

# FINAL REPORT



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

## EL SALVADOR: EARTHQUAKE

14 December 2004

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 181 countries.

### In Brief

**Appeal No. 02/2001; Final Report; Period covered: 14 January 2001 to 31 December 2003; Final appeal coverage: 112%. The final financial report is pending.**

#### Appeal history:

- Launched on 14 January 2001 for CHF 1,112,360 for 1 month.
- Revised on 24 January 2001 for CHF 5,422,147 for 154,000 beneficiaries for 14 months. Budget revise on 4 June 2001 to CHF 9,385,698 and operation extended to 31 December 2002. Operation extended again until 31 December 2003.
- Disaster Relief Emergency Funds (DREF) allocated: N/A.

**Related Emergency or Annual Appeals: 01.47/2003 Pan American Disaster Response Unit; 01.50/2003 Central America: Regional Programmes**

All International Federation assistance seeks to adhere to the [Code of Conduct](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response](#) in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, or for a full description of the national society profile, please access the Federation's website at <http://www.ifrc.org>

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For longer-term programmes, please refer to the Federation's Annual Appeal.

### Background and Summary

A major earthquake measuring 7.6 on the Richter scale occurred off the coast of El Salvador on 13 January 2001. The epicentre of the earthquake was located some 105 km south-south east of the capital, San Salvador. The disaster directly affected more than one million people, or one in six Salvadorans - making it the worst disaster in the past

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20 years. At least 315 residents died when the earthquake triggered a landslide in the neighbourhood of “Las Colinas” in the suburbs of Santa Tecla/Nueva San Salvador. There were more than 2,000 aftershocks, some registering over 5.0 on the Richter scale, and some triggering new landslides. A total of 844 people died as a result of the earthquake.

The earthquake caused major damage in the departments of Sonsonate, Ahuachapan, Cuscatlán, San Miguel, Santa Ana, La Libertad, La Paz, Usulután, San Vicente and San Salvador. More than 180,000 houses were damaged, around 75,000 of which were completely destroyed. Temporary shelters for those made homeless were set up in schools, churches and other public buildings. The largest was the “El Cafetalón” shelter which housed around 4,200 people and catered for around 7,000 people taking into account assistance provided during the day. In addition, thousands of people who were afraid to return to their damaged homes stayed in informal ad hoc shelters.

One month after the earthquake, a major aftershock registering 6.6 on the Richter scale struck some 30 km east of San Salvador on 13 February, reducing many rural communities to rubble, killing over 300 persons and causing major damage to water systems. Then again on 17 February, El Salvador was shaken by a further tremor, the epicentre of which was in the south of the city of San Salvador. The quake measured 5.3 on the Richter scale, and caused landslides and damaged more homes.

The full appeal launched by the Federation was organized in three phases: the emergency phase to meet immediate needs, the second phase to concentrate on further provision of humanitarian relief and rehabilitation and the third phase to focus on recovery and development of capacities within the Salvadorean Red Cross Society (SRC) and its branches, together with preparedness and mitigation measures at the community level.

The appeal formed part of a framework of a global plan of action which was drawn up by the SRC, the Federation and bilateral partners and to which all gave their full commitment. A total of 154,000 beneficiaries were targeted under the global plan of action, whilst the Federation appeal focused specifically on 33,000 beneficiaries, 4,200 of whom were housed in the El Cafetalón temporary shelter. However, logistics support, transport and coordination support was included in the appeal to cover the wider global plan.

### ***Government Action***

The President of El Salvador declared a national emergency and appealed for international assistance. The National Emergency Committee (COEN) took on the overall coordination of disaster response and the Salvadoran army assisted the relief effort with personnel, vehicles and equipment. The government also set up a procurement agency that included local entrepreneurs.

To ensure that relief reached local levels without delay, government relief funding was directly channelled through local authorities and municipalities. The government renegotiated its external debt, and asked countries to extend repayment periods and give more favourable conditions.

### ***Red Cross Action***

The SRC activated its emergency plan as soon as the earthquake hit and immediately became fully operational in search and rescue and ambulance services. The SRC carried out search activities at various locations, including the “Las Colinas” area, in the hope of recovering the remains of those lost in the landslides. During the emergency phase 61,943 people benefited from the activities of the SRC in the following areas:

Relief distribution	58,855
Evacuations	2,422
First aid and ambulance assistance	611
Search and rescue	55
<b>TOTAL</b>	<b>61,943</b>

The Federation’s Regional Delegation, located at that time in Guatemala, provided technical, logistical, finance and administration support. The Federation’s regional personnel joined the Federation’s El Salvador office staff in immediate support of the SRC emergency activities. Additional vehicles were provided by the regional delegation in Guatemala, the Honduras country delegation, the Belize operation in response to hurricane Keith and the ICRC.

The SRC distributed relief goods which were brought in through the Federation, including those arriving over land from the Red Cross Societies of Honduras, Nicaragua, Venezuela, Colombia, Panama and Guatemala, as well as those forwarded by air from Partner National Societies (PNSs) including Spain, Canada, France and the Netherlands.

Direct support arrived in the first days following the earthquake from the American Red Cross including an International Disaster Response Unit (IDRU) team, the Canadian, French, German, Italian, Japanese, Netherlands, Spanish and Swiss Red Cross Societies. Some of these National Societies already had resources and ongoing programmes in both El Salvador and the adjacent countries; delegates from these offices and their headquarters coordinated assistance, which included large amounts of relief supplies, transport and field teams.

