

ANNUAL 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

3 2004

In Brief

Appeal No. 01.50/2003; Appeal target: CHF 3,875,324; Appeal coverage: 86.2%.

(click here to go directly to the attached Financial Report).

This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning (refer below to access the detailed logframe documents). 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, please access the Federation's website at <http://www.ifrc.org>

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Overall analysis of the programme

2003 was a quiet year for disasters. The focus of the National Societies was concentrated on active participation in the Inter American Conference in Santiago de Chile in April, held under the motto "Equity in health, road to development". Commitments reached in Santiago de Chile were again confirmed by the National Societies at the statutory meetings in November and December after preparatory meetings were held for the leadership of the National Societies. The Presidents of the Central American National Societies met in El Salvador to review stances, pledges and intervention for the statutory meetings and to prepare statements for presentation.

The harmonization process yielded tangible results for the National Societies at governance and management levels. Three meetings of Directors General to address challenges for the Movement and management issues were co-sponsored by the ICRC and the Federation. The Directors General are beginning to form their own network of support and are developing common strategies.

The Panama Regional Delegation continues to implement the change process by transferring and empowering National Societies in the region with ongoing projects. Negotiations are underway to complete the transfer of the Golfo de Fonseca project with the concurrence of the donor (the British Red Cross Society) and the adequate preparation of the Salvadorean and Nicaraguan Red Cross Societies.

In Guatemala, the transfer of the disaster management programme to the National Society provided the Director position as well as the funding available through the Federation for strengthening the disaster management programme of the National Society. Capacity Building Funds were received and applied to the Costa Rican Red Cross for the creation of a Centre of Excellence in Community Based Disaster Preparedness to enhance the development of best practices and create an environment for sharing the modules already developed in this

programme with other National Societies in the region through a combination of field and classroom work. A total of 8 modules are planned, five of which will be developed and delivered during 2004.

The Federation's programme for Principles and Humanitarian Values continues to grow through a joint effort from the Federation and the ICRC, and through the appointment of a member of the Honduran Red Cross (HRC) as the regional coordinator for the programme. The HIV/AIDS programme and anti-stigma campaigns launched in Honduras continued to develop products and best practices for use regionally. A new video, "Breaking the Silence," was created that includes the testimony of several sero positive individuals regarding the effects of the illness. This video is available in Spanish and English. The "Together We Can" (TWC) manuals, which have been in use in the Caribbean to address HIV/AIDS prevention, were presented to the National Societies in Central America for their consideration. These manuals, which are available in English, Spanish, Creole and Papiamentu and will soon be available in French, will be introduced at different levels to help raise awareness and promote behaviour changes in youth populations.



The focus of 2003 was on the Inter American Conference in Santiago de Chile in April, held under the motto "Equity in health, road to development".

The Regional Delegation continued to strengthen its coordination of organizational development (OD) efforts as part of its mandate. A successful round of Project Planning Process (PPP) training provided National Societies with five course facilitators. More than 250 National Society staff received PPP training, and this is beginning to result in better project designs and documentation of programme activities. Project design also led to the submission of several proposals which have been technically reviewed by the Regional Delegation and will enhance the service delivery capacity of the National Societies in the region. Only two National Societies have completed the process of reviewing and approving their Statutes, following the commitment to ensure that Statutes are reviewed every ten years. Efforts are ongoing in several other National Societies to complete this process. The Federation's OD team continued to support the revision of the national development and strategic plans, which are nearly complete for all National Societies in Central America.

By mid year, the regional delegation was adequately staffed with local staff members in Panama. Much of the remainder of the year was dedicated to their on-the-job training and orientation in their new roles. All Federation activities in the different programme areas have been transferred to Regional Delegates in the effort to concentrate the few resources in the region through the integrated coordination of the Regional Delegates in Panama. A challenge continues in adequately staffing the programmes for the Regional Delegation. There was a lack of funding support for a DP delegate to fill this vacancy as of September 2003; the other vacancy that went unfilled from mid 2003 was that of the programme coordinator.

The year 2004 will find a leaner Federation implementing projects through programme delegates in OD in Nicaragua and Haiti, health in El Salvador, CDBP through the Centre of Excellence in coordination with the Costa Rican Red Cross, humanitarian principles and values with the sponsorship of Partner National Societies (PNSs) and the Honduran Red Cross, and Integrated Management of Childhood Illness (IMCI) and water and sanitation projects in Guatemala run from within the National Society.

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Objectives, Achievements, and Constraints

Health and care

Goal: Efficient, responsive, and focused programmes that contribute to reducing vulnerability are implemented by the National Societies in the region.

Overall Programme Objective: The National Societies of the region are contributing to a significant improvement of health conditions and are empowering vulnerable groups and communities to reduce vulnerability to ill health and disease.

This year saw staff changes within the health programme with the placement of a new regional health delegate in Panama (supported by the Norwegian and Swedish Red Cross Societies) and the arrival of a health delegate in El Salvador to support the newly formed community health department. Efforts have been ongoing to recruit a regional HIV/AIDS officer for Central America, to be based in Panama.

Objective 1: Red Cross / Red Crescent partnerships in health have been developed and strengthened, and the capacities of National Society health departments in Central America have been reinforced in line with Strategy 2010.

Achievements:

Leading up to the Inter American Conference in Santiago de Chile, two meetings were held to finalize the America's health strategy: the first in Washington with health experts from National Societies in the Americas and representatives from the Pan American Health Organization (PAHO), PNSs, and the Federation, and the second in Panama with National Society health directors from Central America and the Caribbean. The strategy was adopted by National Societies at the Conference and National Societies are now designing and implementing health programmes in accordance with the Santiago de Chile Commitment and the Inter American Plan of Action. These programmes are focused on community health, HIV/AIDS, voluntary non-remunerated blood donation (VNRBD) and health in emergencies.

As a follow up to the Santiago de Chile meeting, a health meeting for the Central America region was held between 5 and 9 May in Panama, facilitated by the regional health delegate. In total there were eight participants representing the Federation and the American, Canadian, French and Italian Red Cross Societies. Participants agreed to hold four coordination meetings, which provided the Federation with feedback on the expectations of the National Societies and PNSs with respect to the Regional Delegation, emphasizing that the main role of the Federation is to facilitate communication and coordination. In addition, a presentation on the Santiago de Chile Commitment was made to all National Society health representatives at the regional health meeting in August. This will be followed up with a more detailed Plan of Action in 2004.

The community health department of the Salvadorean Red Cross (SRC), formed after the 2001 earthquakes, continued to develop partnerships with PAHO and the Ministry of Health. The production of new proposals for the European Union Programme for Rehabilitation and Reconstruction in Central America (PRRAC) and the Empress Shoken Fund helped



In 2003, health programmes focused on community health, HIV/AIDS, voluntary non-remunerated blood donation and health in emergencies.

the SRC to move away from reliance on emergency funds. Health planning is now standardized and is based on the Federation's Project Planning Process (PPP) methodology.

In Honduras, the Honduran Red Cross (HRC) health director will be financed by the Canadian Red Cross for the next three years, and two other members of the health team will be financed by the PRRAC project. The challenge

Central America; Appeal no. 01.50/2003; Annual Report

for the new health director will be to link all components of the health team and develop the lessons learned from the various projects into longer-term opportunities for financing and partnership.

In Nicaragua, work continued on strengthening the capacity of the Nicaraguan Red Cross (NRC) health department through a productive partnership between the Canadian, Italian and Spanish Red Cross Societies, the Nicaraguan Red Cross and the Federation health and organizational development delegates.

In Panama, the regional health and organizational development programmes submitted a proposal to the Capacity Building Fund to improve the operational capacity of the health department of the Red Cross Society of Panama (PRC).

Constraints:

The post-Mitch reduction of delegates in the region placed an extra burden on the Federation and the regional health delegate. In addition, the lack of a head of the health department in the Guatemalan Red Cross is a serious constraint.

Although the Inter American Conference provided the opportunity to agree on a health strategy, it also reduced the time available for the regional health delegate to provide direct support to National Societies. In addition, the Santiago de Chile Commitment and the Plan of Action need to be promoted as many National Societies and PNSs are not fully aware of their implications.

Another major constraint is the lack of common methodologies, with many National Societies using their own manuals and methodologies. This leads to duplication and loss of competitive advantage, also confuses donors and takes away from regional initiatives. It is hoped that a standardized system will be created in 2004.

Objective 2: The response of National Societies in Central America to the HIV/AIDS epidemic has been refined and scaled up in the areas of prevention, care and the fight against stigma and discrimination.

Achievements:

Much progress was made in the area of HIV/AIDS and there was increased activity in all National Societies focusing on prevention and anti-stigma. Traditionally conservative National Societies explored this area of programming with varying levels of anxiety, but became more committed as they discovered the needs of those living with the disease. In Guatemala, El Salvador and Honduras, National Societies took part or were members of the national HIV/AIDS commissions, raising their profiles within their Ministries of Health and with PAHO. In addition, the Regional Health Delegate participated in the Latin American and Caribbean Global Funds Meeting in Panama and took the opportunity to plan for a monitoring and evaluation strategy of the HIV/AIDS programmes in both sub-regions through links with PAHO and Family Health International.

