

# Plan 2009-2010



## Americas Zone

### Executive summary

The Americas Zone will continue providing support to the member National Societies in addressing the humanitarian challenges faced by the **tens of thousands of volunteers and staff members** that comprise the Red Cross in the Americas. Distributed amongst **more than 3,300 local offices in the 35 Red Cross Societies** in the continent, these men and women work with millions of people living in conditions of high vulnerability and risk, in a continent that has the highest level of inequality in the world.

The concept of the **Americas Zone** encompasses Federation Secretariat's presence in the continent and includes: one Administrative Office for the Zone located in Panama, one Regional Representation for Central America and Mexico located in Panama, one Regional Representation for the Andean countries in South America located in Lima, Peru, one Regional Representation for the Southern Cone countries in South America located in Buenos Aires, Argentina, one Regional Representation for the predominantly English-speaking Caribbean countries located in Port of Spain, Trinidad and Tobago and one Regional Representation Office for the Latin-Caribbean countries located in Santo Domingo, Dominican Republic. <sup>1</sup>

A large concentration of the support to National Societies will focus on Latin America and the Caribbean. The Americas Zone Office will continue strategic dialogue and coordination with the National Societies of United States and Canada, increasing their role and participation in the different initiatives that the Red Cross is implementing in the Americas.

Improving the conditions of people living at risk; protecting their lives and livelihoods, increasing community resilience through **active community mobilisation**, will continue to be a challenge for the Red Cross Societies and Red Cross Movement partners. The support provided by the Zone will focus on mainstreaming compliance with the Inter-American Plan 2007–2011, which responds to the Federation's Strategy 2010 and the delivery of the four Global Agenda Goals.

In 2008 the Americas Zone took the strategic direction of downsizing existing Federation Secretariat offices, while expanding its presence through small regional offices that will help **to provide closer service to National Societies**. The opening of smaller offices located strategically in the continent will also improve coordination capacity with Movement partners, government authorities, UN agencies and NGOs.

By mid 2009, the Zone will have **developed country support plans for National Societies** for their activities in at least 12 countries. This process will become the norm together with regional and continental initiatives. Emphasis will be given to supporting National Societies' activities, profiling their work at community level, and influencing the main humanitarian issues. Strong volunteer programmes; leadership development and improving National Society accountability will have a high priority on the Zone's agenda.

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<sup>1</sup> For more details on the Regional Representations' structures and priorities of support to the National Societies they cover, please refer to their respective plans. Links to each regional document can be found at the end of this Executive Summary.

An operating model that encourages flexible working modalities, innovation, and the use of core competencies and resources of National Societies will continue to be the Zone's approach. This includes identifying and promoting opportunities for **south-south cooperation**; enhancing existing **Centres of Reference** and developing new ones in regions with different cultural and language requirements.

The Americas Zone will strive to demonstrate the benefits of working as a Federation with the implementation of the **"thematic holder" approach** as a means that enables Red Cross Movement partners to act as facilitators and developers in a particular thematic area where they have significant experience and know-how that is useful for other Movement stakeholders. This will facilitate the improvement of Red Cross coherence, capacities and impact.

In the case of the **Global Alliance on HIV** special support will be provided to the ten National Societies that are currently involved. This support will also help other National Societies to gradually become a part of the global alliance. In the case of the upcoming **global alliance on disaster risk reduction**, it is expected that at least five National Societies will be involved at the initial stages.

Increased learning and knowledge-sharing will be provided to support National Societies in succeeding in their proposals for the **Intensified Capacity Building (ICB)** initiatives. The Americas Zone will seek **south – south learning** stemming from the implementation of ICB initiatives whenever possible.

The Americas Zone will also maintain the overall capacity for **effective disaster response and recovery from the effects of disasters**, through the services offered by the Pan American Disaster Response Unit (PADRU) and the **enhancement of a comprehensive disaster response system in the Americas**, involving in continental response and recovery National Societies with strengths and expertise in disaster management.

The Zone will seek to support National Societies interested in engaging in **humanitarian** issues such as **urban risk, migration, pandemics, violence, reemerging diseases and environmental changes**.

A greater emphasis will be placed towards increasing **high-quality services** for governance support, strategic planning, monitoring, tracking, evaluation and reporting. Technical advice, on resource mobilisation, communications and coordination of capacity building will be provided to National Societies.

In such context, while traditional cooperation funds seem to be diminishing for the Americas under the rationale that the continent has positive economic indicators, the conditions of the majority of the population are a growing concern. This is a **region with the highest inequity index in the world**. The Americas Zone faces the challenge of limited financial resources as humanitarian needs are growing. Additional efforts are needed to create more efficient mechanisms of coordination and cooperation in order to **build safer, healthier and more resilient communities**.

[Click here to access the Secretariat support plan for the Caribbean](#)

[Click here to access the Secretariat support plan for the Latin Caribbean](#)

[Click here to access the Secretariat support plan for Central America and Mexico](#)

[Click here to access the Secretariat support plan for the Andean Region, South America](#)

[Click here to access the Secretariat support plan for the Southern Cone, South America](#)

**The total 2009-2010 budget for the Americas Zone Office is CHF 2,640,292 (EUR 1,681,716 or USD 2,413,430) [Click here to go directly to the attached summary budget of the plan.](#)**

## Zone context

The American continent has a population of approximately **900,000,000**, covering 8.3 per cent of the Earth's total surface area (28.4 per cent of its land area) and about 14 per cent of the human

population. It is estimated that **by 2030, 84 percent of Latin America and the Caribbean will be urbanized**, a reality comparable to the United States.

In 2006, out of the 550 million people living in Latin America and the Caribbean, **205 million were living in poverty, of which 79 million lived in extreme poverty or homelessness**. The region takes dubious credit for having the worse wealth distribution indicators in the world.

The **challenges faced by development** in the Americas **will not disappear as long as the causes persist**: poverty, significant levels of inequality and access to basic services, an inadequate distribution of land and use of soil and natural resources, the lack of employment opportunities for adults that causes their insertion into informal economy, inadequate social protection and economic and social practices that are contrary to sustainable development.

**High levels of inequality** in the Americas, reflected in the growing number of people living under the poverty line, **poor access to basic services resulting in low levels of social protection**, are issues that have direct consequences on the increase in violence, migration, and unplanned development in urban areas.

Inequality is to a great extent due to discrimination and exclusion with regards to gender or ethnicity. A high percentage of households are led by a woman living in extreme poverty, and the incidence of poverty among indigenous groups is twice than that among mestizo groups.

The **671 indigenous groups** - which amount to approximately 30 million people in Latin America - live and suffer in precarious conditions **having limited access to basic services**. An important portion of the population of Bolivia (62 per cent), Guatemala (48 per cent) and Peru (32 per cent) belong to indigenous groups. Within this ethnic diversity, afro-descendant populations have to be taken into account, having a strong presence in the greater Caribbean. Their socio-demographic profiles are different from those of the "*mestizo*" population.

The overall unemployment rate in Latin America and the Caribbean increased from 6 per cent to 9.1 per cent between 1990 and 2002, but is proportionately higher among women and youth. In **the Caribbean, unemployment rates are higher than in the rest of the continent** - more than 10 per cent in most cases.

### **Violence and security**

Along with unemployment, safety has become one of the biggest concerns for Latin American citizens. **Crime rates in the region** – particularly high in some countries - **are amongst the highest in the world**. It is estimated that around 40 per cent of the world's most violent crimes take place in this region.

### **Urbanisation**

There has been **a significant growth of the urban population living in unplanned housing developments**, resulting in an increase in the number and volume of illegal and informal settlements, proliferation of slums, worsening of housing conditions, overcrowded households and greater pressure on education, health, sanitation, transportation and recreation services. These **urban settlements raise new patterns of vulnerability towards natural hazards**.

In the Americas, **45 cities can be considered megalopolis** or millionenstadt (cities with populations of more than one million) characterized by high population density, such as Sao Paulo (20.3 million), Mexico City (19.2 million), Buenos Aires (13.5 million), Rio de Janeiro (12.2 million), Bogota (8.3 million), Lima (8.1 million) and Santiago de Chile (5.9 million). According to the Economic Commission for Latin America and the Caribbean by 2010-2015 all countries except Belize will have more than 50 per cent of the population living in cities.

It is estimated that in 2001 there were **128 million people in Latin America and the Caribbean living in precarious dwellings**. The countries where more than half of the urban population lives in hovels

are Haiti (86 per cent), Nicaragua (81 per cent), Peru (68 per cent), Belize (62 per cent), Guatemala (62 per cent), and Bolivia (61 per cent). The Brazilian *favelas* alone are home to 6.5 million people and the misery cities in the suburbs of Buenos Aires have 1.3 million inhabitants in overcrowded and precarious conditions

## **Natural Resources and Climate Change**

The **region continues to lose forest cover at an incredibly fast pace**. Between 1990 and 2000 the surface covered by forests decreased from 49 to 46.7 per cent. The greatest dips were registered in Ecuador and Haiti, although a significant deforestation rate has been seen in Mesoamerica, namely Belize, El Salvador, Guatemala, Honduras, Mexico, Nicaragua and Panama. In the Caribbean – amongst the countries for which data is available – deforestation has galloped in Dominica, Jamaica, Saint Lucia and Trinidad and Tobago.

