

# Appeal 2004



International Federation  
of Red Cross and Red Crescent Societies

## CENTRAL AMERICA

### Appeal no. 01.53/2004

The International Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. The Federation is the world's largest humanitarian organization, and its millions of volunteers are active in over 180 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project.

This document reflects a range of programmes and activities to be implemented in 2004, and the related funding requirements. These are based upon the broader, multi-year framework of the Federation's Project Planning Process (PPP). The PPP products are either available through hyperlinks in the text<sup>1</sup>, or can be requested through the respective regional department. For further information concerning programmes or operations in this or other countries or regions, please also access the Federation website at <http://www.ifrc.org>

**Click on figures below to go to the detailed budget**

Programme title	2004 in CHF
<b>Strengthening the National Society (or National Societies)</b>	
Health and Care	1,128,174
Disaster Management	687,551
Humanitarian Values	316,150
Organizational Development.	1,906,615
<b>Coordination, Cooperation, and Strategic Partnerships</b>	
Coordination and Implementation	1,129,153
<b>Total</b>	<sup>2</sup> <b>5,167,641</b>

<sup>1</sup> Identified by blue in the text.

<sup>2</sup> USD 4,087,170 or EUR 3,336,807

## The Americas

Latin America and the Caribbean continue to face many challenges, particularly widespread poverty, inequality, migration, urbanization and vulnerability to natural disasters. The Red Cross Societies in Latin America and the Caribbean, through their branch network, are striving to reach vulnerable communities to help prepare them for disaster, to avoid loss of life and livelihoods and to mitigate the potential effects of common hazards such as floods and landslides. Socio-economic trends are fuelling the spread of the HIV/AIDS epidemic in the Americas, particularly in the Caribbean where the Red Cross must play a key role in raising awareness and placing the fight against the disease at the top of humanitarian agendas. Uneven distribution of wealth and marginalization of ethnic minorities increase levels of poverty in certain layers of the population which has a direct impact on access to health services. Red Cross Societies are working to enhance capacities of their health departments in order to reach those in need. In addition, Red Cross advocacy campaigns speak out against discrimination and marginalization particularly associated with HIV/AIDS related stigma. The Red Cross in Latin America and the Caribbean is evolving in order to meet the humanitarian challenges and to better target its work. A major focus on networking and peer support aims to promote best practice and to enhance organizational learning. The Communications Forum, promoting capacity in communications, is an example of such a successful initiative. The Inter American Regional Conference has developed a plan of action in order to reflect the undertakings of the Santiago de Chile Commitment of April 2003. The plan of action reiterates the priorities laid down in Strategy 2010. It also stresses the need for achieving strategic alliances with partner organizations in order to work collectively towards a common goal, emphasizes the need for National Societies to engage in change processes and outlines the significance for the Americas of the concept of integrated community programmes which seek to reach vulnerable communities through strengthened branch networks and enhanced use of volunteer resources.

## Regional Context

Central America is, in 2003, in a better economic, social, and political situation than in the early 1990s, thanks to efforts to achieve political, social, and economic stability, and to complete democratic transition. The importance of ending decades of authoritarianism and armed conflict cannot be overestimated in terms of the region's ability to resume the path toward economic growth. In recent years, Central America has been the only region in the world capable of peacefully resolving long-standing civil wars through a combination of regional and national actions, avoiding the intervention of international political and military forces.

In spite of the advances cited, the economic and political achievements won are precarious and, in terms of social equity and environmental sustainability, negative for the region, though not necessarily for all of the countries. Central America is torn by regional fractures in its human development, with the following regional divides: first among the regional divides are differences in human development between countries. Only 20% of the Central American population live in countries with high levels of human development, according to the Human Development Index (HDI) published by the UNDP. The majority of the region's population live in the four nations rated as having medium incomes: El Salvador, Guatemala, Honduras and Nicaragua.

Human development gaps within individual countries form a second regional divide. It would seem that all of the countries are divided into zones of high and low human development. In Guatemala, for instance, the HDI value of the highest rated province is 2.3 times that of the lowest rated province. In Honduras, it is 2.1 times the lowest value, and in El Salvador, 1.6 times (these are the only countries with HDI measurements disaggregated by province). The evidence for Costa Rica, although not with HDI values, suggests a similar situation (see the table below).

Country	Best-rated province	Lowest-rated province	HDI differential	Location of lowest rated province
Guatemala	Guatemala (82.9)	Alta Verapaz (35.5)	2.3	Rural, non border province
El Salvador	San Salvador (72.1)	Morazán (45.8)	1.6	Rural, border province
Honduras	Islas de la Bahía (78.7)	Lempira (36.8)	2.1	Rural, border province

<b>Costa Rica</b>	Flores (91.6)	Talamanca (10.5)		Rural, border province
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A third regional divide is represented by the differences between social groups within countries. Beyond national differences in human development, all of the countries show, to a greater or lesser degree, similar patterns of inequality. Examples are as follows:

- Traditional export activities, especially agriculture and assembly plants, and above all textiles, continue to be sources of wealth for the owners but not necessarily for the workers.
- The situation of women is clearly more disadvantaged than that of men. In the entire region, the HDI value lowers when the inequalities that women suffer in education, health, and income are examined.
- The indigenous population rose to 6.76 million people in 1992, almost 20% of the total population of the region. Independently of the country in which they live, these populations have lower life expectancy and access to education, and greater rates of school desertion, mortality for preventable diseases, malnutrition, infant mortality, maternal mortality, and, in general, show a greater incidence of poverty than non-indigenous populations.
- Marginalized migrant populations as a group are subject to the highest risks as regards HIV infection, ill health and disease, lack of access to services, legal representation and exposure to violence.

In this context, widespread poverty persists in the region. Three of every five Central Americans live in conditions of poverty, and two of every five live in extreme poverty

To add to this trend, population growth continues to be high with the likelihood of outstripping regional resources. At the beginning of the 1950s, Central America hosted little more than 11 million inhabitants. Almost 50 years later, this statistic has tripled, reaching almost 35 million. Half of these inhabitants are women, one in five is indigenous, and almost one in three is Guatemalan. A little over half of the region's people are situated in rural areas and one in every five are in the region's 26 cities with populations of over 100,000 inhabitants.

The report on the global HIV/AIDS epidemic by UNAIDS warns, "the epidemic in Latin America and the Caribbean is well established and is in danger of spreading both more quickly and more widely in the absence of effective responses". It further states that "among the factors helping to drive the spread of HIV is the combination of unequal social economic development and high population mobility". In Central America the epidemic is worsening chiefly among socially marginalized populations. As in other parts of the world, the stigma associated with the disease is prejudicial to those living with HIV and is hampering prevention and control strategies.

Disasters in Central America are affected by a complex inter-relation of socio-economic and political factors, together with natural phenomena. The latter, including hurricanes, tropical storms, flooding, landslides, volcanoes and seismic activity have had a strong impact on the region's capacity for advancement in all spheres of human and social development. The region is located in one of the most active seismic zones in the world and has eighty active volcanoes. As illustrated repeatedly, the vulnerability of the region leaves it severely exposed to the long-term impacts of natural disasters. While this is true for all the countries of the region, certain areas are faced with serious potential threats; the Caribbean coast of Nicaragua and Honduras is among the most affected. In addition, the damage caused by flooding and landslides increases each year as populations, deforestation and land use expand.