An estimated 2,200 Red Cross volunteers were active with both the national office and the branches. The Federation's office in El Salvador was strengthened in order to support the relief operation, through regional and international delegates. Delegates were drawn from regional intervention teams (RITs), the Pan-American Disaster Response Unit (PADRU) and a field assessment and coordination team (FACT). The Federation logistics delegate provided support for the handling of relief goods arriving at the international airport, ensuring the tracking of all in-kind donations received as part of the Federation's appeal. The FACT telecommunications specialist completed a technical audit of the SRC communications system and advised on support and capacity enhancement. Furthermore, Ericsson provided emergency telecommunications equipment to reinforce the Federation communications network. An ICRC tracing delegate assisted the SRC in developing its tracing services, in close collaboration with the American and Canadian Red Cross Societies.

As part of a USD 200,000 emergency response, the World Food Programme (WFP) delivered food by truck and helicopter to La Libertad, La Paz, Usulután, Don Rua, Tecoluca and Comasagua. Also, the European Community Humanitarian Office (ECHO) approved four emergency grants totalling EUR 2,000,000 divided as follows:

- German Red Cross EUR 600,000 (emergency distributions and temporary housing)
- Spanish Red Cross EUR 500,000 (emergency distributions of food and non-food items)
- French Red Cross EUR 400,000 (distribution of medical supplies and health care)
- OXFAM UK EUR 500,000 (water and sanitation).

## **Coordination**

Communication, coordination and cooperation between the components of the Movement worked well. During the emergency phase of the operation, all PNSs accepted the operational lead role of the SRC in the implementation of a single plan of action and participated in drawing this up, leading to a unified and standardized approach. The Federation took on the role of coordinator of the plan of action. Following the emergency phase of the disaster, the SRC and the Federation continued to ensure close coordination with PNSs and external partners, particularly in the field of health. Six PNSs had delegations in place: the American, French, German, Italian, Spanish and Swiss Red Cross Societies. Efforts continued to be made throughout the duration of the operation to ensure coordination between the Federation and PNS programmes, and regular meetings were held to ensure sharing of information and exchange of experience. As a result of this coordination, a Cooperation Agreement Strategy (CAS) was formulated and approved in 2003.

During the emergency phase, excellent coordination was established with OXFAM UK. A working committee consisting of the SRC, the Federation, and OXFAM prepared a joint plan of action for water and sanitation. Activities focused on the distribution of water, waste management and basic sanitation in temporary shelters, as well as in some small communities in rural areas which had received no support. In addition, inter-agency meetings on water and sanitation took place regularly in order to share information. In February 2002 a meeting was held between the Red Cross Movement and 16 NGOs present in the country, including CARE, World Vision, Plan International, Handicap International, Americas Partners and World Geologists. The Federation and the SRC worked closely with these organizations throughout the course of the operation.

The SRC worked in close coordination with authorities and other disaster management services through the COEN. This was facilitated by the SRC relief department which included members of COEN in its national intervention team (NIT) and training initiatives.

A meeting between the Ministry of Health (MoH), the SRC, the Federation and the American Red Cross established operational guidelines for health activities following the disaster. These guidelines included basic sanitation, health monitoring and health education, as well as psychological support. In the post-emergency phase, close coordination was achieved with the Ministry of Health in relation to the construction of 14 community health posts and one nutritional clinic and their functioning. An agreement between the SRC, the Federation and the Ministry of Health ensures the collaboration of the MoH in order to assist the population in areas covered by the health posts. This effort was carried out as a means of ensuring the sustainability of the health posts through coordination and strengthened links with the Ministry of Health and with the municipality. In addition, public and state authorities supplied the land for the construction of the health posts.

## **Analysis of the operation - objectives, achievements, impact**

### **EMERGENCY PHASE – JANUARY - JULY 2001**

#### **Objectives, achievements, impact**

##### **Emergency relief (food and basic non-food items)**

**Objective 1: To meet the basic needs and support the resettlement of the population of the “Cafetalon” macro-shelter.**

The Salvadorean Red Cross Society, with support from the American, German, Japanese, Netherlands and Spanish Red Cross Societies, provided assistance to 724 families housed at the Cafetalón shelter over a four month period, including the distribution of kits containing food, water, bedding, kitchen, hygiene and sanitation sets.

**Objective 2: To meet basic needs and support the resettlement of 30,000 families in the departments of Sonsonate, Ahuachapan, Cuscatlán, San Miguel, Santa Ana, La Libertad, La Paz, Usulután, San Vicente and San Salvador.**

Provision of food, water and hygiene kits by the Federation benefited over 17,000 earthquake-affected families throughout the country. A total of 51,271 food kits, 13,694 kitchen kits, 139,743 bed kits, 85,163 hygiene kits and 61,928 sets of plastic sheeting and tents were distributed.

#### **Health/Water and Sanitation**

**Objective 1: To prevent the outbreak of epidemics by providing primary and preventative health care for targeted displaced population (target 12,000 people)**

A total of 93,103 containers of water were distributed to those affected by the earthquakes during the emergency phase of the operation. Tank installation training was carried out in four workshops in June and early July 2001: a total of 78 volunteers participated from five departments: Cuscatlán, San Salvador, Santa Ana, Sonsonate and Usulután. At the national level, participatory hygiene and sanitation transformation (PHAST) training was carried out in June, to which, in addition to Federation and National Society participants, members of NGOs, UN agencies and the Ministry of Health were invited. This training had the objective of facilitating community participation in the process of hygiene education methods.

**Objective 2: To provide psycho-social support to the affected population and Red Cross volunteers.**

Psycho-social support activities were carried out by the American, French and Italian Red Cross Societies; crisis intervention brigades were trained in psychological first aid and identification of serious cases. A total of 27,552 people were assisted by the brigades working in La Paz, Cuscatlán, La Libertad, Sonsonate, Usulután and Ahuachapán.