The regional HIV/AIDS workshop was held in Tegucigalpa, Honduras, in November with 48 participants from the National Societies of Central America, Mexico, the Dominican Republic, Argentina, Uruguay and Ecuador, as well as representatives from the Canadian, Italian and Netherlands Red Cross Societies and from REDLA+ (Latin American Network of people living with HIV/AIDS). Each National Society received a Spanish-language sample of the "Together we Can" manuals and heard a presentation on the TWC methodology, which has received strong support in Central America and the Caribbean from UNICEF. It appears that at least three National Societies will use the methodology, thus increasing funding and impact. Also, a working group of representatives of the Guatemalan, Salvadorean and Honduran Red Cross Societies was selected to draw up a document on the need to initiate a Central American Health Network with the provisional name REDCAS (Red Centro America de Salud). If formed, the network will greatly enhance communication and compliance with the Santiago de Chile Commitment and will facilitate better networking with other key partners.

In El Salvador, Guatemala, Honduras, Nicaragua and Panama, the National Societies have developed closer links with organizations working with persons living with HIV/AIDS. In Honduras, in preparation for the anti stigma video campaign, six members of the regional HIV/AIDS networks (REDLA + and APSIDA) joined the Honduran Red Cross in early 2003 and helped develop its health programming. It became apparent that changes were needed in the peer youth education project, due to increased expectations in areas that the Red Cross was not addressing.

In Guatemala, an HIV/AIDS programme coordinator was recruited in early March and the Federation coordinated an HIV/AIDS proposal, partnered by the American, Netherlands and Spanish Red Cross Societies. A baseline study on HIV/AIDS was carried out in four Guatemalan Red Cross branches, and cooperation agreements for technical and financial support from the Federation and the GRC were drawn up for these branches. Various prevention and anti-stigma activities were carried out in the branches, such as informational radio spots that were broadcasted in the Izabal province in local languages. In addition, these branches now have training materials available to begin working on stigma prevention projects, and volunteer facilitators have been trained in prevention and anti-stigma. Finally, the GRC has been working closely with governmental and non-governmental bodies on its HIV/AIDS programme, including approaching the Ministry of Education about using HIV/AIDS educational materials in schools.

In El Salvador, the Federation continued to work with strategic partners to define priority areas for proposals to the Global Fund, such as the maternal support centre, the NGO, CALMA, and the University of Central America in El Salvador (UCA). The Salvadorean Red Cross Society produced a puppet theatre focused on anti-stigma that was presented to organizations such as UNICEF, UNAIDS, FUNDASIDA, MINED, and representatives of people living with HIV/AIDS (PLWA), in addition to members of the board of the SRC and PNS representatives. This initiative improved relations with the Ministry of Health and helped position the SRC to access Global Funds. In addition, consultations were held with the National Secretary for Family Affairs to plan activities for SRC youth in HIV/AIDS prevention.



Traditionally conservative National Societies began working on HIV/AIDS programmes as they discovered the needs of those living with the disease.

Also in El Salvador, a technical expert from the Office of Community Health (OSC) worked with SRC youth in the implementation of a strategic plan to reach parents of schoolchildren where the HIV/AIDS programme is operating. The OSC also participated in the revision of the bio-security and HIV/AIDS proposal that will be implemented by the SRC in the near future. Finally, the first phase of the Italian and Salvadorean Red Cross HIV/AIDS project was completed, and an external evaluation of the programme was carried out by PAHO. The second phase will be carried out in six more branches, and possibly three more in the east of the country.

In Nicaragua, the Italian Red Cross (IRC) continued with its HIV/AIDS peer education project in Jalapa and was in contact with the Federation Regional Health Delegate to define methodologies. The IRC obtained an extension to continue the project and concluded a first year internal evaluation in March.

In Panama, an HIV/AIDS Strategic Plan was drawn up and presented at a meeting of the HIV/AIDS Thematic Group, at which time the Ministry of Health expressed interest in incorporating parts of the plan into its national HIV/AIDS strategy. The Strategic Plan was launched on World AIDS day, at which time 1,000 copies were distributed. The Federation supported an HIV/AIDS coordinator in the Red Cross Society of Panama (PRC) for six months to work on the plan and promote it to potential donors. In addition, a meeting was held with the PRC health manager to discuss plans to initiate an HIV/AIDS project to benefit the indigenous Kuna population. Finally, as a direct result of contacts made during the Antigua health meeting at the beginning of 2002, the PRC joined together with PAHO and the Ministry of Health to plan and implement a safe blood donation campaign.

Honduras remains the regional leader in HIV/AIDS programming with its anti-stigma projects and its progressive stance on working with groups of PLWA. The Honduran Red Cross appointed a new coordinator for the HIV/AIDS programme and created a video entitled "Breaking the Silence" that addresses the needs of people living with HIV/AIDS (PLWA). These projects are supported by the Federation and the American Red Cross (ARC). The HRC is currently working with the ARC on a voluntary testing and counselling (VCT) programme to

Central America; Appeal no. 01.50/2003; Annual Report

address the needs of specific target groups, including street children. In addition, the HRC has coordinated work with REDLA+ and with other organizations working in the field of HIV/AIDS.

Constraints:

Although many National Societies are making progress in HIV/AIDS programming, conservatism in others is leading to reluctance to become more involved. In addition, funding problems within the Red Cross Society of Panama is stalling progress on HIV/AIDS. The development of the Inter American Network on VNRBD needs to be reenergized, roles need to be more clearly defined and a plan of action formulated.

Objective 3: High quality integrated health interventions with the participation of Ministries of Health, partners and vulnerable communities are being implemented by the National Societies.

Achievements:

In August, a workshop was held in Managua, Nicaragua focusing on “Models of Community Health.” The workshop was attended by 29 representatives from 6 National Societies in the region, as well as representatives from the Federation, and the American, Canadian and Spanish Red Cross Societies. The workshop included the following:

- Presentations by the World Health Organization on public health in the region, the current health status in Central America, preventative campaigns, and inequality and poor access to health services.
- Demonstrations of public health tools, such as water and sanitation tools, models of community participation, especially the Participatory Hygiene and Sanitation Transformation (PHAST) methodology, and monitoring and evaluation tools.
- A presentation by the regional health delegate on the Santiago de Chile Commitment.
- A visit to a Nicaraguan Red Cross IMCI community health project funded by the Canadian Red Cross in the outskirts of Managua that focuses on home-based care.
 - A visit to a health centre where youth health educators presented their programmes.
 - Discussions on the importance of networking and sharing knowledge.
 - A presentation on the Caribbean Red Cross HIV/AIDS Network (CARAN).



The PRRAC proposals were successful in Nicaragua and Honduras and the projects were implemented by the National Societies, with support from a consortium of PNSs (Italian, Spanish, and Netherlands Red Cross). In addition, the Salvadorean Red Cross received the approval to begin the Empress Shoken Fund project in the Department of Santa Ana and interim approval to bid for a project on primary health care from the Ministry of Health with funds from the Inter-American Development Bank.

Monitoring growth is an important aspect of child health programmes and helps ensure that children grow into strong, healthy adults.

In El Salvador, the Ministry of Health and PAHO authorized the health promotion module that was created for volunteers and a project design workshop was held with 28 volunteers from 6 branches in the Ahuachapan province. The SRC health department also formulated an American Red Cross-financed community health project and created a Canadian Red Cross-funded project in partnership with the Federation. In addition, the SRC latrine project in San Miguel and Usulután continued. Planning began for the construction of 900 latrines in eastern El Salvador through a technical evaluation by the regional water and sanitation delegate with assistance from the SRC offices of community health and projects, and the health delegate in El Salvador. The finance and administration delegate also assessed the budget and suggested a number of changes to be taken up with the donor (ECHO).

In Guatemala, an IMCI baseline study was carried out in six branches, in coordination with GRC health staff, the Federation, the American Red Cross, the Ministry of Health and PAHO. The findings will be presented in January 2004. An agreement for technical cooperation with the Ministry of Health was signed on 9 September, and cooperation agreements to implement IMCI in additional branches were approved. Instructional manuals were

Central America; Appeal no. 01.50/2003; Annual Report

sent to four branches in the country, and 70 volunteers and health workers from the GRC and the Ministry of Health were trained in the IMCI methodology. A presentation package on the completion of the IMCI process in four branches was produced and initial reports show good results that could be replicated elsewhere.

The GRC completed the construction of latrines for 64 families in Sacapulas province and trained families in hygiene and sanitation. The GRC water and sanitation unit received financial support from the American Red Cross to revitalize its role and impact. The ARC also received a further USD 50,000 to fund water and sanitation projects in Cobán. The American and Netherlands Red Cross Societies have signed a Memorandum of Understanding for the use of this donation.

Constraints:

Improved coordination with PAHO is necessary as the general perception is that many of the key members of the organization are not aware of the “special relationship” with the Federation.

Objective 4: The Federation’s response capacity in Central America in the area of emergency health has been increased.

Achievements:

The regional health delegate who has skills in the field of water and sanitation worked closely with the Pan American Disaster Response Unit (PADRU) water and sanitation delegate. The two delegates worked on an emergency health document for the Inter American conference, and both participated in the South American Health Directors’ meeting in Lima. They also both worked on the Appeal 2004 process to avoid duplication and ensure coverage across health programmes.

A “Water in Emergencies” course, held jointly by PADRU and OXFAM in April was an important step in encouraging National Societies to commit to this important area of programming and partnership. The regional health delegate also made a presentation on “Water and Sanitation and Health” and the Participatory Hygiene and Sanitation Transformation “PHAST” methodology at the American Red Cross workshop on Emergency Water and Sanitation that was held in PADRU with 25 participants. The workshop prepared participants for water and sanitation activities in emergency situations.