Climate change will result in changes in fishing, agricultural and tourism patterns, **affecting livelihoods** as well as in an increase of flooding risk in low coastal areas and the recurrence and intensity of events of hydro-meteorological origin. Special attention should be paid to the vulnerability of the small islands of the Caribbean.

## **Migration**

Between 2000 and 2005 the migration flow has increased by 4,000,000 people in the Americas, reaching **25 million migrants within/from Latin America and the Caribbean** according to CEPAL (Economic Commission for Latin America and the Caribbean). Countries such as Venezuela, Honduras, Brazil, Guatemala, Mexico and Ecuador are those with the highest levels of migration to United States. Meanwhile, migration to Western Europe has increased from countries like Brazil, Colombia, Ecuador and Argentina.

**The border between Mexico and the United States is the world's largest migration transit**. Approximately 25 million people cross the border every year. Out of them, 400,000 to 600,000 are undocumented, especially those from Mexico, Central America and the Caribbean. **The border between Colombia and Ecuador is the most violent in the entire region**. Not only due to the internal conflict in Colombia, but also due to the humanitarian crisis resulting from the fumigations to eradicate coca plantations, forcing the population from both countries to move within and outside their borders.

A great challenge to understand migration status is the **lack of information and registration**, which hides the serious consequences of migrants, increasing their vulnerability conditions in their country of destination and during the transit period. Such conditions increase the risks of migrant populations ending in traffic and exploitation networks.

**The migrant population at a higher risk and vulnerability are women, adolescents and children** who face different types of violence, especially sexual violence; lacking the possibility of safe sex, often resulting in unwanted pregnancies and sexually transmitted illnesses. The reality of migrants often leads the most vulnerable to commercial sex practices in order to meet their basic needs.

## **Risk – the natural hazards and new factors of vulnerability**

The continent presents high levels of **vulnerability resulting from natural hazards**. In **South America**, the Pacific Coast is an area dramatically exposed to seismic and volcanic activity. The Andean mountains, densely populated in Bolivia and Ecuador, have major cities and important concentrations of population settled in the very active and fertile volcanic cones. In the tropical region, Venezuela and Colombia are frequently affected by hurricanes and Brazil and Peru by heavy rains. In the plains of the Atlantic episodes of flooding and droughts are common. There are also desert zones in Chile, Argentina, Bolivia, and Paraguay, with extreme temperatures and flash floods that frequently affect the population.

**Central America's** major cities tend to lie in high risk areas prone to natural hazards, which increase the vulnerability of populations. All Central American countries are vulnerable to hurricanes, flooding and mudslides and some countries like Costa Rica, Nicaragua, El Salvador and Guatemala have a strong volcanic and seismic activity.

The **Caribbean** region is highly vulnerable to the extreme weather and is commonly hard-hit by hurricanes, having experienced exceptional destruction from these in the past few years. These islands also lie in an active seismic zone and endure volcanic eruptions and earthquakes.

The American continent is in a **growing state of vulnerability**, as evidenced by the prevailing poverty - its factors and consequences -, unplanned and disproportionate urban expansion, an inadequate use of soil, deforestation and erosion-generating practices. There is a limited capacity to face natural events: in 2004-2005 the lives of thousands were claimed; and in 2007 and 2008 many died and tens of thousands were left affected by events of great (and smaller scale) impact such as the earthquake in Peru, hurricanes in the Caribbean and Central America volcanic eruptions, floods, drought and other climatic conditions that every year threaten millions of people.

## Health

In the areas of health main indicators for maternal mortality rates show a slight improvement. The worst indicators can be found in Haiti, Bolivia, Peru, Guyana, Honduras and Guatemala; **still there are very low indicators for coverage of attended childbirth** in Central America and the Andean Region. Though all countries show improvements in diminishing child mortality rates, improvement is still lower than needed for achievement of the relevant Millennium Development Goals (MDG). In this aspect, the least positive indicators are in Bolivia, Guatemala, Guyana, Haiti, Honduras and Paraguay according to the Pan American Health Organisation (PAHO) 2007 statistics.

In 2007, UNAIDS estimated the number of people living with HIV and AIDS was 1.7 million in Latin America and 230,000 in the Caribbean. By country, the highest numbers are in Brazil (730,000), Mexico (200,000), Colombia (170,000), Argentina (120,000) and Haiti (120,000). According to UNICEF, 40 percent of the population living with HIV and AIDS are children and women in fertile age. An important risk factor is that sexual relationships are starting at a younger age and there is a lack of access to adequate sexual education.

The countries most affected by HIV and AIDS (prevalence higher than 1 percent between the ages of 15-49) are Bahamas 3.0 percent, Guyana 2.5 percent, Suriname 2.4 percent, Haiti 2.2 percent, Belize 2.1 percent, Jamaica 1.6 percent, Trinidad and Tobago 1.5, Barbados 1.2 percent and Dominican Republic 1.1 percent). The Caribbean presents the second highest prevalence in the world, second only to Africa - with a rate of 1.1 per cent that continues to grow. It must be taken into account that in some countries data is incomplete so it is estimated that there could be an important percentage of non-registered cases.

## National Societies' priorities and current work with partners

The balance between continental and regional plans and the gradual development of country plans with the Red Cross Societies, mainly in Latin America and the Caribbean, will be critical in the process of providing membership and programme services to the National Societies.

The secretariat in the Americas expects to scale up the quality and scope of its support to the National Societies in 2009-2010. The focus in 2008 was on getting closer to the National Societies' needs and assessing their capacities, while increasing their awareness of accountability issues and humanitarian trends.

The emphasis in 2009 will be to come even closer to the needs and capacities of the Red Cross in the Americas and paying further attention to vulnerability reduction and prioritization of needs. The

secretariat in the Americas has traditionally had regional plans that include support to several National Societies. In 2009 the aim is to move towards having country plans that expressly support the strengthening of local branches and their actions at the community level, as well as support central structures.

2010 will see more visible National Societies with recognized leadership, that are influencing the main humanitarian issues, with stronger volunteer programmes, with increased capacities to ensure overall accountability and scaling-their action at the community level to reduce risk and vulnerability.

Networking will serve as a key component towards **improving existing policies, standards, tools, methodologies and processes.**

The Americas Zone will provide specific services to **facilitate the implementation of bilateral programmes** from Partner National Societies (PNS) in the Americas. **Hosting Red Cross Societies at the “Federation House”** will become a key factor to enhance information sharing, coordination, monitoring and accountability practices.

A Continental Representative for Programme Cooperation of the **International Committee of the Red Cross (ICRC) will be hosted by the “Federation House” in Panama. The Norwegian Red Cross, the Finnish Red Cross and the American Red Cross** will also join the initiative to be closer and work together from Panama, **which** materializes the ideal of increasing coordination and coherence to achieve the Movement strategy and International Conference decisions.

As part of the 2009-2010 planning process, and within the context of the Inter-American Plan for 2007-2011, the Americas Zone carried out a consultation process with the Latin American and Caribbean National Societies in order to determine their priorities for Secretariat support. The outcomes of the consultation (available at the Americas Zone Office for each country with regional and zonal analysis) will serve as baseline information to continue the dialogue with National Societies, opening the opportunity to further discuss topics around three categories: 1. Validation of National Societies priority needs; 2. Reflection around priority issues National Societies are facing; 3. Analysis around country priorities. As a result of this continuing dialogue, country plans are expected to be developed.

The results of the consultation study highlighted the following areas of priorities of the National Societies under the Federation’s Framework for Action and the Global Agenda Goals, as compared to their own strategic and operational plans.

#### **Framework for Action:**

1. Strengthen communication and advocacy; 2. Introduce a result-based planning and performance management system; 3. Increase participation in public initiatives, including global alliances.

**Global Agenda Goal 1** showed National Societies three main priorities (among others): 1. Strengthen branch capacities and Organisational Development (OD) to improve National Society vulnerability and risk reduction and community development; 2. Promote strategic and operative alliances to reduce risk and vulnerability; 3. Improve/increase disaster risk reduction actions at community level.

**Global Agenda Goal 2** showed National Societies three main priorities (among others): 1. Build National Societies capacities to implement integrated community health programmes with a focus on the ten areas of the Global Health Policy; 2. Mobilization and awareness in critical health areas through the Voluntary Health Network; 3. Strengthen National Societies management capacities in risk, response and rehabilitation in public health in emergencies.

**Global Agenda Goal 3** showed National Societies three main priorities (among others): 1. Increase the number of volunteers, improve preparedness to implement programmes, and invest in qualified professional staff; 2. Promote leaders with clear strategic vision, to encourage internal changes and innovation; 3. Promote active Red Cross Youth and initiatives, ensuring effective participation in the institutional life of National Societies.

**Global Agenda Goal 4** showed National Societies three main priorities (among others):

1. Promote diversity and eradicate all forms of discrimination within National Societies in the region;
2. Promote a culture to guarantee the exercise of rights of vulnerable people and groups and contribute to violence prevention;
3. Influence the behaviour and attitude of the community to reduce discrimination and promote respect for diversity.