The occurrence of drought and the concomitant food insecurity affecting already vulnerable persons are also cause for concern. In addition, the high number of localized (sometimes frequently occurring) disasters resulting from the endemic vulnerability of the region's population account for a large percentage of lost productivity.

**Family member victim of robbery or assault in the last 12 months**

<b>CITY</b>	<b>Percentage of Population</b>
<b>El Salvador</b>	<b>47.1</b>
<b>Honduras</b>	<b>36.3</b>
<b>Nicaragua</b>	<b>35.7</b>
<b>Guatemala</b>	<b>54.9</b>
<b>Latin America Average</b>	<b>30</b>

Source: Londoño and Guerrero (1999)

In the Central American context, violence in all its forms continues to be a real and increasing challenge to the social fabric of the region. Despite peace accords, political/institutional violence has not been entirely eradicated. Extra-judicial killings by police officers and members of paramilitary organizations remain a problem, as do allegations of 'social cleansing'. In some cases, neighbourhoods and even families commit appalling acts of violence on other community members with lynching, contract revenge killings and family revenge massacres which have been documented – though in some cases this is also associated with lack of trust in the judicial system. Organized crime has been exacerbated by civil conflict, with demobilized ex-combatants forming armed gangs.

The proliferation of arms in post-conflict Central America with cross-regional traffic is closely associated with high levels of activities such as kidnapping, regional, international drug trafficking, contraband activities, armed robbery and other types of crime committed both by organized groups as well as by individuals.

Delinquents and gangs have highly visible profiles across the region, particularly in El Salvador and Honduras, with tremendous pressure to develop and introduce interventions to reduce the economic and social violence associated with them. Since the resolution of political conflict it is the '*maras*', or 'gangs', that have come to dominate public attention.

In direct contrast, inter-household social violence including gender-based domestic violence and the abuse of children is less visible with a very low profile. Despite its widespread nature, it is largely treated as a private family matter. Like domestic abuse against women, violence against children in the home is often invisible yet a worryingly widespread phenomenon, as are incidents of rape. Associated with both is widespread fear among children.

## **Red Cross and Red Crescent Priorities**

### **Movement Context:**

With the move of the regional delegation from Guatemala to Panama in December 2002, the delegation became responsible for the Caribbean region, which was previously covered by the former Santo Domingo regional delegation. Two sub-regional offices were created in the Caribbean: the Santo Domingo sub regional office covers the National Societies of Cuba, the Dominican Republic and Haiti, while the sub regional office in Port of Spain, Trinidad, covers the English-speaking National Societies and overseas branches of the East Caribbean. The regional delegates based in Panama are the lead technical focal points within their programme areas covering Central America and providing guidance, direction and monitoring support to the sub regional offices in the Caribbean where the sub regional offices are composed of locally and sub-regionally recruited staff with an expatriate coordinator. Please see the separate Appeal for the Caribbean region.

In Central America, heads of country delegations are now being replaced by Federation representatives or technical delegates/coordinators. Although this position is based in a priority country for a defined purpose and specific timeframe, the delegate/coordinator is also responsible for covering more than one country. This maximizes the use of Federation resources, allows for more targeted interventions, promotes ownership by National Societies of Federation-funded programmes, and encourages greater interaction among National Societies. These changes reflect the implementation of the Secretariat's "regionalization process", which provides for increased decision making at the field level and a transfer of projects to National Societies to ensure greater ownership and capacity building.

The main Partner National Societies (PNS) which provide support to the Federation are the British Red Cross, the UK Department for International Development (DfID), the Norwegian Red Cross and the Swedish Red Cross. However, given the number of bilateral Partner National Societies working in the region, the Federation continues to lobby for greater multilateral support.

Such bilateral support is coordinated by the Federation through the Cooperation Agreement Strategy (CAS). The CAS process was launched by the Federation in 1999 to promote the maximum alignment of all partners (National Society, PNS, the ICRC, the Federation Secretariat and non Red Cross/Red Crescent partners) around the strategic

priorities of a National Society, not only in terms of resource allocation, but with the broader aim of working more effectively together to achieve maximum impact from collective efforts. It is of note that the CAS is a process of joint planning, coordinated action and joint review. It is the basis of Federation support to National Societies.

In order to further strengthen National Societies through a more coordinated approach, the Federation and the ICRC have been working towards enhanced collaboration, which is embodied in the “Harmonization Process,” initiated in early 2002. Mutual areas of programming have been defined and developed, with agreement on priority areas and priority countries. The initial results show promise. The Harmonization Process has made it possible for National Societies to become more involved in the management of the communication and information network, as well as the youth network. In addition, closer collaboration between the ICRC and the Federation has resulted in the formalization of the position of regional coordinator of the programme promoting Humanitarian Principles and Values.

### **National Society Strategy/Programme Priorities:**

In 1999 the Dominican Red Cross hosted the XVIth Red Cross Inter American Conference, which took place in the Dominican Republic. On that occasion, the Caribbean National Societies and their counterparts from elsewhere in the region highlighted certain programmes for priority attention. These included development of human and financial resources, disaster preparedness and prevention, youth programmes, and communication and networking; priorities which were embodied in the *Santo Domingo Declaration*.

In 2001 the Honduran Red Cross in Tegucigalpa hosted the XVIIth Central American Red Cross Presidents’ and technical seminars meeting. Included in the discussions was the concept of incorporating non-traditional volunteers as a means of diversifying activities. The follow up to this meeting and the responsibility for formulating a realistic plan of action was allocated to the Directors General of the National Societies.

In January 2002 the Inter American Regional Committee (CORI) met in Santiago de Chile and formulated a plan of action for National Societies in Latin America and the Caribbean. This plan of action focused on the three strategic directions of *Strategy 2010* and set out an ambitious set of objectives and activities covering 2002 and 2003. In March 2003 the progress of this plan of action within National Societies was evaluated. Findings stated that “since the last Inter American Conference in 1999, the majority of the National Societies in Latin America and the Caribbean have advanced in most of the areas included in the Plan of Action. Progress is particularly noteworthy in areas such as disaster response, HIV/AIDS related initiatives and governance and management. In other areas, the progress made is less tangible, such as in financial resource development and the development of long-term nationwide programmes in areas such as HIV/AIDS and community based disaster preparedness”.

In April 2003, 35 National Societies of the Americas agreed during the XVII Inter-American Conference to the “Santiago de Chile Commitment”, which details objectives in the areas of health, disasters and National Society capacity building to be included in a plan of action following the conference. The conference recognized that health indicators in Latin America have generally improved, but that increasing disparities exist between the countries of the region and between different population groups within each country. In the area of disasters, the last decade saw large-scale natural disasters, often related to climatic change, greatly impacting the development in the poorest countries in the Americas. Such events, compounded by daily, “invisible” and man-made disasters, in particular armed violence, cumulatively result in losses far greater than those arising from the more visible causes. The challenges to raise National Society capacity in the areas of community volunteer networks, more representative volunteer groups, youth programming, communication, links with those living with HIV/AIDS and resource mobilization were identified as priority areas.