In Guatemala, the future of the technical water unit was reviewed, and PNSs and the Federation looked at which programmes could be supported, with a strong emphasis on obtaining support from the Spanish Red Cross. The GRC facilitated a well attended event to promote the international water day. The GRC stand was the best of the event and included the distribution of a leaflet covering GRC activities. Two stories covering water and sanitation, health and disaster preparedness were written for presentation in at the Inter American Conference in Chile.

The Regional Health Delegate also met with a representative of the Canadian Red Cross to discuss psychosocial health needs during and after disasters. The Canadian Red Cross carried out evaluations on psychosocial health programmes in Central and South America and will share the results of this assessment when available.

Disaster management

Goal: Efficient, responsive, and focused programmes that contribute to reducing vulnerability are implemented by the National Societies in the region.

The disaster management programme began the year with its major focus on the revision of materials for the community based disaster preparedness programme (CBDP), and preparations for the Inter American Conference. There was a continued lack of funding throughout the year that affected the implementation of some activities. In addition, the regional disaster management delegate left the delegation in September, leaving an opening in the Regional Delegation for the remainder of the year. Nonetheless, progress was made in some key areas as the head of the Regional Delegation, with support from interns from National Societies, took on the task of reviewing the CBDP modules.

Objective 1: To continue the process of strengthening the disaster preparedness and response capacity of the National Societies and the Regional Delegation.***Achievements:***

Throughout the year there was increased coordination and information sharing among National Societies and with key partners. There was also an increase in the disaster management capacity of National Societies and communities. Response activities continued to prevent and alleviate the suffering of those affected by disasters, while continuing to boost the image of the Red Cross and enhance respect for the Movement. This has also led to increased expectations on the part of the local population and governments.

The Regional Disaster Management Delegate worked to strengthen the regional team by coordinating activities with the newly appointed Disaster Coordinator of the Federation's country office in Guatemala and the Head of the Disaster Preparedness Office in the Costa Rican Red Cross (CRRC). In addition, the delegate assisted the Salvadorean Red Cross Society's Relief Director in planning a national intervention team (NIT) workshop.

The Costa Rican Red Cross continued to lead the way in reviewing and developing new CBDP modules. The National Society also received support in the development of the guidelines for household emergency plans (Plan Familiar), as well as in relation to cooperation with private sector and governmental and international agencies, including UNICEF and PAHO. The CRRC is a valued resource within the region for CBDP programming and is being developed as a centre of excellence and a reference for National Societies in the region. An early warning system was put into place in Orsi, the area in Costa Rica that was affected by a fatal landslide in May 2002. Reduction of loss of life has begun to be observed and documented in Costa Rica as a direct result of CBDP activities.

The Salvadorean Red Cross developed terms of reference for the revision of its 3000 Series (disaster preparedness and response procedural manual) and the process was completed during the course of the year. The Regional Delegation facilitated the sharing of 3000 Series documents of other National Societies with the SRC. Technical support for the revision of the 3000 Series document was also provided to the Mexican Red Cross. The Regional Delegation also worked with PADRU to define the support of the Secretariat, geared towards strengthening the logistics and response capacity of the National Society.

A meeting was held in February with the Honduran Red Cross to discuss priorities and the support needed from the Regional Delegation, as part of the hand-over process with the outgoing disaster management delegate based in Honduras. Work on strengthening the response capacity of the National Society saw the development and equipping of five decentralized warehouses, which will allow for more efficient response. The disaster plan of the National Society was also finalized.

In Guatemala, discussions were held with the Guatemalan and Spanish Red Cross Societies regarding the implementation of the DIPECHO project in the Atlantic region. There were some difficulties with the National Coordination Committee for Disaster Reduction (CONRED), which, fortunately, did not impact the implementation of the project. In addition, the GRC, the Federation and Design without Borders worked together to develop standardized, temporary shelters that can be made into permanent shelters during the rehabilitation phase of emergency operations. This project focused on completing the shelter prototype and producing the specification manual. CONRED was provided with the specifications and procedures for setting up the prototype, which was erected and is on display on the CONRED facilities. Design without Borders was asked to redefine the project to produce the inventories as well as the standards for temporary shelters that had been built by the Red Cross in all Mitch-affected countries. The project will continue to be housed in the architecture department of the Landivar University, a private institution in Guatemala.

The Nicaraguan Red Cross developed its disaster response and contingency plans during 2003. The Regional Delegation supported this process and encouraged the NRC to provide the inventory of assets and goods, which included 12 mobile water treatment units. The inventory as well as the assets would be managed by PADRU's Regional Logistics Unit to deploy when and where needed with prior agreement from the National Society.



As the disaster management capacity of National Societies and communities increased, response activities were able to prevent and alleviate the suffering of those affected by disasters .

Throughout the year, the regional delegations, in coordination with PADRU, supported relief activities in Costa Rica, El Salvador, Guatemala, Mexico and Panama.

In Panama, the Regional Delegation coordinated the participation of a representative of the Red Cross Society of Panama in a workshop on local risk management. The workshop was convened by the United Nations Development Programme (UNDP) and the Coordination Centre for the Prevention of Natural Disasters in Central America (CEPREDENAC), the disaster prevention coordinating body for Central America.

National Societies in the region are beginning to recognize the need to have a specialized office for community disaster education and are in the process of evaluating how to make such offices sustainable. At least two National Societies in the region are looking at this.

A Better Programming Initiatives (BPI) workshop was held in Honduras in February. Follow up to the workshop was carried out by the Regional Delegation, including an analysis of the Ciudad de España project using BPI methodology that was carried out in late March and early April. This was very well received by both the Honduran and Spanish Red Cross Societies.

For the Inter American Conference held in Santiago de Chile, the Regional Delegation supported the work of the disaster sub-commission, including following up with National Societies to obtain their responses to the mapping questionnaire. Support was provided to the Costa Rican and Mexican Red Cross Societies in preparing documentation for the Conference, and to the Nicaraguan Red Cross in preparation for a presentation. The Regional Disaster Management Delegate coordinated the second disasters working group during the Conference, and provided general support to the Secretariat team. The preparatory process for the Conference and the event itself led to increased networking within and outside the Movement; as well as an agreement on the key focus areas of disaster management programmes in the region, for at least the next four years.

Over the year, the Regional Delegation coordinated with PADRU on the following operations:

OPERATION	REMARKS
<p>Costa Rica/ Panama Floods December 02/January 03</p>	<p>The various aspects of the operations in response to flooding in Limón and Valle la Estrella (Costa Rica) and Chiriqui and Bocas del Toro (Panama) were followed up.</p>
<p>Mexico Earthquake January 03</p>	<p>In collaboration with PADRU, the Regional Delegation coordinated support for response to the earthquake that struck Colima state in January 2003.</p>

El Salvador Social Unrest June 03	Close contact was maintained with the El Salvador Delegation as part of monitoring of the situation that resulted from social unrest in the capital.
Guatemala Volcanic Eruption July 03	The Delegation monitored the situation after the eruption of the Volcán de Fuego.
Costa Rica Floods October 03	Flooding in Talamanca <ul style="list-style-type: none"> • Liaised with the National Society during this event. • Liaised with PADRU regarding the possibility of mobilizing a water and sanitation unit for the operation. This was subsequently deemed unnecessary, as a local solution was found.
Guatemala Elections November 03	Special preparation and full coordination with the ICRC led to successful response preparation prior to elections.
Costa Rica/ Panama Earthquake December 03	Response support was provided to both National Societies during the earthquake on the border, which affected both countries on Christmas Day.

In June, the Regional Disaster Management Delegate participated in and supported the XII Regional Meeting of Disaster Relief Personnel, held in Honduras. During the meeting, it was agreed that rather than await the occurrence of disasters, the focus would be expanded to include a more developmental approach, such as CBDP, in accordance with Federation policy and the Plan of Action of the Inter American Conference.

Also in June, a pre-hurricane workshop was held in the Dominican Republic with participation from Caribbean and Central American National Societies to revise and update their current contingency response plans for hurricanes. The workshop had participation from ECHO and was held in the emergency operations centre of the Dominican Republic. During this workshop, the English version of the guide for the regional hurricane plan was revised and National Societies presented drafts of their plans for the 2003 hurricane season. These documents were the basis for the Secretariat's 2003 hurricane plan.

The Regional Disaster Management Delegate worked with the Regional Information Technology Coordinator to develop the Spanish version of the Disaster Management Information System (DMIS) alert page, providing information on imminent or current disaster situations, for use by National Societies. The new version was sent to National Society and Secretariat representatives in the region.

The Regional Delegate coordinated a mission to Mexico for the PADRU Disaster Management Delegate to develop the emergency operation centre proposal for the Mexican Red Cross (MRC). The delegate provided support to the MRC in planning and convening its state Disaster Coordinators' meeting, which included a review of the disaster operations that were carried out by the MRC from 2002 to July 2003. In addition, the Regional Delegate gave a resource mobilization presentation to the state fundraising coordinators in Mexico.

The Regional Delegation hosted a global meeting of disaster management delegates along with PADRU during August. Several of the keynote speakers from regional and international bodies provided orientation and promoted coordination of future activities with the Regional Delegation for the enhancement of disaster preparedness and response for National Societies in the region. Work plans were developed with CEPREDENAC, the International Strategy for Disaster Reduction (ISDR), the Regional Disaster Centre for Latin America and the Caribbean (CRID), and the Global Climate Change Centre for activities to support response and community based disaster programming.