## Secretariat supported programmes in 2009-2010

The Americas Zone Office will direct the coordination and support to the Red Cross Societies in the Americas, through its offices strategically located along the continent and in line with the International Federation's New Operating Model, building the membership's capacity to deliver the Global Agenda and to build stronger National Societies in line with the objectives and strategies prioritised in the Inter-American Plan 2007-2011.

### Disaster Management

#### a) The purpose and components of the programme

<b>Programme purpose</b>
<b>Global Agenda Goal 1: To reduce the number of deaths, injuries and impact from disasters.</b>

The Disaster Management programme for 2009 and 2010 is CHF 936,898 (EUR 596,750 or USD 856,397) and expects to reach approximately **181,108 direct and indirect beneficiaries**.

<b>Programme Component 1: Disaster risk reduction coordination and advocacy</b>
<b>Outcome 1 International Federation policies, strategies and guidelines related to disaster management (including preparedness, relief, recovery, food security, protection and risk reduction) are well understood and implemented by National Societies in the Americas Zone and are properly disseminated to relevant regional stakeholders/partners.</b>

This component focuses on **improving Federation's (National Societies and Secretariat) compliance** with the approved disaster management policies, standards, procedures, as well as guidelines aiming to increase the overall quality performance by delivering efficient and relevant support to people living in conditions of vulnerability and risk.

Federation's efforts in the Americas will also provide assistance with advocacy, information and communication planning and development to **increase National Societies participation in national platforms for Disaster Risk Reduction (DRR) in thematic and regional platforms for DRR**. The focus will be on:

- Ensuring that **key decision makers** from National Societies from the Americas obtain a good understanding of Disaster Management (DM) policies, strategies and/or guidelines, helping to increase accountability, performance and favouring south - south cooperation.
- Increasing knowledge and skills on disaster risk reduction trends, such as: **urban risk, migration, violence prevention, pandemic influenza** and its linkages with current DRR, disaster response and health in emergencies activities.
- Support the development of the **global alliance for disaster risk reduction** that will include at least five National Societies that will be part of this initiative in its initial stages, as well as helping to build strong partnerships to support this alliance as needed.
- Engage in a study for the **development of DRR local platforms** led by Red Cross Societies with clear linkages with national and regional platforms for disaster risk reduction.
- Expand the scope of the disaster risk reduction and disaster institutional preparedness **centres of reference, and increase their capacity to provide continental support**, expanding the use of internships and rosters of trained staff and volunteers.
- Continue mapping National Societies' preparedness capacities and **prioritization using Well Prepared National Society (WPNS) assessments and enhancing linkages with ICRC**.

## **Programme Component 2: Organisational preparedness for disaster risk reduction and disaster management**

### **Outcome 1 National Societies have included urbanisation issues and climate change adaptation under their disaster risk reduction, response and recovery interventions.**

This component focuses on increasing Zone coherence in the use of existing methodologies, tools and skills available in the Americas. The outcome will concentrate in the strengthening of:

**DesAprender**, virtual platform developed by Andean Regional Representation in Lima, which has become a Federation platform for knowledge management.

**Thematic Holder** approaches, towards building more coherent Zone approaches in the field of disaster management as well as other thematic areas.

**Centres of Reference** together with the Regional Representations will be able to provide continental services to National Societies, with the active involvement of staff and volunteers from different Red Cross Societies. These services include support in the areas of contingency planning, volunteer management in emergencies, National Intervention Teams, strategic preparedness and response plans, community disaster risk reduction, early warning, community assessments and mitigation initiatives, community disaster response teams, disaster risk reduction teams and local platforms for disaster risk reduction, etc.

**Federation guidelines and standards** for disaster risk reduction and disaster response available and linking local – global.

**PADRU** in coordination with the Americas Zone will carry out regional training programmes for preparedness and response (Regional Intervention Teams (RITs) and other response tools such as use of the Disaster Relief Emergency Fund (DREF), Field Assessment and Coordination Teams (FACTs), Emergency Response Units (ERUs) and the Disaster Management Information System DMIS). The harmonised joint effort also includes the mapping of National Societies' capacities and resources for response in the areas of information and communications, IT, planning, monitoring, evaluation and reporting, resource mobilisation, health and emergencies and early recovery.

**Improving disaster recovery interventions** based on good assessment processes and creating a roster of well prepared emergency assessment teams, with an increased focus on livelihoods.

Particular attention will be given to raising awareness and improving practices around urbanization issues and there will be a focus on preparing National Societies to build their capacities to integrate humanitarian trends. This will include:

- Studies and assessments in five of the most populated cities in the Americas to better learn conditions around: 1. coping mechanisms; 2. livelihoods, and; 3. safer access, all in urban settings.
- Urban risk management in disaster preparedness and response around shelter/ing and search and rescue.
- Mainstreaming the use of Federation DM guidelines: disaster response and contingency planning, disaster preparedness and response mechanism, VCA (Vulnerability and Capacity Assessment), food security, emergency assessment and climate change adaptation.
- Increase awareness and practices around environmental challenges and the role of youth in promoting climate change adaptation.

## **Programme Component 3: Community-based disaster risk reduction**

### **Outcome 1 National Societies have integrated early warning system initiatives into community risk reduction, aiming to increase community resilience as a result of better assessments.**

The outcome attempts to fill the gap that Red Cross Societies in the Americas have around early warning systems and the linkages between scientific information and tools and community early

warning practices. Initiatives will focus on developing common standards and also mechanisms to reduce the gaps in the field of early warning linkages from local to global.

Two additional areas include community shelter management and Red Cross Societies' approach around shelters in emergency. The Americas Zone and the Pan American Disaster Response Unit (PADRU), will work closely together with National Societies to find ways of strengthening the linkages around the two approaches (Community Shelter Management and Shelter in Emergencies). Disaster Risk Reduction/Disaster Management programmes in the Regional Representation offices will benefit from the products and will be actively involved in the development process. These outcomes will focus on:

- Consolidating common methodologies for early warning systems and enhancing knowledge around livelihoods and food security information for better decision making.
- Increasing the understanding of the Red Cross Societies operational needs when working at rural, peri-urban and urban levels in relation with early warning and vulnerability factors for the topics: urbanisation, pandemic influenza, migration, violence prevention.
- Improving training components and community projects using early warning systems.
- Introducing standard software for Vulnerability and Capacity Assessment reporting and ensuring easy access to reports.
- Carrying out in 2009 a Revision of the Community Shelter Manual involving at least four National Societies per region and in 2010 it is expanded to at least 20 per cent of the National Societies.
- Implementing a mapping analysis of micro-projects at community level between 2009 and 2010 serving as basis for an analysis to evaluate the overall impact of the work of the Red Cross as contributor for community resilience.

#### **Programme component 4: Disaster Response and Early Recovery**

**Outcome 1 The Red Cross in the Americas has a strong, efficient and effective disaster response and recovery system.**

The Americas Zone located in Panama will work in close coordination with the Pan American Disaster Response Unit (PADRU) to enhance Red Cross ability to respond to disasters through a range of mechanisms including FACT, ERUs, RITs, DREF and DMIS, in addition to resource mobilisation.

The aim is to enhance the National Societies' capacity to carry out tasks such as needs assessments, relief, logistics, rescue, shelter management, humanitarian aid distribution, health in emergencies and water and sanitation in disaster response interventions; as well as to facilitate proper coordination with relevant stakeholders to ensure the integration of an early recovery approach from the early stages of emergency operations in order to guarantee coherence and sustainability.

This programme component will be strongly linked with the enhancement of Regional Disaster Response Teams capacities, which will be ensured through the work of PADRU and of the Regional Representations in the development of national disaster preparedness and response mechanism within Red Cross Societies. This ensures that national disaster response teams (National Intervention Teams - NITs) have in place the knowledge, skills, information management systems, trained personnel, equipment, material, and procedures to act swiftly and effectively in disaster response based on quality standards such as Sphere and that they gain skills to become part of the Americas Response System.

Further details of PADRU's plan can be found on the [Disaster Management: Global Strategy and Coordination plan](#).

#### **b) Profile of target beneficiaries**

The International Federation's Secretariat in the Americas through the Disaster Management programme and in coordination with PADRU, expects to reach approximately **181,108 direct and indirect beneficiaries** in the Americas Zone during the 2009-2010 planning period through its programmes and initiatives with Movement and non-Movement partners. Beneficiaries will be targeted through the DFID, ProVention and DIPECHO programmes in close coordination with the Administrative Office for the Americas located in Panama along with the Regional Representations. Indirect beneficiaries will be targeted through the DesAprender and other regional and national platforms that

will encourage knowledge-sharing and lessons learned. They also will also be reached by the National Societies through its branches, volunteers, local committees, governing boards and other institutions at the community level.

### c) Potential risks and challenges

The main tangible risk to the implementation of this plan is the issue of insufficient resources (human, long-term financial) that will allow the Federation Secretariat's Americas Zone offices to provide quality service to all the Red Cross Societies and support the implementation of the New Operating Model.

The occurrence of social unrest and/or political conflicts in the countries could affect the implementation of the plans for 2009-2010. Major and simultaneous disasters affecting the operational capacity of the National Societies.

Insufficient support and buy-in from various Divisions, Departments and Units of the Secretariat, and from National Societies for the Federation Secretariat's Zone model and decentralisation of capacities required by the New Operating Model could also be a challenge for the implementation of this plan.