Progress in the priority areas highlighted by “the Santiago de Chile Commitment” will be continually monitored and evaluated through the plan of action of the Inter American Conference.

## **Strengthening the National Societies**

### **Health and Care**

#### **Background and Achievements/Lessons to date**

The seven Latin American countries in the region: Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua and Panama - face poverty, extreme inequality in the distribution of wealth and access to basic services in health and education, and little government capacity to cope with the rise of malnutrition and the spread of disease.

The report on the global HIV/AIDS epidemic by UNAIDS warns, “the epidemic in Latin America and the Caribbean is well established and is in danger of spreading both more quickly and more widely in the absence of effective responses”. It further states “among the factors helping to drive the spread of HIV is the combination of unequal socio-economic development and high population mobility”. In Central America the epidemic is worsening chiefly among socially marginalized populations.

At the beginning of the 1990s the Federation study “the challenges of human development” concluded that although certain National Societies in Central America gave priority attention to health, this was limited to medical services, hospitals, blood centres and ambulance services. At this time, health promotion and education activities were given a low profile within the National Societies of the region. Much has changed in the intervening years.

In the aftermath of hurricane Mitch which affected Central America in 1998, much important groundwork has been laid within the Red Cross Societies in the areas of health promotion and community health. The challenge still remains to institutionalize these projects as established programmes with unified methodologies and to consolidate partnerships with governments and with non-governmental organizations.

To this end, the American Red Cross formed a partnership with the Pan American Health Organization (PAHO), to support the implementation of the integrated management of childhood illnesses (IMCI) initiative to reduce child mortality. In 2002, the Federation signed a significant agreement with PAHO to commit to the further development of joint health programming in the areas of:

- Community health based on IMCI.
- The fight against the HIV/AIDS epidemic.
- Increasing the safety of blood through the promotion of voluntary donation.
- Improving response in the area of health during emergencies.

The XVII Inter American Conference focused on health and disaster response, resulting in the agreement of Latin American and Caribbean National Societies to the “Santiago Commitment”, which will guide Red Cross programming in the region in the coming years.

The National Societies of the region presently face four main challenges in the area of health and care:

- To prioritize health programmes and focus on specific vulnerable groups to avoid dispersion and poor quality.
- To develop sufficient technical competence within the areas of both health and planning to ensure relevant, successful and sustainable projects and programmes.
- To promote strategic partnerships and support networks.
- To assist the development of volunteer networks at community level to deliver services.

Recent advances towards these goals have included:

Health departments in several National Societies have developed community health teams to develop health partnerships, strategy and programming and to ensure that projects have appropriate tools for implementation, monitoring and evaluation. In El Salvador, the American Red Cross and the Japanese Red Cross have guaranteed funding support for the development of a community health team until 2005, with financial responsibility for the project being incrementally transferred to the Salvadorean Red Cross Society and its local partners. The role of the

“social” and “community” volunteer have been further developed and training manuals specific to Red Cross volunteers have been produced.

In Guatemala and Honduras, similar initiatives have been started. The Guatemalan Red Cross (GRC) has established a water and sanitation technical unit in the health department. This initiative has concentrated on strengthening the unit and the in depth training of technical staff. By the end of 2003 the GRC had implemented a latrine project, linking these activities with IMCI. In Honduras, the health department of the National Society has been strengthened and coordination of activities significantly improved; as a result, at branch level, the quality and impact of projects have been increased. However, in Nicaragua, progress has been limited and, although links with PAHO and the Ministry of Health are positive, improvement of coordination and planning of health projects remains a major priority. In Panama the National Society has continued working in mother and child health projects in some of the neediest indigenous communities.

An integrated pilot project covering community health, disaster preparedness and branch development has been established in the Golfo de Fonseca region. The project was evaluated after its first year with many successes in health: reduction of disease, trained community volunteers, cleaner communities and the implementation of micro projects. However, the evaluation also pointed to the need to enhance branch development tools. Several new projects have been drawn up based on the Golfo de Fonseca model, including components of disaster preparedness and branch development, together with health programming. In the appeal 2004 - 2005, this pilot project will be placed under organizational development and the experiences and lessons learned will be built into integrated branch development initiatives.

In June 2002, the Honduran Red Cross began implementation of a pilot project to respond to the HIV/AIDS epidemic. This project centres on prevention and awareness-raising in the fight against stigma and discrimination and similar projects are being implemented in Guatemala, Nicaragua and El Salvador. A Honduran Red Cross volunteer presently holds the position of regional HIV/AIDS coordinator.

Costa Rica and Panama have also established HIV/AIDS programmes in partnership with their governments. The Red Cross Society of Panama has developed a strategic HIV/AIDS plan, the first of its kind in the country. It is being incorporated into the Ministry of Health's national HIV/AIDS plan, which is in its initial stages. Further development of the HIV/AIDS response in the areas of prevention, reduction of stigma and social care for those living with HIV/AIDS will continue in 2004 and 2005, through the establishment of a Red Cross HIV/AIDS network. With continued development in the area of HIV/AIDS and the relation of the Red Cross with governments, the Red Cross is well positioned to access global HIV/AIDS funds in the coming years.

There are also opportunities to use many of the lessons learned in the Caribbean Red Cross HIV/AIDS programme and apply them to the Central American context. In 2004, the internationally recognized Caribbean peer education methodology “Together we Can” will be introduced to Central America. The manuals have been translated, printed, field tested and presented to Central American National Societies and there is general consensus that the methodology will be replicated in Central America in 2004.

The “Making a Difference” tool kit for the promotion of voluntary non remunerated blood donation (VNRBD) developed by the Federation has been translated into Spanish as an initiative between the Federation and PAHO. The joint implementation of the tool kit will provide support to an increase in the safety of donated blood. El Salvador, Honduras and Nicaragua are among the National Societies most involved in volunteer non remunerated blood donation within the region. It is also intended to initiate the Inter-American Network on VNRBD in 2004 through the contracting of a local coordinator who will be responsible for guiding the process in the region.

To improve projects and to inform on impact, it is intended to invest in monitoring and evaluation of the health programmes in 2004. In the area of IMCI, standardized tools already exist and are being fine-tuned through cooperation with PAHO. In the field of HIV/AIDS, a consultant will be hired to provide a monitoring and evaluation tool kit which can be used to carry out baseline, mid-term and final evaluations on all projects in the region. Baseline evaluations will be carried out on existing HIV/AIDS projects in Panama, Guatemala, Honduras and El Salvador in 2004. The work to be carried out in the Caribbean HIV/AIDS programme in early 2004 will also provide input for the design of monitoring and evaluation tools specifically for the “Together we Can” peer education programme which will be introduced into Central America.