A regional group on risk and disaster management was started in Panama with the continental agencies located in Panama in order to communicate and coordinate activities. The members of this group are the UN Office for the Coordination of Humanitarian Affairs (OCHA), UNICEF, UNDP, the World Food Programme (WFP), the UN High Commissioner for Refugees (UNHCR) and the Federation. The Federation will have double representation as PADRU will be an active player and will be responsible for covering the issues for the South American regional delegation, while the Regional Delegation will cover all issues pertinent to Central America and the Caribbean.

As part of the harmonization process and strengthening of the response capacity of National Societies, the Regional Delegation participated in an ICRC-sponsored activity on family reunification in Antigua Guatemala in

Central America; Appeal no. 01.50/2003; Annual Report

October. PADRU's role was further defined and the Unit will continue to ensure the coordination of work with the ICRC with its telecommunications support. The Regional Delegation will support National Societies in developing operating procedures and closer links to the ICRC in all family reunification matters. A major challenge for National Societies is the unfunded requirement to provide relocation and reunification services on behalf of members of the United States Armed Forces with relatives in the region.

Objective 2: An integrated community based disaster preparedness (CBDP) programme model, complete with tools and guidelines, is implemented.

Achievements:

With the financial support of the Federation office in Guatemala, the meeting to revise the updated modules for the Disaster Prevention Manual in the "Es Mejor Prevenir" series was convened in April. This saw the participation of personnel from key National Societies from the region, as well the American, Netherlands and Spanish Red Cross Societies. The Disaster Management Delegate from the Federation's Regional Delegation in Lima also participated. During the meeting a timeline for the next steps in the process was identified, as well as possible pilot projects within Central and South America. The revised modules were shared with all National Societies and delegation offices, as well as the Secretariat before they were illustrated and printed. Additional enhancement to CBDP materials came from UNICEF and ISDR through the inclusion and authorized use of a board game and two disaster preparedness soap operas. These materials from the UN agencies have also been translated into four Mayan languages. All National Societies now have access to common materials to strengthen their community based disaster preparedness programmes.



Guidelines for household emergency plans (Plan Familiar) were drawn up to support the Red Cross's CBDP programmes and strengthen the disaster preparedness of communities.

The 'Familia Prevenida' campaign that began in 2002 in Honduras continued, with approximately 4,200 persons benefiting from its implementation in 18 branches. The 2002-2003 campaign was developed with a revised methodology, based on three visits to target households. During the first visit, Red Cross volunteers developed a baseline on each family involved, the second visit focused on the development of household plans and the third visit was used to evaluate the impact of the intervention. A community simulation exercise completed the process. In addition, discussions were held with the Canadian Red Cross representative in Honduras regarding collaboration on the review process of the CBDP programme. Many communities are now engaged in completing their own risk mapping, which has led to greater participation in civil society as they then make emergency management offices aware of shortcomings and risks. Furthermore, risk reduction, increased awareness and increased activities were the result of community work in this field.

Five additional CBDP manuals were created by disaster preparedness staff in the region, and are in the process of being field tested and validated, bringing the total number of manuals to eight. Discussions are ongoing with PAHO, UNDP, UNICEF and WFP representatives in the region regarding these manuals. The eight manuals will be used throughout the continent as all field tests and validations have been carried out between the two Regional Delegations in Central and South America. The Caribbean will adopt the same modules with variances to account for the language and ethnicity particular to the region. The eight modules are Community Preparedness, Family Response Plan, Exploring Community Development, Psychological Support, School Response Plan, Business and Industry Response Plan, Shelter Management and Healthy Homes. CBDP has helped create an awareness of the need for early warning and community alert systems as a means to save life and protect property.

With financial support from the PAHO office in Quito, Ecuador, a CBDP facilitators' training workshop took place in Panama in July, followed by validation of the draft of the disaster prevention manual. The workshop included representatives from eight National Societies, six of which agreed to carry out further evaluations and

Central America; Appeal no. 01.50/2003; Annual Report

submit recommendations for changes to the manual. Representatives from the Panama and Lima Regional Delegations, as well as the Disaster Coordinator from the Federation's Guatemala office, also participated in the workshop. The recommendations for the manual were received and incorporated into the revision of the existing manual. The disaster management delegate in Trinidad, assisted by the CBDP programme coordinator from Costa Rica, completed the final edit before the manual was handed over to a local university in Costa Rica to add graphic art and complete the publishing process.

Agreements were reached with UNICEF for the inclusion of the board game "Riesgolandia," (Risk Land) in the disaster preparedness manual. The board game is available in Spanish, English, Creole and French. An additional agreement was reached with the International Strategy for the Reduction of Natural Disasters for the use of a radio soap opera addressing hurricanes and disaster prevention. PAHO's Resource Centre for Information in Disasters also committed to the production of a CD containing the CBDP manuals, reference documents and general bibliographical information.

In November, the agreement for the creation of the Centre of Excellence for CBDP was signed with the Costa Rican Red Cross. The centre has begun and is fully operational in Costa Rica, providing the materials, the training, and the field experience for members of the National Societies in the region. All of the materials for the disaster community education cycle were launched during the Mexican Red Cross Convention in November with an audience of over 3,000 members of the Mexican Red Cross. Also in November, in Costa Rica a planning meeting was held to define the involvement and activities of four National Societies due to participate in the ProVention and the Organization of American States (OAS) proposal to complete risk and vulnerability mapping of several communities in Belize, Costa Rica, Honduras and Nicaragua.

CBDP development continued through the recruitment of National Society interns with expertise in the area. Regional experts from the American, British, Canadian, Costa Rican and Cuban Red Cross Societies are due to provide support for short term assignments in the Regional Delegation.

Constraints:

The main constraint faced by the disaster management programme was the lack of funds throughout the year and the lack of a Regional Delegate to coordinate efforts during the last part of the year. In addition to the impact on the implementation of the programme, this delayed the hiring of a project officer to support the programme. Nevertheless, disaster activities and programmes continued in National Societies and Federation country offices in the region through the efforts of local disaster management personnel and the Disaster Management Delegate in the Caribbean sub regional office. The Regional Delegation will continue to support the programme through the use of staff on loan from National Societies deployed to the Regional Delegation on 2-3 week missions. The British and Canadian Red Cross Societies have indicated their intent to fully support the regional disaster preparedness programme for the next three years.

Humanitarian Principles and Values

Objective 1: A regional HVP programme, including, strategy, sustainable infrastructure, a volunteer network and partnerships (including vulnerable groups), has been developed and is functioning.

Achievements:

In order to increase the support to National Societies in the field of Humanitarian Principles and Values, a regional coordinator was selected and is based in Honduras. He is the main regional focus for the development of a structured programme and establishing partnerships and opportunities in this field. In addition, two local staff members were hired in July to assist the regional coordinator until the end of 2003. In the future, more human resources will be needed to support this major programme area.

The Norwegian Red Cross and the British Department for International Development (DFID) have been major contributors to this programme, helping in programme development and the formulation of the pilot initiatives and projects addressing fighting the stigma against people living with HIV/AIDS, youth violence and education in schools on human rights.

Central America; Appeal no. 01.50/2003; Annual Report

As a means of coordinating regional initiatives, the regional office of Humanitarian Principles and Values hosted a meeting with communications, reporting and youth officers. In addition, better programming and planning was supported in Honduras, in coordination with the disaster management programme, with the training of 16 volunteers in the Federation's Better Programming Initiative. These volunteers helped analyze and document the Spanish Red Cross-funded "Ciudad España" housing project, which is the focus of one of two pilot projects for preventing youth violence that are being carried out by the Honduran Red Cross in Tegucigalpa.

Much work was done during the year to improve the resources available to train volunteers. A meeting was held between the Regional Delegation and the Costa Rican, Honduran and Salvadorean Red Cross Societies in order to revise the Humanitarian Principles and Values sections of the documents used by National Societies to train volunteers. In addition, the Costa Rican Red Cross presented a volunteer training manual that can be used throughout the region, and the Honduran Red Cross presented a needs assessment analysis for the training of volunteers on the subject of Humanitarian Values during times of disaster.

The Regional Delegation translated the document "Human Rights and Minorities" into Spanish, which was distributed to National Societies to promote minority rights and will be used by National Societies in their training programmes. Also, the drafts of the informational material created for the Misquita and Garifuna indigenous populations have been written in their respective native languages and contain information regarding the Fundamental Principles and Humanitarian Values. Furthermore, with increased knowledge of human rights, members of the Misquita and Garifuna communities have been empowered to improve their own social, economic and political status.

Constraints:

Although interest is growing within most of the National Societies, only the Honduran and Nicaraguan Red Cross Societies have defined their line of action. Much work remains to ensure the inclusion of Humanitarian Principles and Values in the programming of National Societies. Furthermore, coordination with Ministries of Education has been complicated by a need to more clearly define respective roles and responsibilities. Attempts to clarify this are ongoing and progress is being made.

Objective 2: At least three National Societies in the region have developed and are implementing projects to reduce youth violence by 2007.

Achievements:

Using the Project Planning Process (PPP), an analysis was made and lines of action defined to reduce youth violence in Honduras. The Honduran Red Cross together with representatives of Save the Children, the National Congress, two universities, four local NGOs and the Italian, Netherlands and Spanish Red Cross Societies discussed youth violence during three workshops facilitated by the Federation. The results of these workshops were presented during the Inter American Conference and reflected in a document which defines three strategic lines of action:

- The Awareness raising strategy
- The Community strategy
- The Advocacy strategy.

Projects addressing youth violence are ongoing in Honduras and El Salvador, where youths, their families and schools are benefiting from an increased awareness of the problem. Youth volunteers from the Honduran Red Cross have been active in this area, and are particularly benefiting from these projects as they are able to participate in activities designed to help their peers.