**Objective 3: To improve the health of communities affected by the disaster through the development of community health brigades**

The health brigade operated for six months following the earthquakes in the departments of La Paz, San Vicente and Usulután. The brigade brought assistance to four communities in each department in health and psychological support, as well as health education and prevention. For further information, a final report has been made available by the brigade coordinators.

**Disaster Preparedness****Objective 1: To ensure the capacity of the National Society to deliver effective disaster response services in the immediate and medium term.**

During the emergency phase, emphasis was placed on response initiatives, and work relating to capacity building was resumed towards the end of May. An evaluation of the SRC's response to the earthquake disaster led to a number of modifications of the National Society's five year "Plan for Disaster Response and Preparedness".

**Objective 2: To strengthen the disaster response capacity and preparedness of the National Society and of communities, to explore and implement appropriate mitigation measures at the local level, and to strengthen the links between National Society branches and vulnerable communities**

The school brigade project was designed for implementation in 50 schools throughout the country aiming to raise awareness and improve response capacity within communities. Work was begun at the branch level in order to improve radio communications, with the support of the American and Netherlands Red Cross Societies.

**Humanitarian Values****Objective 1: To increase the social well being of the affected population through increased respect for the rights of the most vulnerable –including children and elderly people- and reduction in incidence of family and community violence.**

The "techos" (temporary housing) programmes concluded with the setting up of 2,500 temporary shelters in 6 departments: Ahuachapán, Santa Ana, Sonsonate, La Libertad, Cuscatlán, and San Salvador, funded by the Japanese Red Cross Society. In addition, 1,938 "techos" were installed in San Salvador and San Vicente funded by the Netherlands Red Cross. Furthermore, a total of 18 temporary classrooms were constructed in San Esteban Catarina, in the department of San Vicente, with Netherlands Red Cross funding.

**Organizational Development****Objective 1: To strengthen the National Society branches and increase their ability to address the needs of the most vulnerable through sustainable and effective programmes and services delivery.**

The involvement of Red Cross branches in emergency response has increased motivation and awareness of their staff and volunteers. The need for branch strengthening initiatives was recognized following the emergency phase, and plans were developed following the arrival of the organizational development delegate at the end of August 2001.

## Objective 2: To promote visibility and coherent Red Cross image.

The Salvadorean Red Cross information department holds regular meetings with the media and has built up an efficient communicators' network. Regional activities focusing on capacity building in information were completed in three branches: Ahuachapán, Sonsonate and Santa Ana.

## REHABILITATION PHASE – AUGUST 2001 - ONWARDS

Work carried out in each of the programme areas followed an integrated approach. The vision was that the headquarters, together with communities and branches selected for each of the programmes, should benefit from components of health, disaster preparedness and organizational development, with a view to reinforcing capacities.

### Red Cross and Red Crescent Society

In December 2001 elections took place at the departmental branch level and, in several cases, this resulted in substantial changes in the composition of the management team. Throughout the National Society, the following numbers of volunteers were in place in December 2001: relief volunteers: 1,011; lifeguards: 242; ladies: 310; youth: 505. At the end of the year, there were a total of 2,743 volunteers, as opposed to 2,309 in the year 2000. During the emergency phase of the earthquake operation, active volunteer numbers doubled.

### Health

In accordance with *Strategy 2010*, the Salvadorean Red Cross Society and the Federation envisioned preventing the outbreak of epidemics and providing primary and preventative health care to the population by focusing on community health.

### Objective 1: To improve directly and indirectly the health care for approximately 115,000 people living in the rural areas of three departments: Sonsonate, La Libertad and Santa Ana, by constructing or rehabilitating a total of 14 health posts and one Red Cross branch clinic.

For this project funded by the Japanese Red Cross Society, the SRC selected communities with a high degree of vulnerability to natural disasters, limited access to health services and previous participation in shelter, latrine or disaster preparedness projects also financed by the Japanese Red Cross Society. A base line study was carried out to determine the state of health of the communities. An important component of the project was strengthening the relationship between communities and the SRC branches. Additional components were strengthening branch capacities through the training of volunteers and improvement of the infrastructure. The project incorporated the lessons learned from the Golfo de Fonseca project.

A Memorandum of Understanding (MoU) was drawn up between the SRC, the Federation, the Ministry of Health and a construction company. The SRC, with the support of the Federation, rehabilitated four health posts and constructed another ten. A nutrition clinic was also constructed in Izalco. Construction work began on 24 May 2002 in the presence of the Japanese Ambassador and representatives of the Ministry of Health. The first health posts were inaugurated in September of that year at an event attended by the Minister of Health, the Vice President of the Japanese Red Cross Society, the Japanese Ambassador, the Vice President of the SRC and the Head of the Regional Delegation.



The Vice President of the Japanese Red Cross, the Japanese Ambassador, the head of the Panama Regional Delegation and the Vice President of the SRC visited a health post in Juayua, Sonsonate.

Close coordination was achieved with the Ministry of Health from the National Society headquarters to technical personnel and staff working in the field. This effort was carried out as a means of ensuring the sustainability of the health posts through coordination and strengthened links with the Ministry of Health and with the municipality. In addition, public and state authorities supplied the land

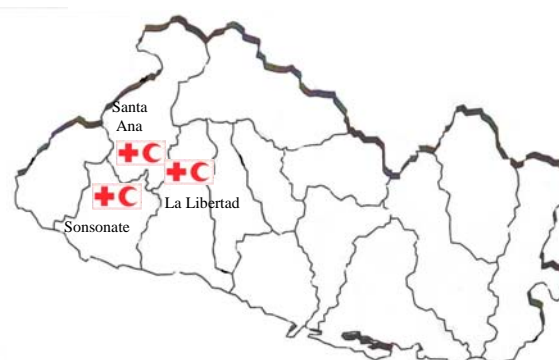
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for the construction of the health posts. Through the HIV/AIDS work carried out by the SRC, links were strengthened with not only with the Ministry of Health, but also UNAIDS, UNICEF and other support groups such as Zacamil Hospital Support Group.