## Health and Care

### a) The purpose and components of the programme

<b>Programme purpose</b>
<b>Global Agenda Goal 2: To reduce deaths, illnesses and impact from diseases and public health emergencies</b>

The Health and Care programme for 2009 and 2010 is CHF 745,026 (EUR 474,539 or USD 681,011). This programme is expected to reach approximately **8,611,352 direct and indirect beneficiaries, including the 10 Red Cross Societies** (their staff and volunteers) which are part of the Global Alliance on HIV.

<b>Programme Component 1: Health policy compliance</b>
<b>Outcome 1 International Federation policies, strategies and guidelines related to health and care are well understood and implemented by National Societies in the Americas Zone and are properly disseminated to relevant regional stakeholders/partners.</b>

This component is focused on improving **Federation compliance** in the Americas around health policies, standards, procedures, and guidelines. An important advocacy component is contemplated in order to address **high inequality in health access** in the Americas.

The work in this field will focus on:

- Ensuring that key decision makers from National Societies from the Americas obtain good knowledge on health policies, strategies and/or guidelines helping to increase accountability and performance and favouring south - south cooperation.
- Increase knowledge and skills on health challenges around urbanisation, migration, violence prevention, pandemic influenza and its linkages with current health activities.
- Engage in a study for the development of local health platforms led by Red Cross Societies with clear linkages with Federation global alliance principles.
- Increase the promotion of volunteer development at the local level in health activities and compliance with Federation standards.
- Fostering **community mobilization and partnerships at the local level**.

<b>Programme Component 2: HIV and AIDS</b>
<b>Outcome 1 National Societies are participating actively in the Global Alliance on HIV following a common platform for planning, implementation, monitoring and evaluation and resource mobilization.</b>

As part of the International Federation's Global Alliance on HIV, the purpose of this programme is to assist in scaling up Red Cross efforts in reducing vulnerability to HIV and AIDS and its impact. This decrease in vulnerability will be achieved through four outputs:

- Preventing further HIV infection
- Expanding HIV care, treatment, and support,
- Reducing HIV stigma and discrimination
- Strengthening National Red Cross Red Crescent Society capacities to deliver and sustain scaled-up HIV programmes.

The Secretariat in the Americas will see that National Societies address the special needs of HIV-infected people in emergency situations and contribute to delivering the necessary multi-sectoral response to HIV and AIDS in emergency situations.

The programme will function within the framework of government-led national HIV and AIDS strategies, closely coordinated with other national and international partners. Key implementation approaches include working at the community level with the active involvement of people living with HIV (PLWH); influencing knowledge, attitudes, and behaviour for HIV prevention; increasing access to voluntary counselling and testing; preventing mother-to-child transmission; care and support to PLWH as well as orphans and vulnerable children; promoting livelihoods and food security; advocating for policies for equitable rights and access to services; identifying and reducing sexual and gender based violence; and establishing HIV in the workplace programmes of National Societies.

The programme for scaling-up HIV requires increased capacities of the initial ten Red Cross National Societies in the Global Alliance on HIV and the Federation Secretariat that will work under the framework of common country plans that are underlined by a new performance and accountability tracking system. It will encourage other National Societies in the Americas Zone with the support of the Federation Secretariat, to join this programme to further expand coverage and assistance to key populations affected by HIV, including PLWH organisations.

Preparing for the scale up required for the effective implementation of the Global Alliance on HIV programme includes:

- Strengthening prevention interventions and anti-stigma advocacy
- Greater and more meaningful involvement with PLWH and supporting access to treatment
- Responding to the growing numbers of orphans due to HIV and other vulnerable children. .
- Addressing gender inequality, including sexual and gender based violence.
- Building new strategic partnerships to ensure provision of complementary activities.
- Improving National Society capacity at all levels, including effectiveness in volunteer management and resource mobilization, recognizing the need to sustain long-term programming.
- Improved monitoring and evaluation.

The Federation Secretariat in the Americas Zone will oversee and enhance efficient and effective development and management of the global alliance through support of a) programme technical assistance and advice b) resource mobilisation c) capacity building d) inter-programme coordination e) representation and advocacy f) accountability and timely quality monitoring and reporting; e) facilitating the sharing of lessons learned and good practice with relevant internal and external stakeholders – an integral part of the global alliance; and f) volunteer development. [Please click here for further information on the Global Alliance on HIV in the Americas.](#)

### **Programme Component 3: Community Health**

**Outcome 1 National Societies have shared and harmonized tools and methodologies for actions in mother and child health care and emerging and re-emerging diseases.**

Support will be given to increase knowledge sharing, guidelines and standards to **scale up community maternal and child health support** for reducing newborn and maternal morbidity. Special attention will

be given to understand and address the **challenges around child mortality rates** in rural and urban populations and the role of the National Societies in each context.

The Federation Secretariat in the Americas Zone recognizes the domain of health as an integral part of effective disaster management, preparedness and rehabilitation. Maternal and child health support in the Americas will be linked to the health in emergencies portfolio through **special support to reproductive health in emergency situations** to reduce mortality, morbidity and disability in crisis-affected populations.

A continental approach towards an increase in the use of **Community Based First Aid (CBFA) approaches, at rural, peri-urban and urban levels** to broaden the base of traditional first aid training by including aspects of community health (such as prevention, **health promotion and control of common emerging and re-emerging diseases, as in the specific case of Haiti**) and with strong action links to disaster management (preparedness and response), and volunteers and their branches.

Main focus of community health in the Zone includes:

- Facilitate the development of software to collect data that will reflect health access and inequalities based on ethnic group and link local health participatory assessment to improve community health status, aligned with existing VCA methodology.
- Produce a continental health tool-box with existing training modules produced by National Societies to address the most common causes of childhood illness and death, including diarrhoea, respiratory infections, and diseases associated with nutritional deficiencies.
- Contributing towards the improvement of psychosocial needs of vulnerable populations through targeted psychosocial support interventions.
- Contributing to preparedness and awareness campaigns on emerging and re-emerging diseases such as Dengue, Malaria, Avian Influenza/Pandemic Influenza, Tuberculosis, Chagas disease, etc.

#### **Programme Component 4: Health in Emergencies**

##### **Outcome 1 National Societies have shared and harmonized tools and methodologies for health in emergencies.**

Disasters and humanitarian crisis share common root causes, namely social vulnerability. It is also recognized that humanitarian response must embrace vulnerability reduction as well as short term relief. Building on this principle, public health in emergencies aims to reduce effects of diseases and ailments which kill or disable the survivors of emergencies.

**Public health in emergencies is a fundamental part in disaster preparedness, response and recovery as well as in capacity building in the Red Cross.** It is vital to increase awareness, competence and capacity on Public Health in Emergencies (PHE) as part of the larger DM cycle at the national, regional and global level.

**The Federation Secretariat in the Americas Zone will support capacity building for health in emergencies** through training, development and dissemination of tools and standards, and implementation of initiatives addressing the needs of people affected by disasters and health emergencies. **The development of a thematic holder mechanism for public health in emergencies** in the Americas Zone is aimed to improve progress in this field at continental level.

An efficient improvement of health response in emergencies and provision of access to safe water and sanitation in communities requires a Federation-wide effort towards increasing knowledge, expertise, tools and best practices from National Societies and other actors. The mechanism to increase this will be through **supporting National Intervention Teams (NITs) training opportunities and providing technical expertise** in the areas of water and sanitation and health in emergencies. Special support is needed to develop a comprehensive approach for water, sanitation and hygiene promotion in the Americas, based on the Inter-American Plan 2007 – 2011. The secretariat in the Americas Zone will closely work together with the Spanish Red Cross and the French Red Cross in the coordination, follow up and support of the global water and sanitation facility in Dominican Republic, Haiti and Guyana.

The support will also contribute to **improved assessment and planning of emergency health interventions** in communities - addressing such areas nutrition, basic health care, immunization, provision of safe water, hygiene and sanitation, epidemic prevention and control, HIV and AIDS in emergencies, reproductive health, sexual and gender based violence and psychosocial support.

The Americas Zone will place special attention on strategic planning and preparation for a potential human influenza crisis; at least three National Societies in the Americas Zone will implement preparedness actions to face such a crisis.

Special support is needed to integrate and standardize the policy and practices of **Psychological Support Programming** throughout Latin America and the Caribbean and specifically to guide National Societies in scaling-up capabilities around psychosocial support in times of emergency, promoting community resilience through preparation to provide community based psychosocial first aid.

Specialized support will be provided to National Societies to prepare for and respond to a global influenza pandemic. This will be done in close collaboration with national governments, international organizations and NGOs with a strong presence in the National Societies. The Americas Zone Office in close coordination with Regional Representations will advocate for preparation and capacity building techniques to be established in National Societies that will enable them to respond to a pandemic. This will include developing preparedness plans and mechanisms for community resilience in the areas of community health, food security and livelihoods; strengthening the capacity and competency of Red Cross Staff, volunteers and civil society organisations to carry out community-based pandemic preparedness activities and to develop functional coordination mechanisms at all levels of society and international stakeholders.