In Honduras, the regional coordinator for Humanitarian Principles and Values worked with the executive board of the HRC and approved a study and project to be developed within the National Society to address youth violence. Proposals for two youth violence projects were designed for the communities of Ciudad España and San Francisco, both located in Tegucigalpa.

Building on workshops held earlier in the year to address youth violence in the country, representatives of the Honduran, Italian and Netherlands Red Cross Societies met with consultants from the Honduran Christian Youth Association (ACJH) to revise documents addressing projects in this area. These documents defined the goals of

Central America; Appeal no. 01.50/2003; Annual Report

the projects, outlined their timeframes and designated responsibilities to the projects' various participants. In addition, three meetings were held with PNSs to revise and expand the Humanitarian Principles and Values component of the institutional strategy for the Honduran Red Cross.

In El Salvador, members of the regional Humanitarian Principles and Values office met with the Humanitarian Principles and Values Coordinator from the Salvadorean Red Cross to share information regarding the prevention of youth violence, and to discuss ongoing projects in Honduras. The goal is to begin programmes addressing youth violence in the SRC as soon as possible. A meeting was also held with members of the regional office and the youth and information officers of the SRC to discuss the theme of youth violence.

Constraints:

There has been some confusion among the Regional Delegation and PNSs regarding the lead role in youth violence projects. For this reason, two meetings were held so that all partners involved could discuss and establish criteria for coordination.

Objective 3: Stigma and discrimination within the population to those living with HIV/AIDS has been reduced.

Achievements:

A video entitled "Breaking the Silence" with the testimonies of people living with HIV/AIDS (PLWA) was produced with the help of the Honduran Red Cross health department, the Honduran Association of PLWA and other organizations working in the field of HIV/AIDS. In the video, sero positive people discuss their experiences with discrimination and stigmatization. The video was distributed to all the National Societies in the region, and was presented during various events, such as the National Human Rights Conference in Honduras, the Inter American Conference in Chile and the regional meeting of associations of people living with HIV/AIDS in



The campaign "Leave your mark in solidarity of people living with HIV/AIDS" collected more than 15,000 hand and footprints on banners which were displayed during HIV/AIDS activities.

Guatemala. The video was also presented at meetings with the Caribbean department of Coordination of Action Research on AIDS and Mobility (CARAM) and NGOs working in Central America in the area of HIV/AIDS such as the Connecting Life Organization, UNAIDS, the German Social Cooperation Service (DED) and the Honduran National AIDS Forum. The testimonies and narratives of the video have been translated into English.

Red Cross Day in May was an opportunity to promote anti-stigma campaigns. In Honduras, where 14 branches around the country are implementing the world wide campaign: "The truth about AIDS: Pass it on!" several activities were organized. In the capital, a forum was organized at the National University where 150 students saw the "Breaking the Silence" video and asked questions to the panel of representatives from the Association of People living with HIV/AIDS, UNAIDS, the government, the Honduran Red Cross and the Federation.

Also in Honduras, the campaign "Leave your mark in solidarity of the people living with HIV/AIDS" is ongoing. More than 15,000 hand and footprints have been collected on banners which are displayed during HIV/AIDS activities. There is now an increased number of people living with HIV/AIDS who have been integrated as active volunteers in the Honduran Red Cross and there has been greater involvement of sero positive people in National Society and Federation anti-stigma projects.

Central America; Appeal no. 01.50/2003; Annual Report

A meeting was held between the Regional Delegation and the Honduran Red Cross's HIV/AIDS programme coordinator to discuss the status and progress of the National Society's anti-stigma project. The Regional Delegation and the Canadian and Italian Red Cross Societies participated in a workshop addressing the design of project proposals in the area of HIV/AIDS-related stigma. The Regional Delegation also collaborated on the organization and development of the National Human Rights and HIV/AIDS Conference along with the Honduran National Commission for Human Rights and representatives of the Honduran National AIDS Forum.

Constraints:

Production of the video "Breaking the Silence" was a challenge because it was often difficult to obtain permission from the people telling their stories, as they were often afraid of being subject to more discrimination and stigmatization by showing themselves in the video.

Objective 4: The project "Education for Human Rights" is being implemented in all seven of the National Societies in the Central American Region.

Achievements:

The Regional Humanitarian Principles and Values Coordinator held meetings with the Honduran Ministry of Education in order to monitor the "Education for Human Rights" project and identify support needs of the teachers. The Regional Coordinator also supported a government strategy in Humanitarian Principles and Values that was developed through the education system. As a result of this project, students in the region have been introduced to the concepts of human rights, and youth volunteers have been trained. This project is led and financed by the ICRC, with joint development from the Federation.

The Regional Humanitarian Principles and Values Coordinator made four field visits to the teachers working on the project in Honduras, and held three meetings with the Honduran Ministry of Education to evaluate the progress being made. As part of the Federation's efforts to expand the project to other countries in the region, regional delegates met with representatives of the Salvadoran Ministry of Education to discuss implementing the project in El Salvador. In addition, delegates participated in a national evaluation and a training workshop, both in Honduras, and a national training workshop in El Salvador to address this project.

Constraints:

Coordination with Ministries of Education has been complicated by a need to more clearly define roles and responsibilities. Attempts to clarify this are ongoing and progress is being made.

Organizational development

Objective 1: The capacity of National Society branches in El Salvador, Guatemala, Nicaragua, and Panama to develop integrated programming is increased.

Achievements:

Integrated Branch Development

The regional organizational development (OD) team and the Red Cross Society of Panama began implementing an Integrated Branch Development (IBD) Project, funded by the Norwegian and Swedish Red Cross Societies, in the Darién, Panama, to benefit approximately 500 Embera Indians. According to the IBD methodology, the branches are being developed on the basis of a concrete project that meets the needs of vulnerable people. Multi-sectoral teams were established, including representatives of the vulnerable groups themselves, governmental agencies, and non-governmental organizations. Through this project, the regional OD team has gained experience in working with the Embera people, which will facilitate the replication of this project in other indigenous areas.



Two IBD workshops were held in the Darién, which had the added positive result of helping to raise community health awareness. It soon became apparent that the lack of latrines and safe water supply was of primary importance to the beneficiary

The IBD project in the Darién empowered the Embera people to take ownership of health and development projects and helped encourage them to form an NGO.

community and a water and sanitation project was drawn up. A celebration was held to mark the beginning of the project and the next day construction began on a water system, with the help of the community. By the end of 2003, five communities had a safe, 24-hour water supply. The Federation was joined in the effort by UNICEF, the Central American AIDS Action Project (PASCA), PAHO, the World Health Organization (WHO), the Panamanian water works company and the Ministry of Health. The water and sanitation micro project in El Real was selected by PAHO/WHO and Panamanian Ministry of Health to be part of the German Technical Cooperation (GTZ) funded Water and Sanitation in Indigenous Areas Project. Funding will be provided for two years to implement the project in this area. In addition, the Embera people have asked for training in HIV/AIDS and have formed an NGO.

In Nicaragua, an IBD project was started in Chinandega to benefit the city's 400 commercial sex workers. The multi-sectoral team in Nicaragua carried out a participatory needs assessment, which included interviewing up to one hundred commercial sex workers, their children, their clients, bar owners and other major stakeholders. After three workshops were held, the team began analyzing the information gathered to create a final needs assessment report. As a result of the project, the commercial sex workers decided to organize themselves as a group, which is formally organized but is not yet legally recognized by the government as an NGO. Conversations also started among the Golfo de Fonseca Project Coordinator and the Vice President of the Nicaraguan Red Cross to replicate the IBD project in the community of Waspán in the northeast of the country to benefit Miskito communities from the area. This project will be implemented in 2004. Another positive result of this project is that Red Cross members in Nicaragua are now more accepting of commercial sex workers and HIV positive persons. Commercial sex workers have also expressed interest in supporting HIV positive persons.

The Federation's OD officer in Guatemala and a board member from the Guatemalan Red Cross started preparations to replicate the IBD project in the Guatemala City branch. Originally, the IBD project was planned



The water and sanitation project carried out in the Darién provided five communities with a safe, 24-hour water source.

for five branches of the GRC, but it was decided that this pilot project would only be implemented in the Guatemala City branch. The board member, who had participated in the workshops in Chinandega, took on the responsibility of starting the project in Guatemala, and the GRC chose a community living in a ravine in Guatemala City as the vulnerable group. The project will be further implemented in 2004.

Two training of trainers' modules were prepared in English and in Spanish and a third, more simplified module, was prepared for use in the Darién. Three training of trainers' workshops were held in Chinandega and two in the Darién, focusing on participatory learning and action (PLA). The workshops in Nicaragua included the participation of the OD officer from Guatemala, a member of the board of the newly-formed Guatemala City Red Cross branch, a regional OD officer, and the Golfo de Fonseca Project Coordinator from Nicaragua. The NRC was invited to the Third Central American Congress on HIV/AIDS in Panama to present the PLA methodology as applied to commercial sex workers. This opportunity helped them to share experiences and generate new ideas.

In an attempt to incorporate Haïti into the regional OD programme, since this country is a priority for both the Federation and partners, the regional OD delegate visited Haïti to make an OD assessment of the Haïtian National Red Cross Society in April. As a result of this visit, priorities were set and focused on capacity building in disaster preparedness. The National Society also committed to participating in the IBD project.

Golfo de Fonseca

The regional OD team and the Golfo de Fonseca Coordinator in El Salvador were continuously providing technical assistance and support to the branches involved in the Golfo de Fonseca project, including facilitating training for board members, as in the case of the La Unión branch in El Salvador and Chinandega in Nicaragua.