**Goal:**

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

**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.

**Project Objectives under this programme are :**

1. The capacity of the National Society health departments has been strengthened and effective partnerships secured in line with the Santiago de Chile Commitment.
2. The response of the 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.
3. The National Societies' capacity to recruit, manage and maintain a pool of volunteer blood donors, contributing to a safe and adequate national blood supply, has been enhanced.
4. Integrated health interventions using IMCI as a basis, in partnership with PAHO, the Ministry of Health (MoH) and other partners (including vulnerable communities) are being implemented by National Societies.
5. The capacity of the Guatemalan Red Cross health department has been strengthened in line with Strategy 2010 and the Santiago de Chile Commitment.
6. The capacity of the Salvadorean Red Cross Society's health department has been strengthened in line with Strategy 2010 and the Santiago de Chile Commitment.

Expected Results under each project objective are: ([click here for detailed information and log frame](#))

***Strengthening Red Cross Health Departments***

1. *The Pan American health strategy included in the Santiago de Chile Commitment is being put into action.*
2. *National Societies have integrated health strategies and plans of action.*
3. *Strong partnerships with PAHO, UNICEF, MoH and other organizations working in health have been developed and agreements exist.*
4. *Best practices are shared within the Federation and its partners and recommendations are incorporated in Red Cross health programming.*
5. *The Central American health network has been strengthened through health programming linked to the regional organizational development network.*

## **HIV/AIDS**

- 1. A Central America Health Network (with a strong HIV / AIDS component) has been established and is functioning with the participation of all 6 national Societies.*
- 2. Strong partnerships with REDLA+, PAHO, UNAIDS, GLOBAL funds, MoH and other organizations working in the area of HIV/AIDS (especially those representing people living with HIV/AIDS) have been developed and agreements exist.*
- 3. All National Societies have integrated HIV/ AIDS as a core programme and have developed activities in the areas of prevention, care and the fight against stigma.*
- 4. Projects in pilot countries: El Salvador, Guatemala, Honduras and Panama have been implemented and evaluated.*
- 5. Tools and methodologies for HIV/AIDS have been agreed and standardized.*
- 6. Best practices for HIV/AIDS programming are shared and incorporated in HIV/AIDS programmes*

## **Volunteer Non-Remunerated Blood Donation**

- 1. Strong partnerships with PAHO, the MoH and other organizations working in VNRBD have been developed and agreements exist.*
- 2. The Inter American network on recruitment of VNRBD has been developed in the region and is providing support to National Societies.*
- 3. Best practices are shared within the Federation and the Federation's tool "Making a Difference" is being used.*

## **Community Health**

- 1. Strong partnerships with PAHO, UNICEF, MoH and other organizations working in community health have been developed and agreements exist.*
- 2. Projects in pilot countries: El Salvador, Guatemala, Honduras and Nicaragua have been implemented and evaluated.*
- 3. Tools and methodologies for an integrated community health approach have been agreed and developed.*
- 4. A system to collect lessons learned has been established and best practices are shared and incorporated.*

### ***Development of the Guatemalan Red Cross Health Programme***

- 1. The capacity of the health department to carry out high quality health interventions has improved with a focus on community health.*
- 2. The GRC continues to work in four designated branches bringing IMCI-based community health programmes to target communities.*
- 3. Strong partnerships with PAHO, UNICEF, MoH and other organizations working in community health have been developed and agreements exist.*
- 4. The GRC has integrated HIV/AIDS as a core programme and has developed activities in the areas of prevention, care and the fight against stigma.*
- 5. Strong partnerships with REDLA+, PAHO, UNAIDS, GLOBAL funds, MoH and other organizations working in HIV/AIDS, especially those representing people living with HIV/AIDS have been developed and agreements exist.*
- 6. The GRC continues water and sanitation interventions in vulnerable communities.*
- 7. The GRC institutionalises psychosocial health and designs activities in the areas of: intervention after disasters and psychosocial assistance of GRC volunteers.*

### ***Development of the Salvadorean Red Cross Society Health Programme***

- 1. The capacity of the health department to carry out high quality health interventions has improved with a focus on community health.*
- 2. Training modules and tools for integrated community health interventions have been developed and are being used.*
- 3. A pilot community health project has been implemented in 6 Red Cross branches, evaluated and replicated.*
- 4. A community health information system has been designed, tested and is functioning for all community health interventions within the Salvadorean Red Cross Society.*
- 5. The SRC has integrated HIV / AIDS as a core programme and has developed activities in the areas of prevention, care and the fight against stigma.*
- 6. Strong partnerships with PAHO, UNICEF, MoH, UNAIDS and other organizations working in community health have been developed and agreements exist.*

## **Disaster Management (DP/DR)**

### **Background and Achievements/Lessons to date**

The vulnerability of Central America is associated with an array of socio-economic and political factors, together with natural phenomena. The latter, including hurricanes, tropical storms, flooding, landslides, volcanoes and seismic activity have had a heavy impact on the region's capacity for advancement in all spheres of human and social development. The region is located in one of the most active seismic zones in the world and has eighty active volcanoes. As illustrated repeatedly, the vulnerability of the region leaves it severely exposed to the long-term impacts of natural disasters. While this is true for all the countries of the region, certain areas are faced with serious potential threats. In addition, the damage caused by flooding and landslides increases each year as populations, deforestation and land use expand. This situation is further aggravated by the effects of climate change, which

favours the occurrence of natural phenomena such as El Niño, coupled with environmental pollution, over-exploitation and destruction of natural resources and erosion of biodiversity.

Despite the cessation of the armed conflicts that occurred in the region throughout the 1980s, many of the underlying causes of social conflict remain unresolved. In addition, the marked increase in violent crimes, the proliferation of youth gangs, and other social issues which are causing increased dissatisfaction and apathy among populations aggravate the region's instability. This, in turn, has negative effects on investor confidence, thus limiting investments which could be used to improve living conditions, as much of the region continues to be characterized by a high incidence of poverty, poor health, under - or unemployment and illiteracy. These factors, in turn, increase the vulnerabilities and the risks experienced by much of the region's population.

The occurrence of drought and concomitant food insecurity affecting already vulnerable persons continues to be a cause of concern. In addition, the high number of localized (sometimes frequently occurring) disasters resulting from the region's endemic vulnerability account for a large percentage of lost productivity and negative economic growth.

It is against this background that the Inter American Conference which was convened in April 2003 in Santiago de Chile adopted a plan of action which seeks to create an integrated framework for disaster management in the continent. This document provides renewed focus on the fundamental role of disaster reduction in development plans and policies and the need to enhance the capacity of local populations to manage risks. The conference also underscored the importance of a multidimensional approach to reducing vulnerability, committing National Societies to explore ways to link relief, rehabilitation and development initiatives.