#### **b) Profile of target beneficiaries**

The International Federation's Secretariat in the Americas through the Health and Care programme is expected to reach approximately **8,611,352 direct and indirect beneficiaries** in the Americas Zone during 2009-2010 through its programmes and initiatives with Movement and non-Movement partners. Beneficiaries will be targeted through the Global Alliance on HIV a scaled up initiative for PLWH. Also through Club 22, Together We Can, the Faces Campaign and the taxis initiative. Indirect beneficiaries will also be reached by the National Societies through its branches, television programmes, radio stations, taxis, volunteers, local committees, governing boards and other institutions at the community level.

#### **c) Potential risks and challenges**

The main tangible risk to the implementation of this plan is the issue of insufficient long-term financial support that will allow the Federation Secretariat Americas Zone Offices to provide quality service to all the Red Cross Societies and execute sustainable high-quality interventions.

The emergence of a pandemic in the Americas would involve an adjustment in overall plans in order to respond to the crisis. Discussions have been held with the Pan American Health Organization to address this risk.

The occurrence of social unrest and/or political conflicts in the countries could affect the implementation of the plans for 2009 – 2010.

Major and simultaneous disasters affecting the operational capacity of National Societies would affect the implementation of long term programme initiatives.

Insufficient support and buy-in from various Divisions, Departments and Units of the Secretariat, and from National Societies for the Federation Secretariat's Zone model and decentralisation of capacities required by the New Operating Model also represent a risk.

# Organisational Development/Capacity Building

## a) The purpose and components of the programme

### **Programme purpose**

**Global Agenda Goal 3: Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability**

The Organizational Development programme for 2009 and 2010 is CHF 205,348 (EUR 130,795 or USD 187,704) reaching **at least 50% of the 3,300 local offices and branches of the 1.4 million volunteers** of the Red Cross by 2010.

### **Programme Component 1: National Societies leadership capacities improvement**

**Outcome 1 National Society leadership has a better understanding of community focus, management practices, integrity risk management, and diversity.**

According to the Complutense Study around the challenges of the Red Cross in Latin America and the Caribbean, leadership renovation has been slow in the Americas and this has led the Red Cross to distance itself from the new and growing needs of communities.

As leaders gradually change in National Societies, the Secretariat must play a role in facilitating this new understanding of what Red Cross should focus on, and in supporting them to review current managerial practices, enabling National Societies to be representative of their countries.

This programme will focus on the following for the next two years:

- Having a significant core group of leaders in the Americas that understand current trends, promote community focus and develop modern management practices in their National Societies.
- Facilitating a leadership development process enabling National Society leaders to access enabling knowledge and tools.
- Support National Societies in improving their legal base, having clearly distinct governance and management functions, decentralized decision making, giving adequate representation to volunteers, resolving integrity issues, and promoting diversity at national and branch levels.

**Outcome 2 Red Cross Youth understands their context and contribute to improving Red Cross impact in working on those issues.**

Red Cross Youth has consistently claimed more recognition from their National Society. A very important step was taken in the Federation's General Assembly in 2007, by approving the participation of youth at the governing board. This increasing participation has to be gradually reflected in National Societies.

Based on ongoing experiences, support to Red Cross Youth will focus on:

- Expanding the existing Youth Diploma to a continental level will allow Red Cross Youth to access better understanding of the context that youth are facing in their countries and in the continent.
- Promote the role of the Red Cross to address youth's needs through a continental study.
- Supporting pilot initiatives National Societies interested in developing specific programmes targeting youth in communities.

### **Programme Component 2: National Societies systems, procedures and staff sustainability**

**Outcome 1 Accountability is mainstreamed by National Societies in the Americas.**

Accountability issues are faced frequently by National Societies, with the inherent risk of generating integrity problems. National Societies many times don't have the mechanisms in place to identify main stakeholders and ways to better work with them. It is crucial that National Societies develop internal quality improvement processes, to demonstrate efficiency and better impact.

The concentration will be in:

- Developing and/or adapting guidelines for National Societies to better understand the concept of stakeholders, how to identify them and start working with them effectively.
- Support a small group of National Societies, prioritized according to their priorities, in effectively implementing accountability policies.
- From a quality perspective, work with one National Society in supporting them to go through a quality certification process.

### **Programme component 3: National Society financial sustainability**

#### **Outcome 1 National Societies access new sources of funding**

Economic growth in the Americas region over the past decades has not been mirrored by equal increases in social sector investment. At the same time, the Americas are progressively moving out of the international development aid map. Several National Societies are highly dependent on very few sources of funding, several are not self-sustainable, and a number are facing serious financial difficulties. Meanwhile in the Americas, fundraising and resource mobilization have developed into areas of highly-professional expertise, and it is likely that this trend will continue. There is a huge potential for National Societies to increase and strengthen their financial resources with existing sources from national and international markets; nevertheless, this potential has not been sufficiently supported and the consultation process with the National Societies clearly refers to the need of support in this field.

There is a growing need for National Societies to start developing alternative funding strategies and the Red Cross must engage in closer relationship with the private sector which many times is made up of companies with an interest to join in alliances with non-profit organisations.

This component will focus on:

- Facilitate a better understanding of resource mobilization developing practical guidelines based on good practices including dissemination of tools and methodologies to strength resource mobilization.
- Promote the establishment of long term alliances between a small group of National Societies and companies in their respective countries.
- Develop and disseminate guidelines to facilitate this process with selected National Societies.
- Promote good practices from other parts of the world and non Red Cross organisations, to learn from concrete experiences.
- Facilitate a better understanding by the National Societies of the Americas of the funding possibilities of the global alliance on Organizational Development

### **Programme Component 4: National Society grassroots and services development**

#### **Outcome 1 Volunteer Management practices are strengthened at local levels increasing National Societies' service delivery.**

Although the Red Cross is considered a volunteer based organisation, volunteering has been an issue of much debate within the Movement. Most National Societies are finding it a challenge to obtain and retain volunteers.

If National Societies want to create impact through service delivery at the local level, effective volunteer management practices must be developed. Regarding Volunteering, the focus will be on:

- Developing an online continental training course focused on volunteer management at the branch level.
- Disseminating the 2008 baseline on volunteering in the Americas, supported by Swedish Red Cross.
- Supporting National Societies in organizing new volunteer campaigns, based on their identified needs.
- Increasing volunteer motivation by supporting 150<sup>th</sup> Anniversary of the Solferino Battle Celebration at the continental level.

- Based on the lessons learned and good experiences from other National Societies, concentrate on three National Societies to revise their volunteer management practices, and by 2010, have in place volunteer groups that adequately respond to community needs.

**Outcome 2 National Society branches are part of community life and have the capacity to deliver services.**

Red Cross branches are essential in working closely with communities. Unfortunately branches have been relegated in some National Societies and many times have not had the capacity to adapt to the changing needs of the communities to which they belong. It is crucial to revitalize branches and support National Societies in branch development.

The plan will focus in:

- Developing a framework that supports National Societies to better distinguish the roles of national headquarters and branches.
- Disseminate the concept of Branch Network (Red Territorial) and the kind of relationship that should be occurring between the different levels of the National Societies.
- Support National Societies in developing nationwide planning processes, by facilitating guidelines to better plan at the local level.
- Review, update and disseminate Well Functioning Branch Manual to National Societies.

**Programme Component 5: National Society programme development and management capacity.**

**Outcome 1 International Federation policies, strategies and guidelines related to capacity building are well understood and implemented by National Societies in the Americas Zone and are properly disseminated to relevant regional stakeholders/partners.**

This outcome is focused on improving **Federation compliance** on capacity building policies, standards, procedures, guidelines and performance.

Efforts of the Secretariat in the Americas will concentrate on:

- Ensuring that National Societies at governance and management levels, have a good understanding of the Federation policies, strategies, and guidelines and that a small group of National Societies lead an internal process to revise their existing policies, based on this understanding. The role of the continental OD programme will be to facilitate this process through the development of training packages.
- Based on Federation policies, strategies, and guidelines, and on the reality of the Americas, a guidance to facilitate community mobilization for all programme areas will be developed.

**Outcome 2 Integrated approach in community work is mainstreamed in National Societies, incorporating current global practices like livelihoods, generating a better impact of their service delivery at community level.**

For 2009 – 2010, the focus of the Secretariat in terms of integral approach will be to:

- As a pilot, the Secretariat will approach two National Societies to support them in developing concrete initiatives (a campaign or support for project elaboration), where the main focus will be to demonstrate the benefits of working with these initiatives in an integrated way.
- Promote a new approach in monitoring and evaluation, favouring inter-area teams in National Societies.
- Support National Societies to define the services that will be delivered in communities, going beyond programme area responsibilities, favouring integrated services.
- The Integrated Capacity Building (ICB) Plan elaboration will be presented as a way to engage National Societies to work under this approach, since its conception promotes integration to deliver better services at the local level.
- The role of OD will include analysis and assessment of the capacities of National Societies in support of other Secretariat programme areas.

- Rely on knowledge management mechanisms to facilitate exchange of experiences between National Societies from this and other parts of the world.
- Facilitate in the Americas Zone the process of developing a global alliance on Organisational Development.