Through the Golfo de Fonseca project in El Salvador, several branches participated in capacity building programmes in an effort to become financially self-sufficient. The SRC continued developing its human resources and encouraging volunteers to participate in community based activities. Volunteers were trained in Humanitarian Principles and Values, first aid, use of the emblem, International Humanitarian Rights and the history of the Red Cross, which empowered volunteers to become more active at the community level. Other training addressed governing members of branches or included Integrated Management of Childhood Illness (IMCI).

Many communities in El Salvador benefited from micro projects that ranged from building or reconstructing wells and latrines to installing water systems or tanks. All of these projects were developed with the help of the community, both in terms of labour and raising funds to purchase the materials, with the coordination of community health committees. In addition, emergency radios were installed in branches and communities that, due to their geographic positions, are vulnerable to natural phenomena. Volunteers and community members were trained in how to operate the radios and in good use and care of the equipment. These radios facilitate communication between communities in times of emergency.

The primary focus of the Golfo de Fonseca project in Nicaragua has been on integrated branch development in the Chinandega branch of the NRC (please see above). However, IMCI courses were developed in the form of short, educational talks, a water and sanitation proposal was drawn up for the reconstruction of latrines, wells and sanitation units, and a community education and reforestation project was developed. Training sessions were also carried out for volunteers in disaster preparedness and the National Development Plan. The water and sanitation proposal was submitted to the Spanish and French Red Cross Societies and ECHO, and a response is expected. Meanwhile, other water and sanitation projects were carried out in several communities, usually using funds raised by the communities themselves. Women in particular were committed to raising funds for these projects. Finally, the Nicaraguan Red Cross initiated meetings with the Japan International Cooperation Agency (JICA) regarding funding for the Chinandega project. JICA also expressed interest in working on a regional HIV/AIDS programme.

An evaluation meeting of the Golfo de Fonseca project was held in August, attended by representatives from the Nicaraguan and Salvadorean Red Cross Societies, the head of the Regional Delegation and the regional OD delegate. During the workshop, participants discussed various issues related to the project and future perspectives. The participants signed a proposal to transfer all future management responsibility for the projects to the respective National Societies, and the proposal was sent to London for approval by the British Red Cross.

Constraints:

In Nicaragua, the NRC has no policy for incorporating commercial sex workers as volunteers. The regional team is trying to encourage the NRC to address this situation and welcome these volunteers into their organization. In addition, the NRC branch in Waspán had no facilities or resources that could be used to implement programmes, so the regional team proposed that new facilities be constructed. Finally, a serial killer in Chinandega affected the commercial sex worker population and jeopardized the project, but a suspect was eventually arrested.

In El Real, a water and sanitation project was implemented in response to the vulnerable group's request to see more direct results. This delayed some planned activities but helped the OD team gain the trust of the community so that it was possible to later complete a needs assessment and address other needs. Language was also a challenge. The team encouraged those who felt uncomfortable with Spanish, particularly women, to speak in their native language through a translator, which encouraged participation and helped the team achieve its goals.

In Guatemala, the team had to postpone the first IBD workshop that had been planned for November due to the insecure environment surrounding the elections.

Objective 2: A resource development programme, based on strategic marketing concepts, is implemented in the National Societies of El Salvador, Mexico, and Nicaragua.

This project will be a priority of the regional OD programme in 2004. However, some progress was made in 2003 as the regional OD delegate facilitated a one-day fundraising workshop in El Salvador in April. The workshop was for the benefit of the Presidents of eight departmental branches.

Objective 3: A process of planned change – owned, directed, and carried out by the Nicaraguan Red Cross (NRC) headquarters and branch levels is institutionalized.

Achievements:

In January, the regional OD delegate travelled to Nicaragua to assess the state of the change process project. Based on the information gathered, it was obvious that the project had stalled and a meeting was held to determine the steps needed to re-start the project. At the meeting, the NRC established a commission responsible for implementing the National Society's five-year Strategic Plan and National Development Plan. The Strategic Plan was launched in October on World Risk Management Day, on the same day that the World Disaster Report was presented in Geneva. In addition, an Organizational Development Delegate, funded by the British Red Cross,



As the organizational structure of the Nicaraguan Red Cross improves, the NRC's capacity to assist the most vulnerable members of society is increasing.

was placed in Nicaragua to facilitate the change process.

A Norwegian volunteer finance consultant, recruited in December 2002 by the regional OD programme and placed in the NRC finance department, developed five procedural manuals covering such topics as control of banks, budgets, purchases, income, and assets. The lack of these manuals was highlighted in 2002 by NRC participants in four organization-wide planning workshops.

A final draft of the new Statutes of the NRC was sent to Geneva at the end of October, but there was much discussion within the NRC regarding the definition of the structure of the National Society. This will be one of the first challenges in the process of modernizing the National Society in order to establish a structure that meets the needs of the National Society and, at the same time, is financially self-sufficient.

Changes were made to the administrative and financial procedures manual with the support of the Spanish Red Cross and a Federation volunteer. The procedures outlined in the specific modules are being implemented in the National Society, but the administrative and financial procedures manual as a whole is still awaiting approval. In addition, administration, policy and procedure manuals were ready by the end of the year.

A new programme for the creation of a SISPRO database is available. This database will allow information to be collected regarding different projects, areas of intervention, log frames, appeals, counterparts, donors and the generation of reports. The database was ready by the end of the year.

Constraints:

The change process has struggled due to governance and management within the NRC as the leadership of the National Society is constrained by the day-to-day demands of running the organization. The British Red Cross has sent a fully-funded OD delegate to the country to facilitate the process.

Objective 4: An inclusive, modern, and innovative volunteer management plan is consolidated by the National Society of Honduras and strengthened in Costa Rica, Guatemala, and Nicaragua.

Central America; Appeal no. 01.50/2003; Annual Report

This project will be a priority of the regional OD programme in 2004. However, the regional OD programme began recruiting local volunteers, especially professionals and university students, as the Integrated Regional Development Project has been designed around the participation of local volunteers, not only from the Red Cross but also local NGOs and local government agencies. The regional OD programme also recruited a volunteer medical HIV/AIDS expert to assist the regional health programme.

Objective 5: The roles of governance and management are well-defined in practice by the National Societies of El Salvador, Guatemala, Honduras, and Nicaragua.

Achievements:

All National Societies in the region have undertaken workshops focusing on governance and management, planned and conducted jointly with the ICRC and involving personnel from the National Society headquarters and branches. Also, a Directors General meeting was held in November, followed by a two-day workshop addressing strategic alliances.

A Project Planning Process (PPP) workshop was held in June and an identification and formulation of projects workshop was held in Nicaragua in July. Nearly 300 Red Cross staff and volunteers throughout the region have been trained in PPP.

The National Societies of El Salvador, Guatemala, Honduras and Mexico have revised their Statutes and submitted them to the Joint Commission for approval. The National Societies of Nicaragua and Panama are currently revising their Statutes.

In the Caribbean, the regional OD delegate, supporting an integrated regional programme, facilitated a strategic planning meeting for the Caribbean HIV/AIDS Network (CARAN) in May to help develop the strategic plan and new structure.

In Honduras, workshops focusing on the Cooperation Agreement Strategy (CAS), revision of the Statutes and Honduran Red Cross policies have been carried out with governance in all the branches.

In Nicaragua a series of courses in management skills have been carried out by the Nicaraguan Development Centre, a local NGO, in at least 11 branches.

In El Salvador, during a workshop focusing on the revision of the Strategic Plan, four representatives of the National Board as well as representatives of several branches called for an organization-wide change process to complement the organizational culture study carried out by a well known management consulting firm. In addition, the regional OD delegate facilitated a resource mobilization workshop in the SRC in April. As a result, the SRC became aware that strengthening fundraising alone is not sufficient and that there is a need to launch a complete change process.

In Panama, the Federation assisted the Red Cross Society of Panama in developing an HIV/AIDS strategy - the first of its kind in the country - and is using the strategy to build strategic alliances with the Ministry of Health, the Ministry of Education, the Department of Corrections, UNICEF and various NGOS working in AIDS-prevention.

Constraints:

The biggest constraint in improving governance and management within the National Societies continues to be an uncertainty with regard to the definition of each, as the border between the two areas is often blurred. As result, members of governance, in particular National Society presidents, often try to micro-manage in other areas, causing confusion in roles and responsibilities.

Objective 6: The internal and external communications capacity has been strengthened in each of the seven National Societies and increased competence is gained in professional and dependable reporting during times of disasters.

Achievements:

In 2003, the long distance education project in communication was evaluated. With this evaluation, it was possible to measure the goals that had been achieved, to correct errors and to provide a better understanding of the benefits of the project to National Societies. The methodology used by the evaluation team, which included a consultant from the Guatemalan Red Cross, was participative. This allowed the team to gather the opinions of national coordinators, the project's communication promoters and the governing bodies of the National Societies.

The VII Latin American Forum for Communications and Resource Development took place in Cartagena, Colombia in February, where the Central American initiatives to develop the communications network were shared and discussed. It was agreed by the Forum that resource development and volunteer management remain areas for further development.

The second Central American Communicators' Meeting was held in Cartago, Costa Rica, in November, with the participation of the Red Cross Societies of Costa Rica, El Salvador, Nicaragua and Panama. During the meeting, it was recommended that the communicators' network should be maintained and the implementation of communications activities that National Societies require should be continued, even though CBF funding for the programme came to an end in December. From this meeting also came several proposals to create a self-sustaining programme, primarily based on strategic alliances.