As a result of the above, the Federation's disaster management programme will continue to support National Societies to focus on reinforcing and/or developing the capacities of communities and branches which will be complemented by the activities of the organizational development programme. Simultaneously, attention will be devoted to fortifying the link between communities and branches, and between work in disasters and other developmental aspects of community work, such as health, water and sanitation and social processes in the community for peaceful coexistence. As part of this process, coordination with actors within and outside of the region will be continued. The work of initiatives such as the ProVention Consortium, the International Disaster Response Law project, the global mapping based on the Characteristics of a Well Prepared National Society, and the Climate Centre, will also contribute to the achievement of this aim.

During the period covered by this appeal, more focus will be placed on increasing the capacity of National Societies to implement vulnerability and capacity assessment (VCA) exercises, in order to ensure programme relevance and to support and encourage the locally existing capacities and coping mechanisms.

The review exercises in order to continuously improve practices and to learn from disaster response activities will be continued. Further support will also be provided to improve the strategic planning skills of National Society personnel. Recognizing the importance of National Societies being able to fulfil their mandates as auxiliaries to their governments, the regional disaster management programme will work closely with other programme areas to support the development of capacity of the National Societies of Honduras, Mexico, Nicaragua and Panama.

The foregoing will be closely coordinated with the Pan American Disaster Response Unit (PADRU) and other Secretariat support units, key Participating National Societies, other regional delegations, particularly the delegation for South America, the disaster preparedness and policy department in Geneva, the ICRC and other relevant organizations and institutions.

To date, progress in the focal areas of the 2002-2003 appeal includes the following:

- The development of the fourth draft of the disaster prevention manual of the 'Es Mejor Prevenir' series, and its validation by National Societies in the region, as well as in South America, prior to its finalization.
- Support was provided to the Costa Rican Red Cross' Disaster Preparedness Department, to provide follow up to the national intervention team (NIT) training which was held in December 2002. An early warning system was implemented in Orosi, the area which was affected by a fatal landslide in May 2002. The National Society also received support in the development of the guidelines for household disaster plans (Plan Familiar), as well as in issues related to cooperation with the private sector and governmental and international agencies including UNICEF and PAHO.

- Support was provided to the Mexican, Nicaraguan and Salvadorean Red Cross Societies for the revision or development of their disaster plans.
- The Honduran Red Cross was supported in the implementation of the Better Programming Initiative, which contributed to the development of the National Society's project on youth violence.
- A prototype for temporary shelter was completed as part of the Design without Borders Project, in coordination with the Guatemalan National Disaster Reduction Coordinating Office (CONRED), and with financial support from Norsk Form and the Norwegian Red Cross.
- Increased coordination with key partners such as UNICEF, the World Food Programme and CEPREDENAC was achieved.
- Increased collaboration was ensured with the ICRC's regional office, the regional delegation for South America, and Participating National Societies working in the region.
- Increased networking is taking place among disaster relief directors.
- Increased coordination and effectiveness in response to disaster and emergency situations has been achieved, aided by the translation into Spanish of the disaster monitoring page of the DMIS.
- A review exercise of the disaster operations of the Mexican Red Cross was carried out.
- Two case studies on disaster reduction activities in Costa Rica and El Salvador were prepared as part of the International Conference's workshop on risk reduction.
- The disaster response plan of the regional delegation was updated.
- Input from all seven National Societies was provided to the global mapping of disaster management capacities of National Societies, under implementation by the Disaster Preparedness and Policy Department of the Secretariat.
- In coordination with PADRU, National Societies exposed to annual threats of hurricanes have been provided with a standardized tool for the development of hurricane preparedness plans.

Lessons learnt during this period were:

- Much can be achieved through coordination and collaboration.
- The knowledge and expertise from other regions are essential in order to ensure the applicability and appropriateness of tools developed.

**Goal:**

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

**Programme Objective:**

The National Societies in the region are implementing effective disaster management (DM) programmes which contribute to the reduction of the vulnerability and increased capacity of populations in high risk areas.

**Project objectives under this programme are :**

1. The disaster management capacities of the region's National Societies have been strengthened and effective partnerships secured in line with the Santiago de Chile Commitment.
2. National Societies have been empowered in the area of disaster management and their capacities have been increased.
3. An integrated community based disaster management (CBDM) model, complete with tools and guidelines has been developed and implemented by National Societies.

Expected Results under each project objective are: ([click here for detailed information and log frame](#))

***Disaster Management Programme Development***

1. *The Pan American disaster management strategy outlined in the Santiago de Chile Commitment has been operationalized.*
2. *The relief directors' network has been formalized with a shared vision, working groups established and increased contacts achieved.*
3. *A regional disaster management strategy has been developed.*

## ***Strengthening National Society Disaster Management Departments***

- 1. A clear structure exists within the National Societies with defined roles and resources for DM departments.*
- 2. DM strategic plans linked to the National Society's Strategic and Development Plans have been developed and implemented in Guatemala, Mexico, Nicaragua and Panama.*
- 3. Key planning and assessment tools have been adapted and implemented through pilot initiatives in El Salvador and Nicaragua.*
- 4. Disaster response operations are reviewed systematically and recommendations shared and implemented.*
- 5. Strong partnerships with government DM bodies, PAHO, WFP, UNDP UNICEF and other organizations / institutions working in DM have been developed and agreements exist.*

## ***Integrated Community Based Disaster Management***

- 1. Training manuals have been updated.*
- 2. A National Society focal point is identified to support the implementation and further development of the project.*
- 3. Pilot projects, coordinated with other programmes and projects are implemented in Costa Rica and Guatemala in Central America.*
- 4. The CBDM network with South America is further strengthened, both at the Secretariat and National Society levels.*
- 5. Strengthened headquarters and branch capacity is achieved in pilot National Societies.*
- 6. Increased collaboration at all levels (local, national, regional, intraregional) during the implementation of projects.*
- 7. A mechanism exists for the documentation and sharing of lessons learned, with recommendations implemented.*

## **Humanitarian Principles and Values**

### **Background and Achievements/Lessons to date**

The appointment of a regional Humanitarian Principles and Values coordinator by the regional delegation in 2003 was accomplished with joint funding from the ICRC.

**The Rise of Violence in Society:** El Salvador, Guatemala and Honduras rank amongst the most violent countries in the Americas, and street crime, domestic and political violence are commonplace throughout the region. High levels of unemployment, poor access to education and the virtual absence of a social welfare system coincide with easy access to a wide range of hand guns and other small firearms - partly as a result of armed conflicts, and partly given the prevailing gun culture. Armed attacks on banks and businesses, as well as highway robberies and kidnappings are a regular occurrence. Colombia's internal conflict is spilling over into Panama and migration issues are being equated with the rise of petty crime in the region, particularly in Costa Rica.

A large number of street gangs are active in the big cities, often involved in the trade in illegal drugs. Public lynching has become commonplace in Guatemala, especially in rural areas where an impoverished population has little confidence in the police and the judicial system. According to the Guatemalan government, its justice system

can only provide 10% coverage of the entire country. As a result, law enforcement is left to vigilante groups. Discrimination against ethnic minorities, women, homosexuals and the poor are often the norm rather than the exception.