**Outcome 3 Continental networks are developed as the main vehicle for exchange of knowledge in the Americas.**

Over the past few years, the Federation has supported the establishment of programme networks. These have evolved in various directions, some with relative success, others facing difficult periods; unclear about their role and scope. The Zone will support a process to review the nature and scope of the continental networks. The focus for this programme outcome will be:

- To propose a new harmonised approach to Red Cross networks and disseminate to National Societies.
- Promote networks as the ideal means to exchange experiences and generate motivation. The development of an internship system amongst National Societies and other organisations that may have relevant experiences to share will be supported,
- Facilitate and follow up of commitments made by National Societies participating in network meetings and promote replication of experience sharing at the national level with their branches.

**b) Profile of target beneficiaries**

The International Federation's Secretariat in the Americas through the Organisational Development programme expects to reach **35 National Societies** in the continent (two of which are the American and Canadian Red Cross, with whom OD support to the other National Societies will be coordinated) during 2009-2010 through its programmes and initiatives with Movement and non-Movement partners. Special attention will be given to reaching National Society decision makers, promoters of core humanitarian programmes and trends and key volunteers who will disseminate knowledge to their peers. Through this approach, it is intended to **reach at least 50% of the 3,300 local offices and branches of 1.4 million volunteers of the Red Cross by 2010**. Community targets are also to be reached indirectly by the National Societies through their work with television programmes, radio stations, taxi drivers, local committees, community centres, and other institutions at the community level.

**c) Potential risks and challenges**

It is evident that one of the main challenges that National Societies have been facing is to have integrated approaches in their work with communities. Many times, even the Secretariat has been promoting an isolated approach, through a project-focused emphasis in supporting National Societies. Work is carried out with the use of high quality tools and methodologies, but they are disseminated to National Societies in an isolated way with limited impact. It is crucial that services being delivered by the Red Cross at the community level, reach a high level of integration to have a better impact.

The main tangible risk to the implementation of this plan is the issue of insufficient long-term financial support that will allow the Federation Secretariat Americas Zone Offices to provide services with quality to all the Red Cross Societies and execute sustainable high-quality interventions.

The occurrence of social unrest and/or political conflicts in the countries could affect the implementation of the plans for 2008 – 2009. Major and simultaneous disasters affecting the operational capacity of National Societies.

The insufficient support and buy-in from National Societies to the Federation Secretariat Zone Office to continue the process of decentralisation of the new operating model and the adjustment to the new structure.

# Humanitarian Principles and Values

## a) The purpose and components of the programme

### Programme purpose

**Global Agenda Goal 4: Promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion.**

The Principles and Values programme for 2009 and 2010 is CHF 22,460 (EUR 14,306 or USD 20,530) **reaching at least 600,290 direct and indirect beneficiaries , including 33 National Societies of the Americas** through their work with television programmes, radio stations, taxis, volunteers, local committees, governing boards and other institutions at the community level.

### Programme Component 1: Policies, strategies and standards

**Outcome 1 International Federation policies, strategies and guidelines related to humanitarian principles and values, non-violence, non-discrimination and respect for diversity are well understood and implemented by National Societies in the Americas Zone and are properly disseminated to relevant regional stakeholders/partners.**

The Americas Zone will work to ensure that International Federation policies, strategies and guidelines relate to humanitarian principles and values, non-violence, non-discrimination and respect for diversity are well understood and implemented by National Societies and are properly disseminated to relevant regional stakeholders/partners.

The Secretariat in the Americas will ensure proactive advocacy with National Societies as regards to the needs and rights of people in situations of vulnerability. In line with Resolution 9 of the Council of Delegates, 2003, and the Federation's Pledge on non-discrimination and respect for diversity made at the 28<sup>th</sup> International Conference, National Societies will continue to carry out initiatives to reduce discrimination and intolerance and to promote respect for diversity.

There will be a particular emphasis on reinforcing Red Cross work at community level and in contributing to improve public and social dialogue, to advocate for and build confidence and promote a culture of peace.

- Ensuring that key decision makers from National Societies in the Americas become familiar with principles and values policies, strategies and/or guidelines, helping to increase accountability and performance and favouring south - south cooperation.
- Support the development of assessments and/or baselines on the application of the Fundamental Principles and Humanitarian Values within the National Societies and their environment. Formulation of quality indicators/impact indicators to measure progress of the process, project or work carried out towards improving the humanitarian situation both internally and externally.
- Increase knowledge and skills on principles and values challenges around urbanisation, migration, violence prevention, pandemic influenza and its links with current DRR, disaster response and health in emergencies activities. The outcomes will serve to increase knowledge and capacities of the Red Cross, for interventions associated to these trends.
- Enhanced coverage of anti-stigma campaigns through awareness raising initiatives, such as the dissemination of key messages through taxi drivers.
- Promote consistency in all programmes that are promoting principles and values in their activities at all levels and specifically, in places with high levels of vulnerability.

In 2010 the Americas Zone will co-organise with the Principles and Values Department in Geneva a **high-level global forum on discrimination and violence**. The aim of the forum is to bring together Red Cross and Red Crescent actors to share learning of the network on violence, the strategy on violence and promote global implementation. A second aim is to convene – together with Red Cross and Red Crescent - other humanitarian actors such as UN, other NGOs, academics and private sector companies committed to enhancing corporate and social responsibility.

## **Programme Component 2: Migration**

**Outcome 1 National Societies have a better understanding of migration trends and the vulnerabilities of migrant populations and have analyzed the possibilities of Red Cross action in addressing such vulnerabilities.**

The Federation is committed to strengthening humanitarian activities of National Societies to assist migrant and internally displaced people in distress, integrate vulnerable migrants and internally displaced groups, and to work in restoring family links.

The Americas Zone Office will continue to carry out actions to support regional and country offices in their efforts to develop a better understanding by National Societies of migration trends, capacities and vulnerabilities related to migration flows in order to better assess and design the work the Red Cross has to do in the Americas to assist vulnerable migrant and internally displaced groups.

- Increase knowledge on Red Cross work with migrant populations, through a mapping exercise and a baseline survey to better understand the scope of the work of the National Societies with migrant populations.
- Improve Red Cross advocacy role for unconditional access to immigrants, regardless of their status and to actively fight against racism, xenophobia and discrimination.
- Support the production of case studies focusing on the humanitarian challenges when working with migrant populations.
- Maintain and strengthen (in coordination with ICRC) the well-established activities in the fields of tracing, restoring family links and family reunification.
- In addition, Americas Zone Office will support the secretariat in Geneva to assure that National Societies in the Americas have access to all the relevant and necessary information for their participation in the elaboration of the migration policy. At least three National Societies in the Americas will be part of the consulting group during the elaboration process.

## **Programme Component 3: Principles and values with advocacy and communication.**

**Outcome 1 Key Federation principles and values are promoted influencing internal/external practices through advocacy activities and means of communication.**

Dissemination and promotion of humanitarian principles and values will be done by building capacities for a greater number of facilitators, mainly at branch level, through youth volunteers and networks in close coordination with the ICRC. High level of attention for advocacy and lobby capacities will be promoted, including the capacity to build strategic alliances both with mass media, and local and national government.

The role of the Americas Zone Office located in Panama will include:

- Support initiatives that fulfil the information, communication and advocacy gaps on health and disaster management issues around gender, ethnicity, migration status, stigma and discrimination, indigenous communities and the role of women in vulnerability reduction, which will contribute to the empowerment of those groups for a more equal role in civil society
- Carry out a continental effort for promotion tolerance, non-violence and non-discrimination campaigns with particular emphasis in the fight against HIV and AIDS, the defence of the rights of migrants, as well as social violence, particularly with youth and gender violence
- Support National Societies to carry out internal change processes to deal with discriminatory conduct and practices to prevent – on an internal basis – abuse, harassment and sexual exploitation and reduce causes of all forms of violence.

### **b) Profile of target beneficiaries**

The International Federation's Secretariat in the Americas through the Principles and Values programme is a cross-cutting programme in the Red Cross, and it expects to reach at least **600,290 direct and indirect beneficiaries, including 33 National Societies** in the Americas Zone during 2009-2010 through its programmes and initiatives with Movement and non-Movement partners. Indirect beneficiaries will also be reached by the National Societies through its branches, television

programmes, radio stations, taxis, volunteers, local committees, governing boards and other institutions at the community level.

### c) Potential risks and challenges

It is very clear that one of the main challenges that National Societies have been facing is to have integrated approaches in their work with communities. Many times, even the Secretariat has unfortunately been promoting this isolated approach, through a project focused in supporting National Societies. Work is carried out with the use high quality tools and methodologies, but they are disseminated to National Societies in an isolated way with limited impact.

It is crucial that services being delivered by the Red Cross at the community level, reaches a high level of integration to have a better impact.

The main tangible risk to the implementation of this plan is the issue of insufficient long-term financial support that will allow the Federation Secretariat Americas Zone Offices to provide services with quality to all the Red Cross Societies and carry out sustainable high-quality interventions.

The occurrence of social unrest and/or political conflicts in the countries could affect the implementation of the plans for 2008 – 2009. Major and simultaneous disasters affecting the operational capacity of National Societies.

The insufficient support and buy-in from National Societies to the Federation Secretariat Zone Office to continue the process of decentralisation of the new operating model and the adjustment to the new structure.