In total, 57,825 people benefit directly from the health posts, and an estimated 115,769 benefit indirectly. These posts promote preventative health practices within the community as a means of improving environmental hygiene and mother and child health.

Department	Municipality	Health Post	Beneficiary Population (approximate)
Sonsonate	Juayua	San Juan de Dios	1,700
Sonsonate	Juayua	San Juan de Dios (nutrition centre)	1,420
Sonsonate	Nahuizalco	Cusamaluco	2,500
Sonsonate	Buenos Aires	El Centenario	1,980
Sonsonate	Armenia	Tres Ceibas	3,050
Sonsonate	Izalco	Red Cross Branch	1,300
Sonsonate	Santa Catarina de Masahuat	Loma Larga	2,600
Sonsonate	Izalco	Chorro Arriba	2,840
Santa Ana	Metapan	Belen Guijatz	7,000
Santa Ana	Coatepeque	Planes de la Laguna	4,500
Santa Ana	Metapan	La Joya	3,080
Santa Ana	Metapan	San Miguel Ingenio	4,600
La Libertad	Ciudad Arce	Las Acostas	1,070
La Libertad	Tamanique	San Alfonso	3,950
La Libertad	Tamanique	Loma Linda	2,340

**Location of departments where health posts were constructed / rehabilitated**



The above table shows numbers of patients who visited the health posts in the final quarter of 2002, reaching a total of 43,930 people.

**Objective 2: To improve the well being of the most vulnerable population of the country through the establishment and strengthening of the Salvadorean Red Cross Society community health office at national level in accordance with a five year plan and five year theoretical framework 2002 - 2006.**

With the objective of ensuring sustainability in the community health office (CHO), an agreement was signed between the American Red Cross and the Federation; this facilitated the implementation of the initiative relating to the community health office as of April 2002.

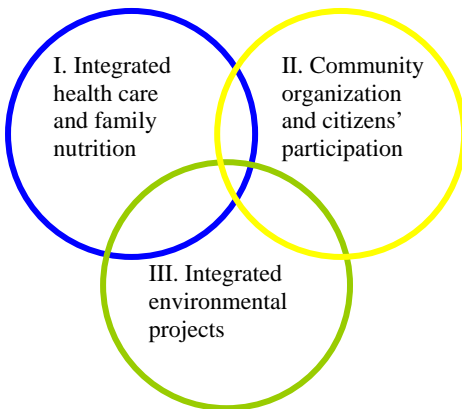
The following objectives were established for the CHO:

- Define the health strategies to be adopted by the National Society, ensuring coherence and promotion of synergy between the projects developed by the Federation and PNSs.
- Create strategic alliances between the Ministry of Health and other NGOs working in the area of health, including the Pan American Health Organization (PAHO).
- Provide support for the planning and management of projects that include health components.

The implementation strategy included: mother and child health with a focus on Integrated Management of Childhood Illness (IMCI), social volunteering and health in emergencies.

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The CHO specified the basic components of health projects, creating a standardized model for integrated health consisting of:



<b>I.</b>	<b>Integrated health care and family nutrition</b>
	a) Mother and child health integrated care programme
	1. Reproductive health care for women
	2. IMCI Integrated Management of Childhood Illness
	b) Family health promotion and education programme
	c) Community mental health programme
	d) Integrated nutrition programme
<b>II.</b>	<b>Community organization and citizens' participation</b>
<b>III.</b>	<b>Integrated environmental projects</b>

The CHO solidified its role as a leader in these fields of intervention by improving services and evaluation systems, including developing preventative health programmes that are in line with other institutions. A good indicator of the consolidation of the CHO was the search for self-sustainability by managing its own funds through the presentation of project proposals to various institutions, such as the Inter American Development Bank and the Spanish International Cooperation Agency.

To strengthen integrated community development, the CHO carried out a series of training sessions that included promotional modules for health, community organization and social participation, mother and child health, and community health focusing on vector-borne illnesses, STDs and HIV/AIDS. Each of these modules was validated by the community, the SRC and the Ministry of Health.

The CHO took the lead in the SRC's response to the dengue and pneumonia epidemics that occurred in the country between 2002 and 2003. In the same way, the National Society took the leadership of the campaign against HIV/AIDS-related stigma, led by the Red Cross youth, during which activities were developed to promote education on the HIV/AIDS pandemic and to increase awareness. This campaign benefited more than 3,682 youths who received information about prevention and anti stigma with the formation of 38 youth groups, including school and non-school groups. In addition, 13 awareness workshops were organized in 20 branches for 1,775 volunteers, with the support of the Federation and the Italian Red Cross. With the support of the Canadian Red Cross, this campaign was run at the national level and addressed not only urban areas, but also rural communities. The project applied a "playful" methodology, including puppet shows and plays that were presented during education and awareness days. The play was very well received by the Ministry of Health and UNAIDS. Links were strengthened with UNAIDS, the Ministry of Health, UNICEF and with other support groups such as Zacamil Hospital Support Group and the Foundation for the Development of Guadalupe (FundaGuadalupe). UNAIDS also supported the revision and validation of the peer methodology modules to be used in HIV/AIDS prevention activities.