**The Global HIV/AIDS Epidemic:** The report on the global HIV/AIDS epidemic by UNAIDS warns, “the epidemic in Latin America and the Caribbean is well established and is in danger of spreading both more quickly and more widely in the absence of effective responses”. It further states “among the factors helping to drive the spread of HIV is the combination of unequal socio economic development and high population mobility.... The epidemic is worsening chiefly among socially marginalized populations”.

The access to HIV testing, counselling and treatment is relegated to those with the means to pay or the hospitalized with end stages of the AIDS syndrome. Where there is testing, confidentiality is often not respected and the infected face rejection or violence by employers, fellow workers or community members. For these amongst other reasons, the epidemic is very much under reported with national propaganda denying that the problem exists.

**The Rights of Indigenous Populations:** There are presently between 6.5 and 7 million indigenous persons living in Central America (20.12% of the population) with 80% living in Guatemala (48% of the population of Guatemala). This significant population group has been marginalized within society, with poor access to basic services such as health and education. The highest indicators for poverty, literacy, morbidity and mortality exist amongst this group.

The cultural identity and language of many indigenous populations is being eroded systematically by systems that do not support this diversity of heritage. Indigenous populations continue to be poorly represented at the political and professional levels. Within many National Societies, there are very few indigenous volunteers and representation at Red Cross senior management levels is rare.

**The Plight of Migrant Populations:** During the 1990s, migration flows accelerated in Central America: Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua. Several factors have contributed to this trend, including: the weakening of the regional economy by the processes of globalization; political instability in the aftermath of civil warfare; natural disasters and the availability of cheaper transportation and communication services.

Over the past five years, the migrant populations of Mexico and Central America primarily employed in the clothing production industries have increased to more than 30% of the total population. These migrant workers are mostly adolescent girls and women. As a group, they are subject to the highest risks as regards HIV infection, ill health and disease, lack of access to services, legal representation and exposure to violence.

The National Societies in the region are keenly aware of these four pressing issues and, in many cases, have begun discussions with government agencies and non-governmental organizations (NGOs) regarding possible responses, particularly through the use of strategic alliances, and have requested support from the regional delegation. Efforts to meet these challenges are fully in accordance with the priority expressed through the plan of action of the XXVII International Conference developed in 1999 which urges the Movement and governments to ensure that “National Societies take initiative to reduce discrimination and violence in the community”. Resolution 12 of the General Assembly 2001 echoes this, requesting “all National Societies to commit themselves to actively advocate for the protection of the basic rights of groups and individuals at risk in their countries and, where necessary, to work with partners, including government agencies, to create conditions of safety for persons endangered by violence or discrimination”.

The recent achievements in the area of Red Cross advocacy in Central America include:

The world wide anti stigma campaigns carried out on Red Cross / Red Crescent day - 8 May – sent out a strong message regarding the growing commitment of the Red Cross / Red Crescent to contribute to combating the HIV/AIDS epidemic and the stigma that surrounds the disease. As part of the regional delegation’s commitment to this vital issue, a regional volunteer coordinator for HIV/AIDS, based in Honduras, was appointed in 2002.

In addition, a project has been designed and implemented by the regional humanitarian values coordinator and the Honduran Red Cross to identify the causes of discrimination of those living with HIV/AIDS through a videotape of testimonies called “Breaking the Silence”. The project will serve as the basis for a regional, anti-stigma project and a long-term, sustainable approach to this pressing issue.

A conference involving a cross-section of international and national agencies was organized by the Honduran Red Cross, with support from the humanitarian principles and values coordinator to address the causes and possible interventions to counteract growing youth violence.

The National Societies' youth departments have, to date, been the most advanced in moving into the field of humanitarian values. Clearly, young people, through their flexibility, can often serve as agents of change within their National Societies and within civil society as a whole. Dedicated and active youth volunteers now constitute 42% of all Red Cross volunteers within the region and have become active through their network of school brigades in the areas of HIV/AIDS, principles and values, anti violence (Costa Rica and Panama), gender (Nicaragua) and the profitable use of free time. The methodology used for these initiatives is youth peer education, which now needs to be supported with improved training of trainers and curriculum development. The importance of youth within the Red Cross, both as a vulnerable group and a resource base, will continue to be developed as a regional priority through the continuing placement of a regional advisor.

During its organization-wide change process initiated in the summer of 2002, the Nicaraguan Red Cross developed a strategy for a national programme for indigenous peoples and other ethnic groups. As a follow-up, the Nicaraguan Red Cross has selected a newly-created branch attending to the needs of Miskito Indians to be strengthened during 2003-2004, with support from the regional organizational development programme.

Materials in four Mayan languages were produced in Guatemala for the use in community health projects. The project will be replicated elsewhere in the country in 2004 with additional resources from donor Red Cross Societies.

**Communications:** In Central America, considerable progress has been made in recent years in the area of communications. All the National Societies in the region maintain web sites and the majority of these are updated regularly, although there are a number of sites with sections under construction. There has also been an increase in the number of publications and National Society activities and campaigns which are promoted in both the print and electronic media. Information contingency plans in times of disaster have been developed and/or updated in each of the National Societies. The regional information network has been strengthened and regional strategies are in place; the network is enhanced by the information promoters who continue to graduate from the long distance education programme who are consolidating their role through the preparation of regional and national work plans in communications.

**Goal:**

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

**Programme Objective:**

Humanitarian values and principles are integrated into and form the foundation of all core areas and the programming of National Societies within the region.

**Project Objectives under this programme are :**

1. A regional strategy for the promotion of humanitarian principles and values is under implementation in Central America.
2. At least three National Societies in the region: El Salvador, Guatemala and Honduras have developed and are implementing projects to reduce youth violence by 2007.
3. Stigma and discrimination of those living with HIV/AIDS in Central America has been reduced.
4. A regional strategy advocating for indigenous populations in the region is under implementation.
5. The capacity of the National Societies in the area of communications and advocacy is strengthened in accordance with Strategy 2010 and the Red Cross image is enhanced.

Expected Results under each project objective are: ([click here for detailed information and log frame](#))

### ***Regional strategy for humanitarian principles and values***

- 1. A regional network of promoters of humanitarian principles and values is active.*
- 2. A strategy for the promotion of humanitarian principles and values has been defined at the level of each National Society.*
- 3. Projects implemented by the National Societies in the area of principles and values are identified and monitored.*
- 4. Institutions and potential donors to support the work of National Societies in humanitarian principles and values have been identified.*
- 5. The National Societies in Central America are implementing at least one project in the field of the promotion of humanitarian principles and values.*

### ***Youth Violence***

- 1. The theme of youth violence has been analyzed in at least three National Societies in the region which have defined activities in this area.*
- 2. A pilot project in the prevention of youth violence has been implemented in at least three National Societies.*
- 3. The theme and progress through projects in the area of youth violence will have been discussed at annual meetings of disseminators, communicators and youth directors within the region.*
- 4. Experiences within each National Society have been shared with the other National Societies in the region and with other regions.*