## Role of the Secretariat

The secretariat's budget for its support role in the Americas for 2009 and 2010 is CHF 730,560 EUR 465,325 or USD 667,788).

The Federation Secretariat in the Americas Zone includes the presence of five Regional Representations (Andean Region, Caribbean, Central America and Mexico, Latin Caribbean, Southern Cone) strategically located throughout the continent with the Office for the Zone based in Panama. Also located in Panama is the Pan American Disaster Response Unit (PADRU).

Current humanitarian trends such as climate change, migration, pandemic prevention, urbanisation and violence prevention cannot be separated from the strategy of the Red Cross in the Americas. The Americas Zone Office will dedicate special attention to learning about the consequences of these trends in the continent and will support National Societies in future decisions about the way to address potential humanitarian needs arising from these factors of vulnerability. The secretariat in the Americas will ensure that these needs are addressed under the framework of the Federation's Global Agenda and that the proposals and solutions are integral and encompass policy and guidelines, general standards and indicators, proper knowledge management, performance management, research and action and that proper and relevant technical advice is available for the National Societies.

Furthermore, the Americas Zone Office will provide specific support to National Societies towards improving their capacities in the core areas of accountability, integrity, leadership, performance and resource mobilisation, which require further improvement. This support will aim to secure programme services or membership services that include a common approach to support the National Societies in establishing clear policies and guidelines, standards and indicators, knowledge and performance management, as well as foster research and action and provide relevant technical advice.. Efforts in this regard will need to be in line with **the New Operating Model**, thus they should be undertaken at the different levels of the National Societies: 1. National Societies decision making; 2. National Societies middle management leaders or driving forces, and; 3. National Societies implementers, including technical staff and volunteers.

## The common approach of the Zone is reflected below:

### Policy and standards

- Develop or use existing Federation standards, indicator guidelines and accountability mechanisms to monitor the correct implementation and learning of policy compliance.
- Develop performance management initiatives to evaluate the quality and relevance of support to National Societies.
- Provide technical support to CORI (Regional Inter-American Committee of the Red Cross) and the implementation of the Inter-American Plan 2007-2011.
- Monitoring the implementation of the Inter American plan 2007–2011.

### Programmes

- Provide technical advice and direction on main humanitarian trends and challenges for the Red Cross.
- Ensure effective coordination of global and operational alliances and Intensified Capacity Building initiatives.
- Ensure adequate implementation of the New Operating Model, including the need to enhance the capacities of existing centres of reference and the promotion of new centres of reference.
- Promote the creation and expand the capacity of continental thematic holders, the coordination of the Zone Reference group and the support to continental technical networks.
- Increase activities to improve quality and relevant planning, monitoring, and reporting.

### Information and communication

- Facilitate research and action initiatives that contribute to secure high quality guidelines, standards and training.
- Enhance communication and advocacy initiatives, addressing main humanitarian trends and challenges in the Americas.
- Enhance knowledge management and information sharing for cross-region, cross-zone and global information sharing.
- Maintain regular relationships through International Representation initiatives.

### Resource mobilisation

- Developing more effective, innovative and professional resource mobilization practices with diversified funding sources.
- Increasing attention to support strategies to diversify funding sources for programmes implemented with the support of the Secretariat and for programmes implemented by National Societies.
- Mapping and identifying funding opportunities with non-traditional sources of funding such as the corporate sector, the European Union, financial multilateral institutions and regional governmental and non-governmental agencies and organisations.
- Increase support to prepare programme and project proposals to donors to harness additional resources for the efforts of National Societies to achieve Global Agenda Goals and the Inter-American Plan 2007 – 2011.

### a) Technical programme support

Public accountability has become an unavoidable obligation for non-profit entities, and it is a condition to ensure and strengthen credibility, independence and support. The Americas Zone Office will support National Societies in enhancing **their capacities to apply a results based management system with improved accountability** in accordance with the Global Agenda Goals and the Inter-American Plan 2007- 2011.

A key challenge for the Americas Zone will be to have the capacity to influence a coordinated approach and develop a system to clearly show the collective impact of the work done by all members of the Federation as a network. The common principles for coherence (“seven ones”), essential to the achievement of greater effectiveness and efficiency – as well as a common performance and accountability framework will be promoted in a more systematic way through the guidance of the Americas Zone Office.

Most National Societies of the region are using methods of participatory planning which increasingly include beneficiaries and partners, but there is a need for a stronger commitment to be fully accountable to the communities they work with.

National Societies are expected to increasingly adhere to international standards and access formal accreditation, and make better use of benchmarking, peer review and knowledge-sharing mechanisms. The Federation Secretariat will promote the understanding of the wider concept of accountability, both to donors and to the communities they worked with.

At the same time, the changing context requires the flexibility and capacity to continuously analyse the environment, the different factors of vulnerability and the possibilities for Red Cross actions. The Federation Secretariat will support National Societies in gaining better understanding of external trends and the context of vulnerabilities and capacities within the Americas and within their countries.

Regular access to the outcomes of research and studies will be sought with an aim to promote the understanding of the context and trends that increase vulnerability within the Americas. National Societies will be encouraged to own and use this knowledge for the revision of their national plans. The Study of the Americas will also help National Societies to review their existing plans and practices and analyze potential areas of improvement.

The Americas Zone will concentrate its efforts in increasing network initiatives and peer support practices amongst National Societies, which should result in opportunities to increase knowledge, capacities and dissemination of the concept of working as one Federation.

The Americas Zone Office will direct the coordination in the support to the Red Cross Societies of the Americas in more strategic interventions - as mentioned above - by channelling its support to National Societies through the involvement of the Federation Secretariat Offices, distributed throughout the Americas based on geographical areas of coverage and sectors of expertise. Regarding disaster response, the Americas Zone Office will concentrate its support to National Societies through the Americas Disaster Response System, which includes all Red Cross Societies of the Americas and the coordination and support role of the Pan American Disaster Response Unit (PADRU).

The role of the Regional Centres of Reference (1. The Community Education Centre of Reference based in Costa Rica and, 2. The Institutional Disaster Preparedness Centre of Reference based in El Salvador) will be enhanced, including an increase in the number of peer initiatives normally promoted by these two Centres. Both centres have played an important role in the past years in Central America in leading the standardization and validation of tools and methodologies such as VCA methodology, NITs, and many others. These two centres will extend their area of influence to ensure increasing involvement of National Societies from South America and the Caribbean. Other Centres of Reference will be considered in the year 2009 in South America and the Caribbean that will be based on feasibility studies.

For the Americas Zone Office, the **integration of gender equity as a cross-cutting issue in all programmes in all regions** will be promoted and the exchange of experiences amongst National Societies will be enhanced in order to adopt a gender equity approach in community capacity building actions. Special focus will be placed on supporting National Societies in better understanding gender and 'protection' issues, including the prevention of sexual exploitation, abuse and gender based violence. It is worth mentioning that gender equity is specially addressed in the planning documents to support National Societies of South America, where a common understanding and methodology is most advanced in the region.

Together with the initiatives above, the Americas Zone Office will monitor progress on **volunteer management**, development and promotion and the linkages with the Inter-American Plan 2007-2011. Special attention will be given to the promotion of actions for the developing of youth initiatives and practices in the continental scope.

## b) Partnership development and coordination

Cooperation and alliances are a prerequisite for scaling-up humanitarian response in line with the Federation Global Agenda and achieving the Millennium Development Goals. Successful cooperation requires trust, mutual respect, understanding, shared vision, concrete and attainable goals and objectives, sufficient funds, and skilled convenors.

Federation Secretariat will build on their position as auxiliary to the public authorities and significantly increase their participation in public action initiatives. They will increasingly participate in relevant country platforms on poverty reduction, risk reduction, climate change and international humanitarian law.

The Red Cross will approach the private sector not only as a funding source, but as an important partner in the development of local communities and for that purpose will develop knowledge and understanding of the aims and practices of potential allies from the private sector.

The Regional Representations will continue to enhance existing partnerships and build new successful ones with actors as diverse as country governments and their agencies and ministries, national and regional platforms and fora, relevant private sector members, NGOs of various ranges, national and regional media, the United Nations system, relevant financial institutions, academic organisations and regional inter-sectoral networks.