The success reached in the implementation of HIV/AIDS projects can be seen in the presentation of a proposal to the Global Fund, in coordination with the Jose Simeon Cañas Central American University (UCA), the NGO Calma and Help in Action. The proposal focused on strategic links with councils of people living with HIV/AIDS (PLWA) and HIV/AIDS prevention.

The SRC initiatives to promote voluntary, non-remunerated blood donation (VNRBD) are being supported by the Federation. Within the plan of action for this programme is close coordination with PAHO in the area of safe blood to organize activities to boost VNRBD and the reactivation of the regional safe blood network.

**Objective 3: To improve the health conditions of more than 4,000 people (692 families) of the vulnerable population in two departments: Sonsonate and La Libertad through the development and implementation of community based primary health care**

This objective includes two projects financed by the Japanese Red Cross Society: integrated community health care in communities affected by the earthquake and the strengthening of SRC branches and communities in disaster preparedness and risk mitigation. The ten communities that participated in this project were the same communities where health posts were constructed or rehabilitated.

Volunteers gained knowledge in the promotion of mother and child health, water and sanitation and prevention of diarrhoea. This was carried out in coordination with the Canadian and French Red Cross Societies which addressed each of these topics in La Libertad and Sonsonate. With the formation and support of health committees, the capacities of the communities were strengthened.



One of the factors that made the health project successful was the coordination between the SRC and the communities.

At the beginning of the project, there was a high incidence of child malnutrition in the area, ranging from severe to moderate. The Red Cross coordinated activities with the World Food Programme, the Ministry of Health and UNICEF and were able to reduce the cases of malnutrition by 90 percent in June 2003. In Juayua, Sonsonate, the project also significantly contributed to reducing other common childhood illnesses. The following chart shows the incidence of common childhood illnesses in Juayua based on a baseline study carried out at the beginning of the intervention in September 2002 in comparison with the incidence of these illnesses in June 2003:

Illnesses	Sept. 2002	June 2003
Pneumonia	38	4
Diarrhoea	32	4
Parasitic Illnesses	67	1
Severe Malnutrition	86	2
Viral Infections	47	4

Juayua branch members were trained in planning and participated in the formulation of this project. These members also carried out all the monitoring activities in coordination with the project coordinator. The image of the Juayua branch was strengthened and increased its credibility within the population. The number of volunteers increased from 33 to 53, in addition to 38 community volunteers who took part in the project. New volunteers were introduced to the history and Red Cross Principles. Furthermore, the facilities of the branch were improved.

This project applied all the initiatives of the HIV/AIDS project and included voluntary, non-remunerated blood donation. In the area of HIV/AIDS, work is being done to increase awareness of how the illness is contracted among school-aged children using peer education methodology. The project also included community blood donation and was able to interest 137 more potential donors. Branches participating in this project were able to establish good relations at the local level with the Ministry of Health, World Vision and the Episcopal Association.

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One of the lessons learned was the benefit of the inclusion of local development micro projects, which were carried out in an effort to reactivate the economy and construct a water distribution network.

### ***Impact***

The construction of health posts contributed to the decentralization of basic health care to the most vulnerable communities. Prior to the construction and rehabilitation of these posts, access to health care was limited for these communities, whereas now they have a more accessible health service.

The SRC was able to strengthen its capacities through the creation of the community health office, consolidating the standardization of community health projects in accordance with basic project components as defined by the office. This model was accepted by PNSs so that it can be applied within their own projects. The basic components promote the integration of different areas as well as individual criteria. One of the integrated areas is the promotion of VNRBD at the community level and bringing a mobile unit to the communities. Organizational development is also considered as an essential project component in order to promote the strengthening of branches and volunteering in order to provide better support to the community health project.

The rates of prevalent illnesses such as pneumonia, diarrhoea, parasitic illnesses, malnutrition and viral illnesses were decreased by 90 percent in comparison with the baseline study carried out when the project began in 2002.

The project was well accepted by the community, achieving a high level of participation from the community and community leaders, who facilitated the project. As a result of this community empowerment, 32 “social volunteers” (a new volunteer category) joined the Red Cross and were supported by branch volunteers and technical personnel.

### ***Constraints***

In spite of a good degree of coordination between the various actors, they were not always able to comply with the established schedule of activities. As a result, there were difficulties in achieving some results, such as gaining a consensus for the drawing up of the SRC’s HIV/AIDS strategic plan and carrying out activities jointly with PAHO to promote safe blood donations. At the beginning of 2003 some health posts were damaged by strong winds. They were repaired by a construction company and are now in good condition.

## **Water and Sanitation**

### **Objective 1: To improve the quality of life of vulnerable earthquake stricken communities through projects including provision of clean water, promotion of hygiene practices and sanitation**

#### ***Access to potable water***

Water tanks were distributed in 11 communities in the departments of Santa Ana and San Vicente in order to improve access to water. Meanwhile, a permanent solution was sought for the problem of access to water in these communities. In Los Llanos, Santa Ana, water was distributed from the beginning of the emergency until mid 2002.

#### ***Hygiene /Water and Sanitation***

Healthy and hygienic practices were promoted in communities affected by the earthquake and, in coordination with CARE, work was done to celebrate awareness and educational days for the student population in San Vicente. In addition, PHAST training was developed in 48 communities in Santa Ana, La Libertad and Sonsonate and the methodology was shared with personnel from the Ministry of Health and the University of El Salvador. The methodology was well accepted at all levels, primarily because of the high degree of participation that went into adapting the support material to account for cultural differences. In total 158 facilitators from 5 departments were trained in PHAST, as well as 53 from the University of El Salvador. Another 48 SRC volunteers were trained in water storage, sanitation, distribution, treatment of potable water and water quality. The Chalatenango branch had a particularly high level of participation, with 16 volunteers taking part.



Healthy and hygienic practices were promoted in communities affected by the earthquake.