### ***Stigma***

- 1. Follow up of the progress of the projects focusing on anti stigma in the region has been ensured and documented.*
- 2. Follow up of the global campaign in the fight against stigma and discrimination of those living with HIV/AIDS in the region has been carried out.*
- 3. New strategies and initiatives have been identified for the fight against stigma and discrimination in the region.*
- 4. Experiences within the National Societies have been shared.*

### ***Advocacy for indigenous populations***

- 1. An awareness campaign oriented towards ethnic groups with material in various indigenous languages has been developed in the region.*
- 2. A component of promotion of principles and values has been included in community projects under implementation in Guatemala, Honduras, Nicaragua and Panama.*
- 3. A pilot project focusing on awareness-raising relating to indigenous populations has been developed in Guatemala.*
- 4. Volunteers in the region including youth and ladies have been trained to work with indigenous communities in the region.*

5. Working alliances and coordination with different ethnic groups in the region have been established.

### **Communications**

1. The Inter American communicators' and resource development network is self-sustainable.
2. The Federation's network of communications promoters is active and is constantly expanding.
3. The methodology of the capacity building in communications project has been successfully extended to additional National Societies and branches.
3. Exchange of experience is taking place between Central American National Societies having implemented the long distance education programme (LDEP) and Latin American National Societies taking up the programme.
4. National Society web sites have been improved and are visited regularly.
5. Central America is well represented on the Federation's public web page and on the FedNet system with quality, user-friendly information.

## **Organizational Development**

### **Background and Achievements/Lessons to date**

While the region from Mexico to Panama is faced with a host of social and economic problems, compounded by the regular occurrence of natural disasters, development efforts, whether they are implemented by international aid agencies, governments, non governmental organizations (NGOs), or the private sector, will not make significant contributions to a country's development unless attention is paid to developing and sustaining strong and effective organizations. This also applies to Red Cross Societies.

The leadership of the seven Red Cross Societies of the region are becoming increasingly aware that if their National Societies are to make a difference, they must be able to implement efficient, responsive, and focused programmes that contribute to reducing vulnerability. This point was recently reinforced during the XVII Inter-American Conference in Santiago de Chile.

In some cases, this means that a National Society must transform itself in order to adapt not only to the changing times, but also to become more aligned with the Federation's *Strategy 2010*. This is a daunting task that requires commitment and steadfastness at the highest levels of an organization's leadership. The Nicaraguan Red Cross is currently facing this challenge. At least one other National Society may be following suit in 2004.

However, to manage the National Society of the 21<sup>st</sup> century requires a constant improvement of governance and management in line with the "characteristics of a well-functioning National Society." This includes revising outdated Statutes; revising or creating National Development Plans; incorporating the lessons learned from self-assessments; developing monitoring and evaluation mechanisms to measure progress; building or reinforcing the capacity of governance and management; and ensuring a management system that is efficient, transparent, and credible. In addition, National Societies need to improve their capacity to organize volunteers and paid staff alike to

implement programmes that serve vulnerable people and to develop a more diversified and sustainable financial resource base.

In order to successfully meet the needs of vulnerable people, National Societies must also establish strategic alliances with government agencies, international organizations, local non governmental organizations and local businesses. The agreement between the Federation, Ministries of Health and the Pan American Health Organization (PAHO) is an example. The Mexican Red Cross is outstanding in managing external partnerships. The Guatemalan Red Cross is seeking strategic alliances with NGOs specializing in HIV/AIDS prevention.

In addition, today's complex problems require narrowing the gap between National Societies and vulnerable groups, implementing community-based projects and delivering high quality, needs-based services. The El Salvador Red Cross and the Nicaraguan Red Cross both have tackled these issues through their implementation of the Golfo de Fonseca Project and, in Nicaragua, Panama, and Guatemala, through the integrated branch development project.

In response to these challenges, the regional organizational development (OD) programme has introduced the project planning process (PPP) course in all National Societies in the region. The Red Cross Society of Panama and the Costa Rican Red Cross have become leaders in designing and implementing, through the use of the PPP methodology, community-based projects in partnership with vulnerable communities. The Honduran Red Cross has realigned its existing projects to reflect the PPP methodology. It is expected that by the end of 2004, all National Societies in the region will design their projects using the PPP methodology, which includes the use of log frames.

As they continue along this path, the National Societies of the region are working to make significant strides towards achieving the vision of their International Federation -- "reducing vulnerability through our voice, our presence and our action." To help National Societies to achieve this vision, the Movement actors have agreed that the Federation must retain its statutory obligation to lead all organizational development change processes and capacity building.

The National Societies of the region, in partnership with the regional OD programme has achieved key milestones over the past two years which include:

#### ***Governance and Management:***

- All National Societies 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.
- In Honduras, workshops focusing on the 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 non governmental organization in at least 11 branches.
- In Nicaragua, a meeting of all national board members, directors of national programmes, representatives of all Red Cross branches, and Partner National Societies met to evaluate the Nicaraguan Red Cross change process project.
- In El Salvador, during a strategic plan revision workshop, 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 Panama, the Red Cross was assisted in developing an HIV/AIDS strategy – the first of its kind in the country – and in using the strategy to build strategic alliances with the Ministry of Health, the Ministry of Education, the Department of Corrections, UNICEF, and various AIDS-prevention NGOs.

#### ***Statutes and Regulations:***

- Four of the seven National Societies in the region: El Salvador, Guatemala, Honduras and Mexico have revised their Statutes and submitted them to the Joint Commission for approval.
- The Nicaraguan Red Cross and the Red Cross Society of Panama are currently revising their Statutes.

#### ***PPP:***

- Five persons in the region have been certified as PPP facilitators.
- Nearly 300 Red Cross staff and volunteers have been trained in the PPP methodology in all countries of the region, except Costa Rica.

- All regional programmes are making use of PPP as a standard methodology to design projects.

#### ***Self-Assessment:***

- Six of the seven National Societies in the region have completed self-assessments. These will serve as a point of reference for follow-up by the regional organizational development programme.
- In Nicaragua, the self-assessment was one of the many tools used by the National Society to help develop the national development plan.

#### ***Volunteering:***

- The Guatemalan Red Cross has been working on establishing a volunteer department, as well as internal volunteer regulations.
- The Honduran Red Cross has introduced a new category of “programme” or “social” volunteer, and has developed new volunteer regulations. The National Society is sharing information and positive experiences, especially the introduction of a database for the registration of volunteers, during study tours to Tegucigalpa made by representatives of the Salvadorean and Guatemalan Red Cross Societies.

#### ***OD Network:***

- The first in a series of annual regional OD meeting was held in Managua, Nicaragua, in November 2002, with participation from PNSs working in the region, Directors General of four National Societies: El Salvador, Guatemala, Honduras and Nicaragua, the Director General of the Dominican Red Cross, Federation OD delegates, and a representative of the OD Department in Geneva.
- An Americas OD meeting was held in September with the participation of the South American OD delegates and the technical OD lead from the Secretariat.
- The virtual OD library has been designed and is functioning.
- Two Directors General meetings were held in 2002 and another one was planned for 2003.

