**
- 2. Establish a new planning system**
- 3. Redefine the organizational and administrative structure**
- 4. Promote financial self-sufficiency**
- 5. Establish a human resources development strategy**
- 6. Establish a public communications and image-building program**

1. Revise the National Society's present programs and priorities to adapt them to situations of greatest vulnerability

- 1.1 Keep disaster preparedness, health, and social welfare as the National Society's major strategic areas of activity.
- 1.2 Broaden the focus and scope of disaster preparedness by including preventive activities while taking the economic, social, environmental, and cultural aspects of vulnerability into account.
- 1.3 Diversify social welfare activities with new programs aimed at addressing the social problems which affect the population of the islands, including areas of work such as AIDS and drug abuse. This should be done gradually so as not to compromise advances in this area.

2. Establish a new planning system

- 2.1 Adopt participatory methods in drawing up a development plan by ensuring the complete participation of the National Society's different levels and groups of volunteers in both the diagnosis of the institutional reality and local situations of vulnerability, as well as in preparing proposals for the plan.
- 2.2 Incorporate follow-up and evaluation methods in the plan, as well as annual or short-term plans of action which coincide with budgets and can be flexibly adapted to a changing environment.

3. Redefine the organizational and administrative structure

- 3.1 Adopt methods that decentralize decision making by promoting the greatest possible participation of the committees and volunteers as well as of the collegial bodies provided for in the statutes.
- 3.2 Improve the system and flow of internal communication, especially with the committees in the Grenadines and the rural zones.
- 3.3 Review the duties and salaries of paid personnel and consider combining functions. When funding permits, create a field officership to support, coordinate, and monitor the programs and committees.

4. Promote financial self-sufficiency

- 4.1 Develop revenue-producing and/or commercial projects with profitability criteria based on the potential of the tourism sector which do not contradict the institution's Principles but do help increase its financial base.
- 4.2 Improve coordination and collaboration with other providers of material and financial resources such as NGOs, Government departments, and international agencies operating in the country.
- 4.3 Adopt measures that guarantee the future sustainability of projects conducted with international cooperation funds.
- 4.4 Adopt measures to increase the contribution of the public authorities, preferably based on concrete services or programs important to the community.

5. Establish a human resources development strategy

- 5.1 Initiate instructor training programs.
- 5.2 Establish a system of incentives and motivation for the staff.
- 5.3 Improve the procedures for assigning volunteers to the different programs and services, paying attention to their motivations, expectations, and skills or professional profiles.
- 5.4 Develop a continuing education program based on the training needs of concrete activities and aimed at volunteers and paid personnel and using participatory methods.
- 5.5 Carry out a volunteer recruitment campaign, with some emphasis on men as well as recruiting volunteers with technical and professional qualifications, assigning them to duties, programs, and projects in accordance with their qualifications.

6. Establish a public communications and image-building program

- 6.1 Identify and revise messages by evaluating channels and recipients through which the National Society's image is projected.
- 6.2 From this evaluation, formulate a communication and image-building program based on the activities of the institution, the needs of the community to which they respond, and use of the funds the National Society raises. Identify new channels of communication aimed at different target groups, with special emphasis on youth and their sociocultural codes

Conclusions and recommendations

- 6.3 Establish responsibilities and the precise units for carrying out the program in the institution's organizational structure.

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4. It is noteworthy that there has been some displacement of agricultural production from the local market abroad, which has led to large imports of foodstuffs and has increased to a great extent in the last three decades, causing deterioration in the islands' food security. In 1970 it was 58% and in 1987, 88%, according to UNDP 1992, Table 13
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