Since water and sanitation is a determining element for community health, at the end of 2002 a PHAST course was developed for volunteers from the Sonsonate and La Libertad branches who worked in the community health project in order to acquire better knowledge of the topic so they could replicate it in the communities.

### ***Latrines***

Latrines were constructed to complement the shelter that was provided, with the intention of supporting the full development of communities. With the support of the French and German Red Cross Societies and Doctors without Borders, a total of 968 latrines were constructed in the following communities:

<b>Community, Department</b>	<b>Number of beneficiary families</b>
Ciudad Arce, La Libertad	47
Tres Ceibas, Sonsonate	150
Sonsonate, Sonsonate	234
El Congo, Santa Ana	213
Santa Ana, Santa Ana	113
Ceiba Chacha	19
Los Llanos, Santa Ana	81
Tamanique, La Libertad	111
<b>Total</b>	<b>968</b>

### **Reconstruction/Rehabilitation of Community Infrastructure**

**Objective 1: To rehabilitate essential community structure in order to promote reduction of vulnerability in rural El Salvador.**

At the end of 2001, the Federation completed the construction of 52 temporary classrooms in 17 educational centres in 6 departments of the country. This project was developed with the support of the Netherlands Red Cross which also helped support the construction of latrines and provided equipment.

### **Disaster Preparedness**

**Objective 1: To strengthen the capacity of the SRC Relief Department in the areas of disaster preparedness, disaster mitigation and disaster response.**

The technical capacities of the National Society were strengthened so that at the end of October 2001 the SRC was able to share knowledge regarding the SPHERE project, which helped increase the capacities of 20 volunteers in disaster response, improve the quality of assessments and promote the use of SPHERE minimum standards. Furthermore, another 17 volunteers participated in a SUMA (supply management) workshop. In addition, three National Intervention Team training workshops were held with the participation of 65 volunteers, of which 45 continued to be active as of December 2003. The NITs are considered a valuable resource within the operational framework of the national relief plan.

The American and Netherlands Red Cross Societies and the Federation worked together to strengthen the telecommunications network of the National Society. With the improved network, response to emergencies will be more efficient and will include better coverage. In total, four new antennae were installed and others that were more than 20 years old were replaced. Mobile equipment, handheld radios and car radios were also installed. Some 100 members of the SRC were trained in the use of this equipment.

The national relief plan was revised to make it more realistic and ensure that it included lessons learned from the earthquake operations. The branches were involved in this process and also established their own individual emergency plans. A consultant was contracted to follow up the process in 2003, and multi-disciplinary consulting groups were established to revise the plan. These groups also actively participated in the implementation of the plan

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which is made up of the following components: management and monitoring of operations, search and rescue, tracing, public information, emergency services, health and sanitation and logistics. The plan also includes the Fundamental Principles, the legal framework and risk scenarios for the National Society. To date, some of these components are being revised, while others are being drawn up.

The SRC worked together with the Federation and the Spanish Red Cross to mitigate the effects of the drought during 2001 and 2002, directly benefiting 300 families (approximately 1,800 people). Another 1,500 people benefited indirectly through the work carried out in the municipalities of Yoloalquín, Meanguera and San Fernando in the department of Morazán, which, together with San Miguel and La Unión, was one of the departments most affected by the drought.



Support was provided in planting basic crops, using sustainable agricultural techniques. At the same time, a plan for training and permanent technical assistance was put into practice by the project technicians to improve and guarantee production.

Support was provided in planting basic crops, using sustainable agricultural techniques. Corn and bean seeds, different types of fertilizers (organic and chemical) and insecticides were distributed. At the same time, a plan for training and permanent technical assistance was put into practice by the project technicians to improve and guarantee production. Furthermore, 150 traditional irrigation systems were implemented, benefiting the same number of growers. All of the growers were able to increase their production by at least 20 per cent, and all beneficiaries were trained in commerce in order to assist them in marketing their crops.

In agreement with the Swiss Agency for Development and Cooperation (SDC), 200 metal silos were distributed to beneficiary families. Crops were substantially increased and this intervention helped overcome the food crisis caused by the drought.

### **Objective 2: To reinforce the capacity of at least 5 branches: Morazán, San Miguel, La Libertad, Santa Ana and Sonsonate and 50 communities with a view to reducing vulnerability and exposure to hazards through community disaster preparedness projects.**

The branches that were strengthened through this project were those that had been supported during the earthquakes by PNSs such as the French, German and Japanese Red Cross Societies, according to the memorandum of understanding between the SRC and the Federation. The branches that participated in these projects received relief materials and their human resources were strengthened through technical knowledge in disaster preparedness and prevention in order to decentralize the management of disaster response.

Branch volunteers that participated in this process were trained to be facilitators in training community brigades in disaster preparedness. These brigades are another mechanism used to increase awareness of the importance of being prepared for an emergency. The members of the community that made up the brigades were trained in technical aspects of disaster preparedness, First Aid, and Humanitarian Principles and Values. The brigades will provide the initial response in an emergency in their area. In mid 2003, 23 of the 40 participating communities had already formed brigades and were working to design a prevention and mitigation plan to reduce the effects of a disaster. This project was developed with the support of the Canadian and French Red Cross Societies and the Federation.

Consultation regarding the tools used by community facilitators to train community members was carried out, followed by their validation. The CBDP materials "Es mejor prevenir" were used for support and the communities were trained in organization and management of temporary shelters, healthy homes and First Aid. Each brigade received community First Aid kits.

Another component of the project was the installation of 11 metre radios for the radio communications network. With the support of the Federation, the equipment was distributed and the communities were trained in the use of the radios. The network has helped to mitigate risks with an early warning system in all the communities involved.