Amongst others, the following partners can be mentioned:

<b>Movement Partnerships</b>	<b>Non Movement Partnerships</b>
<p><b>Disaster Management</b> American Red Cross; Canadian Red Cross; Finnish Red Cross; French Red Cross; German Red Cross; Italian Red Cross; Netherlands Red Cross; Norwegian Red Cross; Spanish Red Cross, and Red Cross Societies from Latin America and the Caribbean.</p>	<p>ALAS Foundation; APEC 21 (Asian-Pacific Economic Consortium), CAPRADE (Andean Committee for the Prevention and Attention of Disasters), CARE, CDERA (Caribbean Disaster Emergency Response Agency); CEPREDENAC; CIDA (Canadian International Development Agency); COSUDE (Swiss Agency for Development and Cooperation); ECHO; DFID (UK Department of International Development); ECLAC/CEPAL (Economic Commission for Latin America and the Caribbean); GTZ (German Agency for Technical Cooperation); ISDR; IDB; IOM (International Organisation for Migration); OAS (Organisation of American States); OCHA; OFDA; OXFAM GB; PAHO; PCUP (Academic World); PLAN International; ProVention Consortium; REDLAC; UNDP; UNICEF.</p>
<p><b>Health and Care</b> American Red Cross, British Red Cross; Canadian Red Cross; Finnish Red Cross; French Red Cross; German Red Cross; Italian Red Cross; Netherlands Red Cross; Norwegian Red Cross; Spanish Red Cross, Swedish Red Cross and Red Cross Societies from Latin America and the Caribbean.</p>	<p>CRN+ (Caribbean Regional Network of People Living with HIV and AIDS); FLACSO (Latin American School of Social Sciences); Global Fund; Honduras Government; McCann Erickson; National AIDS Council (Honduras); PAHO; Peace Corps; REDLA (Latin American Network of People Living with HIV and AIDS); SISCA-WB; Taxi Cooperatives; UNAIDS; UNICEF</p>
<p><b>Organisational Development/Capacity Building</b>  ICRC; Norwegian Red Cross; Spanish Red Cross; Swedish Red Cross and Red Cross Societies from Latin America and the Caribbean.</p>	<p>DFID; FLACSO (Latin American School of Social Sciences).</p>
<p><b>Principles and Values</b>  British Red Cross; ICRC; Italian Red Cross; Norwegian Red Cross; Spanish Red</p>	<p>AUDOVIDEO (Honduras)</p>

Special attention will be given by the Americas Zone Office to increase coordination and cooperation within the Federation members and the ICRC, governments, UN agencies, NGOs, universities and other civil society organisations with the clear aim to increase the delivery of the obligations and expectations inherent to the collective responsibility as a humanitarian and human development network.

### c) Representation and Advocacy

Support will be given to leadership in the Americas for the **development of a governance agenda (political agenda)** that will support and guide the quality of the implementation of the Inter- American Plan 2007-2011 that will contribute to increase the continental capacity to influence the challenges of vulnerability and risk in different fora - national and international.

This leadership understands and reads the changing environment, anticipates humanitarian trends, advocates effectively for the vulnerable communities with authorities at all levels and actively promotes the inclusion of communities in the decision-making processes of programmes and activities. Red Cross leaders are examples of personal integrity and guardians of institutional integrity.

The Federation Secretariat will support National Societies in the **development of a more strategic approach to communications and advocacy** as a fundamental condition for scaling-up quantity and quality of programmes. National Societies will develop and implement **communications plans as part of a continental strategy**, based on the global communications and advocacy strategy and adapted to the local context. The Communications Plans will include the development of **a common set of awareness - raising initiatives and key messages for each of the Global Agenda Goals for the Americas**. Public image and perception of the Red Cross will be evaluated on a regular basis as well as the impact of public campaigns. Strategic alliances with mass media will be a key direction to disseminate these awareness raising key messages on the Global Agenda Goals in the continent.

At regional level attention will be given to supporting National Societies improve existing **training for Red Cross leaders** and to promote the identification of potential new leaders and ensure their coaching and training. The piloting case for Mexico and Central America to set up an on-site and on-line training system for National Society and community leaders, managed by the Red Cross Society of Panama with the support of the Federation Secretariat will help gauge the possibilities of expanding this initiative across the continent. In the same way, National Societies will be encouraged to replicate the system within their national structures to ensure continuous training opportunities for key staff members and volunteer leaders.

The regions will also work to promote the **renewal of National Society governance bodies** in accordance with the statutes, the gender policy and the decision to reflect diversity. At the same time, it will be necessary to support National Societies in updating their existing strategic plans, in a way that responds to the commitments of the Inter-American Plan 2007-2011.

In addition, support and guidance must be provided to National Societies in developing governing bodies, management and young leadership, as well as management strategies that include integrity, accountability, transparency, diversity and clear human resources systems.

### d) Other areas

One of the key objectives of the Americas Zone is to support the creation and strengthening of networks at all levels and in all subjects. Having fully functioning interconnected networks in the Americas – themselves connected with global networks – will translate into optimized information sharing and the building of greater capacities.

It is also essential to recognize the importance of, and foster the development of existing relationships with Movement partners (PNS, ICRC, Geneva Secretariat, and Disaster Management Units).

As mentioned above, a key element for the new operating model in the Americas is - and will continue to be - the encouragement of flexible working approaches that include innovative ways to best use the core competencies and resources of National Societies. There will also be an intend to increase the effectiveness of membership related services provided to National Societies through exploring new forms of cooperation and coordination designed to raise and increase resources and impact of programming.

The development of the concept of “thematic holders” will allow a focus on filling the gaps to reduce vulnerability conditions. Such concept will be promoted within the membership of the continent and other pertinent National Societies.

Particular attention will be given to increase Movement cooperation and initiatives arising from the outcomes of the XXVIII International Conference of the Red Cross celebrated in November 2007; and also, to traditional coordination and cooperation activities with ICRC and explore new ones that could benefit the Movement as a whole.

Another sector of support will be the service that the Americas Zone Office will provide to the regional governance body known as CORI as a key actor for the monitoring and follow up of the Inter-American Plan 2007 -2011.

## Promoting gender equity and diversity

The Federation’s Gender Policy recognizes that the integration of a gender perspective into Red Cross and Red Crescent actions is an important strategy towards the fulfilment of the Federation's humanitarian mandate to improve the lives of the most vulnerable. The policy also requires that each National Society puts in place institutional procedures which ensure that the needs of boys, girls, men and women are all met equitably in disaster response, vulnerability reduction and the provision of health and other services.

The goal of the Federation is to ensure that all programmes benefit men and women equally, according to their different needs and with the input and equal participation of men and women at all levels within the National Societies

The regional programmes will work to promote increased awareness of gender issues as well as promotion of non-violence. All community programmes in the Inter-American Plan 2007- 2011 take into consideration gender, equality and diversity as a cross-cutting theme. The Federation Secretariat’s Americas Zone Office will place special attention to comply to this commitment, as well as on the progress made in the coming years on prevention of sexual exploitation and abuse.

A community-based approach is a key factor in the programmes that incorporate gender equity, awareness-raising and empowerment of women to look at themselves as individuals with rights and as agents of their own change. Therefore, National Societies will need to assess existing trainings, tools and methodologies to verify that gender issues are adequately addressed.

Influencing behaviour and leadership decisions on gender, equality and diversity matters to ensure that Red Cross staff, membership and programmes are truly reflective of the highly diverse make up of their countries is an on-going task in the Americas. Serious efforts will be made to have a membership that is representational of all age groups, social and cultural contexts and that will have a wide cross-section of leaders from the communities. Support must be provided to volunteers in the communities in which they work through the development of community Red Cross groups and branches.

## Quality, accountability and learning

The Americas Zone Office will be guided by the global standards and will encourage the use of a common performance and accountability framework to better measure the impact of the programmes and to monitor the progress made to achieve the objectives of the Global Agenda Goals through adequate tracking system.

The Americas Zone Office will promote National Societies to set standards, tools and mechanisms to ensure integrity and develop a result based planning, monitoring, evaluation and performance management system in line with the global Federation system. It will be sought that they increasingly adhere to international standards and access formal accreditation, and make better use of benchmarking, peer review and knowledge sharing mechanisms.

The governance body for the Red Cross in the Americas, CORI, will play an active role in the compliance of National Societies' implementation of the Inter American Plan 2007-2011. It is important to mention the commitment of the National Societies in this field, as stated in the Guayaquil Declaration: "We aim to enhance the impact, transparency and effectiveness of our programmes by establishing measurable indicators, quality standards and mechanisms for peer review".

The Americas Zone Office will provide all relevant support needed from CORI Executive members' decisions as related to the monitoring and evaluation of the plan.

Policies and standards will be strongly disseminated and promoted throughout the regions with an aim to influence National Societies on their application and adaptation to their specific contexts. Key standards will be promoted and their implementation regularly monitored. For such initiatives, the Americas Zone Office will encourage regular peer support and cross-regional learning opportunities.

Finally, evaluations of the programmes and/or emergency operations will be ongoing practices that the Americas Zone Office will promote and seek as regular activities to measure the quality of Federation-wide performance in the Americas.

DesAprender platform: The *DesAprender* virtual platform is one example of promotion of learning. The platform was set up by the Andean Regional Representation to share experiences, knowledge and good practices in risk reduction and community work amongst Red Cross and other actors to encourage the promotion of good practices at national and local levels.

Accountability: This is a key area identified in the programme purpose and outcomes, both to support National Societies accountability towards communities (and not only towards donors), as well as Federation Secretariat accountability towards National Societies and partners. There is a need for a commitment from National Societies to be fully accountable to the communities they work in. A good example of a key tool for accountability is the development of web pages where information is made public and updated in a timely manner.

Quality: Progressive adherence to international standards identified in Guayaquil will be promoted (management, accountability standards, Sphere Project, HIV and AIDS, Code of Conduct, compliance with our Fundamental Principles, etc.)

How we work	
<p>The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".</p>	<p><b>Global Agenda Goals:</b></p> <ul style="list-style-type: none"> <li>• Reduce the numbers of deaths, injuries and impact from disasters.</li> <li>• Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.</li> <li>• Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.</li> <li>• Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.</li> </ul>
Contact information	

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