The work proposals and support agreements were taken up once again by the communicators' network during the annual meeting of the Latin American Forum for Communications and Resource Development held in Antigua Guatemala in December 2003. At this meeting, participants validated the conclusions of the Central American Communicators' meeting and defined the regional communications plan.

Further agreement was reached to continue with the capacity building activities in communications in 2004. Communication promoters agreed to continue the programme with the aim that it should be self-sustaining, and National Societies have agreed to continue supporting the team of volunteer communicators. The Red Cross Societies of Costa Rica and Panama have successfully concluded the programme, and in both cases the information assistant will now be included in the payroll of their respective National Societies.



Red Cross communicators play a vital role in sharing experiences and lessons learned. Networks of communication promoters have been strengthened and communications capacity building activities will continue in 2004.

Networks of communication promoters have been strengthened and are now focal points for each National Society for the exchange of information. One promoter from Costa Rica is in charge of following up on this initiative. The communicators will have personal email accounts in order to facilitate communication, which have been provided by the administrator of the Latin American webpage www.cruzroja.org.

Work was done during 2003 on forming a regional OD network, which would ensure that the Red Cross Societies of Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua and Panama have increased access to technical assistance in organizational development. To develop this initiative, an Americas OD meeting was held in Panama in September with the participation of the Regional OD delegate from the Lima Regional Delegation and the Secretariat's technical OD lead. In addition, a virtual OD library was designed that will allow OD practitioners from throughout the region to access OD tools and documents.

Constraints:

In the month of August, coordination of the CBF programme was transferred to the Red Cross Society of Panama, following the departure of the regional information officer. Certain activities could not be carried out and others were delayed given that some time was necessary for the new coordinator to adapt to the processes of the

Central America; Appeal no. 01.50/2003; Annual Report

Federation. However, as a result of cooperation with the regional communications team, a satisfactory level of activity during this period was achieved.

The delay in hiring an information officer for the regional delegation in Panama resulted in additional responsibilities in relation to the capacity building programme. Communicators supported the regional delegation in selecting a new officer and were able to share some of the work for the last months of the year.

A workshop for journalists was scheduled to take place in El Salvador, but the event was cancelled due to the tense political situation in neighbouring Guatemala.

Federation coordination

Objective: Effective coordination with strategic partners in planning and implementation of programmes has resulted in improving relevance and efficiency of activities, as well as impact on beneficiaries.

Achievements:

The Cooperation Agreement Strategy (CAS) processes were reviewed with the goal of completing four CAS before the end of the year. A meeting of Directors General was held in November in Costa Rica to review the progress being made towards the completion of the CAS and encourage ownership of the process by all National Societies as part of the harmonization process in conjunction with the ICRC. A British Red Cross delegate previously working on the CAS processes at the Secretariat in Geneva and now based in the region, brought her expertise to this meeting. As a result of the CAS efforts, National Societies have improved their visibility through strategic partnerships and alliances, and board members have been trained and have become more knowledgeable in the distinction of roles between governance and management.

While the CAS process was completed in El Salvador, the process needs to be revisited in order to use the latest guidance from the Secretariat in ensuring the full participation of the ICRC. The Honduran Red Cross will now focus on completing the framework for coordination of resources from Movement partners in the country, to be followed later by Nicaragua. Coordination with the programme's solid supporters has led to increased support and secured funding for the promotion of the core Humanitarian Principles and Values projects within Central America. The most vulnerable members of the population now stand to gain better access to Red Cross services as the National Societies increase their reach and secure resources from different sources to extend services in their jurisdictions.



Coordination between the Federation, the ICRC, National Societies and PNSs working in the region helps to share resources and knowledge, making possible many projects, such as building latrines in Guatemala.

The harmonization programme has been the most revealing success story for coordination thus far in the region. The resources of both the Federation and the ICRC have been optimized resulting in cost effective capacity building and preparedness activities for all National Societies. Board training and orientations, the Forum for Communications and Resource Development, youth network meetings, and thematic meetings on violence abatement and international

humanitarian law are but a sample of joint activities where human and financial resources were pooled to produce the highest impact results in the regional coordination and cooperation efforts.

The Guatemalan Red Cross hosted a partnership meeting in July to help the new board of the National Society face the challenge of a reduction of its financial base and previous inadequate management of its financial assets by the former board. The American, British, Netherlands, Spanish, Swedish and Swiss Red Cross Societies took part in the meeting. The institutional rescue plan which was developed resembles a mini-CAS. All members of the Movement pledged their active support and participated fully in the presentations and deliberations that led to the formulation of the plan. The implementation of the plan is monitored by the Federation and will be evaluated in April 2004.

A model landmark consortium was formed among European PNSs and the Federation to collaborate in the preparation of proposals for submission to PRRAC, ECHO and DIPECHO. The Federation took part in preparing these proposals and provided monitoring and evaluation support to the two DIPECHO funded projects managed by the Spanish Red Cross in El Salvador and Guatemala. The Federation also supported PNSs by helping to process the visas of their delegates. In addition, PNSs have become more interested in participating in the national development plans of the National Societies and have begun to coordinate their resources through CAS and consortia efforts. National Societies now see a unified Movement and receive integrated and well-planned support from the Federation and the ICRC.

The post-Mitch reduction continued in the region and many PNS representatives left, leaving professional local staff behind to continue to search for funding opportunities. Coordination with PNSs helped to avert a major and sudden shrinkage of staff within the National Societies in the region. The reduction has been progressive, with the National Societies absorbing certain positions that will provide them with resource mobilization through a sustained level of services. Only in Guatemala has the reduction had an impact on the operation of the National Society.

The networks for communicators and youth were re-established with key leadership positions and its Secretariat services elected among the National Societies in the region. A smooth transition from a paid regional coordinator for youth to a volunteer led network was accomplished, led by the volunteer youth coordinator from the Red Cross Society of Panama. The youth network produced its work plan and its first annual operational budget ever.

National Societies continued to implement local agreements based on the agreement with PAHO signed in May 2002. Many National Societies participated in the country coordination meeting (CCM) groups, which determine access to Global Funds, and El Salvador prepared and submitted proposals. As Panama did not participate in the 2004 Global Fund proposals, the National Society is in a good position to submit proposals to major donors for its HIV/AIDS strategic plan. Stated interest in funding Federation-sponsored projects from JICA and GTZ are being explored by regional delegates to increase funding available to National Societies in the region. GTZ funding has already been made available for a water and sanitation project in the Darién region of Panama.

One MoU was signed with a university in Panama and three others are under consideration in Guatemala. A mapping of university agreements and international organizations, along with NGOs involved with National Societies in the region, is under way to show how these can become shared resources for all National Societies. One staff on loan was made available by the Mexican Red Cross and an effort is being made to retain regionally recruited staff to increase their range of experiences and skill package.

The Federation promoted knowledge sharing and coordination on proposals and projects, including working with a Nicaraguan Red Cross staff member in the development of a database to compile all projects and proposals developed by members of the Movement. The database will be expanded in 2004 to provide links to funding sources and information on the dates for submission of proposals to major donors and government aid agencies. National Societies are now recognizing and identifying their vulnerable populations and are increasing ownership of projects and programmes currently run by Movement partners. Ongoing conversations with the British Red Cross are leading to the transfer of the Golfo de Fonseca project to the implementing National Societies. In Nicaragua, the health delegates from the Federation are engaged in a process with health delegates from PNSs and the National Society to transfer current health projects to the NRC.

The Regional Delegation rolled out the “building better planning process” in September. The plan of action (PoA) for 2004 was developed with an agreement to continue to work on the PoA through 2007 as of the beginning of February of 2004. The Regional Delegation has been actively training National Societies members on the Project Planning Process (PPP) course and has completed the cycle of preparing five facilitators in the region to continue this process, which builds on the plan of action and all of its supporting elements. The Regional Delegation also supported the Lima Regional Delegation through its facilitators in teaching PPP courses in Colombia.

2003 was an active year for reviewing Statutes for National Societies, with five National Societies having submitted their revised Statutes to the Joint Commission in Geneva, while two, El Salvador and Costa Rica, remaining pending for the review of Statutes. El Salvador has requested technical assistance from the Regional Delegation to initiate this process in 2004. The revision issue will be discussed with the Costa Rican Red Cross

Central America; Appeal no. 01.50/2003; Annual Report

during 2004. The Red Cross Societies of Nicaraguan and Panama are very active in the process of reviewing their Statutes and are aiming to complete the work for final submission to the Joint Commission by the summer of 2004.

Costa Rica received support from the Capacity Building Fund for 2003 to support the creation of a Centre for Excellence in community based disaster preparedness programmes. The MoU between the Costa Rican Red Cross and the Federation was signed in November 2003. The Capacity Building Fund project to support seven countries in distance learning was completed in 2003 and has been evaluated, with the recommendation to continue expanding the programme to other National Societies. This option will be reviewed with an eye to securing funding for 2004.

Constraints:

- The move of the Regional Delegation caused a lag in reinitiating all programmes. This was combined with the serious lack of funding support during the first quarter of the year.
- PNS headquarters still drive their field staff to seek funding irrespective of the National Development Plans in place and without disclosing their strategic plans and their business plans for international activities and services. Greater transparency is required from all Movement members.
- It continues to be a challenge to plan and implement projects as funding is often made available during the last two to three months of the year. In addition, major PNSs have completed their projects and have been unable to secure the funding to maintain a presence in the region. This reduces the resources available to National Societies in the region, making it difficult to maintain programmes.
- Lack of funding on the part of PNSs and their rotation of staff in the region made it impractical to host a regional Movement coordination meeting; however, Movement coordination meetings took place in individual countries, led by Federation staff in Guatemala, Nicaragua, the Dominican Republic, Haiti, and El Salvador.