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Similar to the community brigades, the school brigade project was carried out with the support of 40 volunteer facilitators from the Red Cross youth of 8 branches. A total of 63 schools were selected, which had been affected by the earthquakes and were later rehabilitated. With the school brigades, a culture of prevention and preparation for disasters was promoted, teaching evacuation techniques and how to react in the event of a disaster or emergency. At the end of the process, a disaster simulation was organized to demonstrate the newly acquired skills.



With the school brigades, a culture of prevention and preparation for disasters was promoted, teaching evacuation techniques and how to react in the event of a disaster or emergency. Here, members of the school brigades practice first aid.

In total, 1,391 people from 12 SRC branches participated, including teachers, heads of families and students. Each team was made up of brigades for First Aid, vigilance, evacuation, and control and prevention of fires. Some 150 youths followed up on the brigades in educational centres to update their emergency plans and carry out simulations as part of their training. To carry out the project, 300 manuals were developed for the facilitators of school brigades, as were 200 student manuals. In addition, it should be noted that the Ministry of Health, the Ministry of Education and the National Civil Police coordinated activities for this process. The creation of these school brigades directly benefited 43,949 people.

The following chart illustrates the number of schools with school brigades and the number of students participating in these brigades:

Department	Municipality	School	Number of students
San Salvador	Apopa	CE Contón El Angel	60
		CE Renato Noyola	50
	San Salvador	CE Leonardo Azcunaga	38
		Liceo Cristino Juan Bueno la Coruña	26
		CE España	30
		CE Nicolas j Brun #2	21
		CE Montes de San Bartolo	30
Sonsonate	Nahuizalco	CE Estado de Israel	18
		Col. San Carlos	41
		Escuela Diocesana Paulo	18
	Juayua	CE Espíritu Santos	14
		CE Fray Bartolomé	21
		CE Presbítero José Luis	12
		CE Juayua	20
Col. Cristina Josué	16		
San Vicente	San Sebastián	CE Cantón El Porvenir	15
		CE Cantón la Sta. Familia	15
		CE Federico González	16
		CE San Sebastián	15
		Instituto N. San Sebastián	16
	San Lorenzo	CE Parroquial San Estebas	15
		CE Cantón La Cruz	13
		CE Caserío Las Mejías	20

		CE Domingo Santos	11
		Inst. Nac. San Lorenzo	11
San Miguel	Ciudad Barrios	Escuela de Ciudad Barrios	20
		Inst.Nac de Ciudad Barrios	53
		CE General Gerardo Barrios	30
		CE General Frco Morazán	30
La Unión	Santa Rosa de Lima	CE Caserío Los Umañas	21
		CE Presbítero José Matia	21
		CE Centro América	20
		CE Ventura Perla	15
		CE La Chorrera	15
<b>TOTAL</b>			<b>787</b>

### ***Impact***

The impact of this project can be seen at all levels of the SRC, as capacities were strengthened with the formation of NITs and volunteers gained new technical knowledge. The National Society is now better prepared to respond efficiently to an emergency or disaster.

At the community level, the impact of the school brigades was evident when students and teachers participated in the simulation exercise. This same result was observed within the community brigades, where community members participate as social volunteers to ensure a more effective response.

One of the success factors for the continuity of school teams has been the continued consolidation of Red Cross youth during the monitoring phase of the project. This is considered to be an important mechanism to ensure that the school brigades continue after the project is finalized.

### ***Constraints***

One of the greatest difficulties to overcome was the bringing together of the various components of the national relief plan by different actors within the National Society. Despite the effort to make this a participative process, it was difficult to secure the involvement of all those concerned. In addition, the National Society was implementing the drought operation which made it difficult to comply with the planning schedule. However, the results of the response to the drought were very satisfactory, achieving a positive impact for the target beneficiaries.

## **Organization Development**

### **Objective 1: To promote the practice of planning within the Salvadorean Red Cross Society by reactivating the national development office, providing technical support and promoting the use of planning tools.**

In 2002, the National Society governance approved the National Development Plan (NDP) and an annual operational plan. In that same year, the office of organizational development was reactivated, which has provided follow up to the implementation of the NDP. The office benefited from the support of the Federation, advising on planning and coordination among all the management areas of the National Society.

The NDP was drawn up for 5 years, defining goals and objectives for the headquarters and branches. After the plan was evaluated for the first time, it was decided that it was too ambitious and the plan was thoroughly revised in accordance with the technical, human and financial capacities of the National Society. Since 2002, operational plans have been developed and are evaluated every three months in order to monitor the capacities of the organizational units within the branches and the volunteer groups. In the evaluation of the 2002 plans, 70 per cent of the goals had been fully reached, and in 2003 64 per cent of the goals were reached, and 22 per cent were partially reached. Furthermore, the recommendation to separate the strategic elements from the developmental elements in the plan was followed. In May 2003 the Regional Delegation supported this process by attending a work meeting.

An analysis of the organizational structure of the National Society was started in order to ensure that the SRC continues to work towards fully meeting the characteristics of a well-functioning National Society. The evaluation of the structure was developed by an external consulting agency and by the middle of 2003 a proposal was received for a new structure, which is currently being reviewed by the executive board of the National Society.

The OD department participated closely in the process of drawing up the CAS which involved all the departments of the National Society as well as Federation staff members and heads of PNS delegations to collect key information and define the priorities of the SRC. The capacities of National Society personnel have increased after receiving training in leadership, *Strategy 2010*, and the SRC's Statutes and regulations, and participation in a Project Planning Process (PPP) course.

**Objective 2: To strengthen the capacity of 6 departmental branches and the 17 local branches covered by the branches of Morazán, San Miguel, La Libertad and Santa Ana, as well as to implement a pilot project focusing on organizational and community development.**

The pilot project for strengthening branches was started. Branches were selected based upon their location in a department that was affected by the earthquake or the drought, their need to develop capacity, the availability of volunteers and a board of directors and their having developed a work plan. Based upon these criteria, the departmental branches of San Miguel, Morazán, Santa Ana and Santa Tecla in the department of La Libertad were selected. These departmental branches assumed the responsibility of replicating the benefits of the project in other branches under their jurisdiction, which included 18 branches. With the support of the Canadian and Spanish Red Cross Societies, the project increased its coverage to the departments of Sonsonate and Ahuachapan.

A "promoter" was nominated to work in the branches in order to provide support in the areas of governance, finance and fundraising, volunteering and improving the relationship between the branches and the community. A key focus for the promoters was encouraging community participation in the carrying out of activities developed by the branches; however, the work of the promoter depended to a great extent on the needs and capacities of the branches. With the support of promoters, the branches developed annual operational plans, useful for prioritizing areas of intervention and goals to be met. The participation and work of the promoters was reflected in the improvement of administrative and financial management as guidelines were created for fundraising, administration and finance. The branches and promoters also increased their participation and involvement in public activities, thereby improving the image of the Red Cross.

With the support of the Federation, departmental branch presidents, together with their technical teams, were trained in strategic techniques for fund raising. As of December 2003, the branches had a bank of donors that worked monthly with the Red Cross. The funds received from this group were used to finance other branch activities. This result was observed in the reopening of clinics in the branches of Ahuachapan and Sonsonate which, with the support of the promoters, were able to begin operations and raise donations of medicine.

In December 2002, an evaluation was carried out of the first six months of the project. The results indicated that there was a need to increase the support to branches by providing two promoters: one dedicated to administrative and financial support and the other dedicated to organizational development. However, because of internal problems, the promoter in the San Miguel and Morazán branches left. Currently, the OD office in the National Society headquarters is providing technical support to these branches.

### ***Impact***

The National Society now has an increased awareness of the importance of having adequate tools to support organizational development and planning. The current OD process has involved the participation of the majority of the National Society's departments, as well as the National Society leadership and volunteers.

### ***Constraints***

Despite the active participation of National Society members in finalizing the National Development Plan, it has not yet been possible to separate clearly the developmental and strategic components of the Plan; this will require increased technical support. In addition, the OD process within the branches has been sensitive to changes in governance within the departmental boards, for which reason some planned activities have not been carried out.

## **Red Cross and Red Crescent Movement -- Principles and initiatives**

Work to strengthen the capacities of the branches through programmes in disaster preparedness, community health and OD has also included the promotion of Humanitarian Principles and Values. In the same way, the induction process for social volunteers has also included the Principles and Values as well as the history of the Red Cross Movement.

The programmes and projects of the SRC have always been focused on attending to the needs of the most vulnerable members of society, as were the persons affected by the earthquake and the drought.

The SRC launched the campaign “The truth about AIDS, pass it on,” in 2002, joining the global initiative to reduce discrimination and stigma against people living with HIV/AIDS. Within this framework, anti stigma awareness activities were developed and work was done to prevent the spread of the disease, particularly among youth.

In the same way, the National Society organized public and private events to commemorate significant dates for the Red Cross Movement, such World Red Cross Red Crescent Day, the launch of the World Disaster Report, World First Aid Day and World AIDS Day, among others.

## **National Society Capacity Building**

The capacities of the National Society have been strengthened, not only through branch strengthening projects, but also through the establishment of the new community health office, the reopening of the organizational development office and support provided to the national relief department. The SRC increased its capacities at all levels, both in the headquarters and in branches. Each of the programmes was focused on creating stronger communities, branches and headquarters, to ensure rapid response to disasters together with adequate measures for prevention and mitigation.

The capacities of the SRC were also strengthened through its participation in the regional project for strengthening capacities in communications. At the end of 2002, a network of volunteer communicators from the Red Cross was consolidated, and is now located throughout the country so that there is coverage in 13 of the 14 departments in El Salvador. The communicators’ network is responsible for disseminating and promoting the humanitarian work of the Red Cross and is made up of 25 active volunteers who have been trained in the areas of communication and strengthening the institutional image of the Red Cross.

The National Society participated in regional meetings in view of their relevance in forming part of the change process promoted by the Federation and in securing agreements regarding adherence to the guidelines for a well functioning National Society.

## **Lessons learned**

During the operation it became clear that community participation is one of the key components for ensuring the success of a programme or project since it empowers the community and helps provide efficient care to vulnerable groups. This was evident both in community health and disaster preparedness projects.

Coordination between different actors involved in the programmes and projects was essential for maximizing resources and experiences in the different stages of the operation. With this same goal of maximizing human resources in the Federation’s El Salvador country office, exchanges of knowledge and experience were promoted between the Salvadorean Red Cross Society/Federation, the Federation offices in the region and the Regional Delegation, and support was provided to the National Societies when required.

The creation of the community health office was a response to the need to extend health services beyond ambulance and clinic services, in order to reach the vulnerable population in rural areas. This initiative was supported and promoted by the Federation and PNSs, which facilitated acceptance and ownership of the guidelines provided by the office for community health materials. Excellent coordination was achieved with both PAHO and the Ministry of Health, which endorsed the initiative of the CHO. This coordination was one of the key factors in consolidating the leadership of that office in the community health processes of the National Society.

The school brigades have been an effective mechanism for raising awareness and creating in children and youth a culture of disaster preparedness and risk mitigation. The success in this process has been the result of the continued support of the Red Cross youth volunteers.

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