International representation

Goal: A wider range of international support will be mobilized to further Federation aims at the national, regional and international level.

Objective: The Federation will have raised the awareness of Red Cross aims and activities, and will have mobilized support for Red Cross activities at national and regional level in core areas of Strategy 2010.

Achievements:

A significant advancement for the Federation in 2003 was securing legal status in six countries. Benefits accorded to the Federation through this status, such as tax exemption and the ability to engage in regular business practices, were also extended to PNSs in several countries. In addition, all National Societies in the region participated in the Inter American Conference, as well as the statutory meetings in Geneva. A preparatory and orientation meeting was held for all Presidents of Central American National Societies was held in El Salvador in November prior to the statutory meetings.

A current effort is underway to map international fora and regional bodies, and participation in regional planning groups is increasing on the part of the Regional Delegates. A very close relationship has been developed with all international organizations located in Panama, which control most of the humanitarian agenda in the Americas. Throughout, marginalized groups have been given increased prominence in Federation programming planning.

The European Union Ambassador was visited and a constant liaison was maintained with the DIPECHO programme officer in Nicaragua. In Panama, participation in the protocol greetings to the First Lady of Panama



Greater access to global funding was a good indicator of the effectiveness of international representation. There was also increased interest on the part of international donors for Red Cross programmes. These funds are fuelling Red Cross activities and helping the Red Cross to reach out to the most vulnerable.

and membership in the group of International Mission representatives produced leads for future funding for the National Society. Also, meetings with the Inter American Development Bank (IDB) yielded constructive information around which the Integrated Branch Development process is taking shape for Panama.

Contributions to the global policy positions on Small Island States were made. With the increased presence of the Federation and National Societies in international fora, like the Small Island States, Humanitarian Allied Forces (FA-HUM) and other regional venues, there is a notable increase in the interest on the part of international donors for Red Cross programmes.

National Society participation in the CCM, sponsored by the IDB, was very active in all countries where meetings were taking place. To further improve coordination, a consultant was retained to help refocus the international representation priorities for the Regional Delegation. The consultancy had two main objectives:

- To concentrate on existing fora and events in which Red Cross Principles, Humanitarian Values and policies of the Movement can be promoted in support of the most vulnerable, and boosting an expanded role in advocacy by National Societies.
- To identify the link between the Federation's programmes and the corporate sector following the existing corporate social responsibility model promoted by the World Bank and the United Nations.

A report on the Regional Delegation's international representation was issued in October. An enhanced international representation programme should facilitate the work of increasing advocacy by the National Societies, supported by the Federation in international fora and events. In addition, participation in corporate social responsibility venues sponsored by the Inter American Development Bank and the World Bank has led to a greater impact on Red Cross campaigns, which were launched in several National Societies. Common messages from the Federation on policy issues are now being shared with other international organization for inclusion in their documents. In addition, fora and international working groups opened their membership to National Society participation. This gave National Societies a greater voice and better recognition for their national policies and initiatives.

Coordination with the UN Office for the Coordination of Humanitarian Affairs led to some agreements to share educational materials as well as the possibility of coordinating joint meetings in different countries in the region. PADRU is also participating in this intra-agency group. In addition, CEPREDENAC invited the Red Cross Societies in the region to participate in the forum Mitch +5, in Honduras in early December to review the progress that was made following Hurricane Mitch and to provide support to the declaration for disaster risk reduction that will be the aim of most governments for the next decade.

Greater access to global funding and the number of submissions were good indicators of the effectiveness of the international representation. Global funding and strategic partners are more reliable long term funding sources for National Societies. Only El Salvador submitted a Global Fund proposal for HIV/AIDS and community health interventions, but was not funded. A submission to PRRAC for El Salvador was submitted in October and is awaiting approval by the European Union. Also, the Salvadorean Red Cross Society was successful in its

Central America; Appeal no. 01.50/2003; Annual Report

application for a grant from the Empress Shoken Fund. Grant applications to the Empress Shoken Fund were also submitted by two other National Societies. Making the jump from income streams to income flows will be the greatest advance in resource mobilization for National Societies to increase their capacity to serve the most vulnerable.

An agreement with the Association of Caribbean States (ACS) was approved and scheduled for signing in February 2004. Drafts of agreements with the WFP and the OAS were reviewed and have been submitted to the Secretariat for approval. Regional agreements with Caribbean Disaster Response Agency (CDERA) and CEPREDENAC will be revisited and updated for execution in 2004.

Constraints:

- Participation in international meetings is expensive and time consuming, and with limited resources in the Regional Delegation, the level of participation has been limited to the most important fora. A more proactive approach should be taken by National Societies in order to work in a federated way and increase participation in such events.
- Resources for National Societies to participate in international fora are not yet available. More regional policies on humanitarian issues need to be developed in order to support presentations and active participation by Red Cross Societies. A set of documents containing all Federation policies should be prepared in the languages of the region as a handbook for National Society leaders.
- As a result of the Regional Delegation's wide jurisdictional responsibility, there is a need for a programme coordinator. This post has been vacant for several months and there is an urgent need to fill the position.

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
Annual report	X
Final report	

Appeal No & title: 01.50/2003 Central America Regional Programmes

Period: year 2003

Project(s): PSV003, SV162, SV401, SV403, NI005, NI401, 43002, 43006, 43104, 43162, 43201, 43301, 43403, 43601

Currency: CHF

I - CONSOLIDATED RESPONSE TO APPEAL

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Comments	Goods/Services	Personnel	
Appeal budget	3,875,323				
less					
Cash brought forward	1,275,671				
TOTAL ASSISTANCE SOUGHT	2,599,652				
<u>Contributions from Donors</u>					
Australian Red Cross (DNAU)	28,856				28,856
British Red Cross (DNGB)	340,653				340,653
Closed appeals balances (DBAL)	169,825				169,825
DFID 4- British Government (DFID04)	122,884				122,884
Donor - Capacity Building Fund (DCBF)	115,000				115,000
Donor - Unidentified (D000)	20,887				20,887
Japan - Private Donors (DPJP)	19,120				19,120
Japanese Government (DGJP)	277				277
Japanese Red Cross (DNJP)	10,211				10,211
Netherlands Red Cross (DNNL)	1,524				1,524
Norwegian Govt.via Norwegian Red Cro (DGNN0)	357,904				357,904
Norwegian Red Cross (DNNO)	39,767				39,767
Spanish Red Cross (DNES)	-42,988	Reallocations			-42,988
Swedish Govt.via Swedish Red Cross (DGNSE)	221,000				221,000
GERMANY				14,800	14,800
GREAT BRITAIN				69,600	69,600
NORWAY				52,000	52,000
TOTAL	1,404,920			136,400	1,541,320

II - Balance of funds

OPENING	1,275,671
CASH INCOME Rcv'd	1,404,920
CASH EXPENDITURE	-2,254,584

CASH BALANCE	426,007

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Period: year 2003

Project(s): PSV003, SV162, SV401, SV403, NI005, NI401, 43002, 43006, 43104, 43162, 43201, 43301, 43403, 43601

Currency: CHF

III - Budget analysis / Breakdown of expenditures

Description	APPEAL Budget	CASH Expenditures	KIND & SERVICES		TOTAL Expenditures	Variance
			Goods/services	Personnel		
SUPPLIES						
Shelter Construction	138,233	41,541			41,541	96,692
Clothing Tiles		2,406			2,406	-2,406
Food Seeds		2,756			2,756	-2,756
Water sanitation		12,653			12,653	-12,653
Medical First Aid	8,300	9,231			9,231	-931
Teaching materials	55,712	688			688	55,024
Utensils Tools		10,969			10,969	-10,969
Other relief supplies	1,200	655			655	545
Sub-Total	203,445	0, 99			0, 99	122,546
CAPITALEXPENSES						
Land Buildings						
ehicles	2,100	15,000			15,000	-12,900
Computers Telecom equip.	38,200	40,458			40,458	-2,258
Medical equipment	9,000					9,000
Other capital expenditures	9,400	6,693			6,693	2,707
Sub-Total	58,700	62,151			62,151	-3,451
TRANSPORT STORAGE						
Warehouse distribution		2,309			2,309	-2,309
Transport vehicles	121,420	62,083			62,083	59,337
Sub-Total	121,420	64,392			64,392	5, 02
PERSONNEL TRAINING						
Personnel (delegates)	1,127,520	704,660		136,400	841,060	286,460
Personnel (regional, national staff)	848,643	623,115			623,115	225,528
Consultants	36,243	38,138			38,138	-1,895
Workshops training	680,504	173,978			173,978	506,526
Sub-Total	2,692,910	1,539, 90		136,400	1,6 6,290	1,016,620
GENERAL ADMINISTRATION						
Travel related expenses	166,224	223,721			223,721	-57,497
Information expenses	153,326	54,976			54,976	98,350
Admin. general expenses	227,402	220,335			220,335	7,067
Sub-Total	546,952	499,032			499,032	47,920
PROGRAMME SUPPORT						
	251,896	156, 1			156, 1	95,125
Operational provisions		-14, 551			-14, 551	148,551
Transfers contributions						
TOTAL BUDGET	3,875,323	2,254,5 4		136,400	2,390,9 4	1,484,339