#### ***Nicaraguan Change Process:***

- Through a participatory process involving more than 100 persons representing all of the Nicaraguan Red Cross branches, the headquarters, the national board, all PNSs active in the country, the Ministry of Health, and the government agency responsible for disaster mitigation, a new five-year Strategic Plan was developed and approved by the national board.
- A draft National Development Plan was developed, focusing on National Society improvements in such areas as: service delivery, fundraising, human resource development and volunteer management.
- A national programme for indigenous peoples and ethnic groups was developed and incorporated into the Strategic Plan by Nicaraguan Red Cross members who are themselves indigenous people.
- A detailed plan to reduce the National Society’s deficit has been developed.
- A process for formulating operational plans and the 2004 budget, based on written manuals and the Strategic Plan, has been developed.
- Finance manuals have been drawn up.
- The National Society structure is being revised.
- The National Society’s financial administration has become more transparent.
- The national board, management and staff at Red Cross headquarters have taken ownership of the change process.

#### ***Integrated Branch Development***

- Pilot projects have been started at the Red Cross branch level in Panama and Nicaragua.
- The training of trainers (TOT) manual and accompanying tool kit has been produced in English and Spanish.
- Two multidisciplinary teams, including volunteers from vulnerable groups, local government agencies and local NGOs, have been established by Red Cross branches in Panama and Nicaragua.
- Two needs assessments of vulnerable groups have been successfully carried out by a Red Cross branch in Panama and Nicaragua.
- The findings of the needs assessments were presented by Red Cross branches at press conferences in Panama and Nicaragua.

- The Nicaraguan Red Cross was invited by the Third Central American Congress on HIV/AIDS in Panama to make a presentation on its participatory methodology for identifying the needs of commercial sex workers in Chinandega, a pilot micro-project that is part of the integrated branch development project.
- In Panama, UNICEF, the Ministry of Health, the Inter American Development Bank (IDB) and PAHO have all expressed an interest in collaborating with the Red Cross Society of Panama as a result of its integrated branch development project in the Darien.
- Sixty persons have been trained in participatory learning and action (PLA) methodology in Panama, and Nicaragua. Participants include not only Red Cross branch staff and volunteers, but also staff from the Ministry of Health, the national police, the Roman Catholic Church, and vulnerable people themselves.
- The Federation and the Red Cross Society of Panama were invited by the Ministry of Health and PAHO to participate in a conference to establish a multi-agency working group on indigenous areas, and to make a presentation on the integrated branch development project in El Real, Darien.
- In Mexico, a joint ICRC-Federation mission to Chiapas was carried out to evaluate the feasibility of introducing the integrated branch development project.

**Goal:**

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

**Programme Objective:**

Vulnerability-focused programmes and organizational development and change, led and managed by the region's National Societies, has resulted in constantly improved service delivery to and with vulnerable people.

**Project Objectives under this programme are:**

1. The separate roles of governance and management are well defined and in practice by National Societies in the region.
2. A regional network of Red Cross OD practitioners is established and well functioning.
3. National Societies have enhanced their capacity to recruit, manage, train, motivate, support and reward volunteers.
4. National Societies have enhanced their capacity to sustain their programmes and infrastructure through a strategic marketing approach.
5. A process of planned change – owned, directed and carried out by the Nicaraguan Red Cross headquarters and branches – is institutionalized.
6. The Guatemalan Red Cross has the characteristics of a well functioning National Society, in the areas of governance and management both at national and branch levels.
7. The Salvadorean Red Cross Society has the characteristics of a well functioning National Society in the areas of planning, organizational structure, volunteer management and resource mobilization.
8. The capacities of the Nicaraguan Red Cross to formulate and develop its role in the civil society of its country are strengthened.

Expected Results under each project objective are: [\(click here for detailed information and log frame\)](#)

***Governance and Management***

1. *National board members and management teams of all 7 National Societies in the region have received training in their roles and responsibilities in collaboration with the ICRC.*
2. *National board members and management staff have created, reviewed or revised their written job descriptions.*
3. *National board members and management staff are regularly using performance evaluations to ensure their effectiveness and adherence to Strategy 2010 and the Santiago de Chile Commitment.*
4. *Directors General meet on a regular basis to discuss and propose solutions to shared management issues in collaboration with the ICRC.*

*5. Statutes and regulations are revised and updated.*

### ***OD Network***

- 1. A regional network of Red Cross OD practitioners is established.*
- 2. Members of the network have been trained to provide OD assistance to National Societies.*
- 3. A virtual OD library is created and then used regularly by OD practitioners in the region.*
- 4. National Societies and the Federation regularly call on members of the OD network to provide technical assistance to National Societies.*
- 5. The OD network is evaluated for its effectiveness.*
- 6. Members of the Central American and Caribbean OD networks participate in joint meetings and teleconference calls.*

### ***Volunteer Management***

- 1. A regional Red Cross volunteer conference is organized.*
- 2. An action plan for modernizing volunteer recruitment, training and retention practices is produced and implemented by all seven National Societies of the region.*
- 3. A regional committee to monitor the implementation of the action plan is established.*

### ***Sustainable National Societies***

- 1. The National Societies of El Salvador, Honduras, Nicaragua and Panama have diversified their funding base.*
- 2. The National Societies of El Salvador, Guatemala, Honduras, Nicaragua and Panama have established donor databases and use them as a fundraising tool.*
- 3. The National Societies of Honduras and Panama have successfully managed a strategic marketing campaign.*

### ***The Change Process in Nicaragua***

- 1. A Strategic Plan 2003-2007 is approved by the national board and is being implemented.*
- 2. A National Development Plan detailing internal changes is approved by the national board and is being implemented.*
- 3. A new structure is approved and implemented by the national board.*
- 4. Finance procedures manuals are drawn up and used.*
- 5. Statutes and regulations are revised.*
- 6. The change process is being implemented at the branch level.*

### ***The OD Process in Guatemala***

- 1. The governing board applies the policies and Statutes and can deal with integrity issues.*
- 2. The National Society has a transparent and solid financial base.*
- 3. The National Society has a volunteer management system which is updated and stable.*
- 4. The roles and responsibilities of the national headquarters and the branches have been well defined and implemented.*
- 5. The National development plan has been reviewed to ensure improved prioritization and is implemented.*
- 6. A CAS has been elaborated and is respected by all partners.*

### ***The OD Process in El Salvador***

- 1. The National Society managers and leadership have received training and implement this knowledge.*
- 2. The National Strategic Plan has been revised and a National Development plan formulated and implemented.*
- 3. The National Society organizational structure has been assessed, and a new structure is in place.*
- 4. National Society policies, procedures and regulations have been updated, disseminated and implemented.*
- 5. The National Society has a volunteer management system which is updated, appropriate and effective.*
- 6. A resource mobilization programme is developed which covers National Society operational costs.*
- 7. A strong communications department and network exists and has a strong internal and external communication systems and a web page.*

### ***Civil Society Networking in Nicaragua***

- 1. The Nicaragua Red Cross has used its strategic plan to establish strategic alliances with government agencies, NGOs, and international organizations.*
- 2. The Nicaraguan Red Cross has used the National Development Plan to obtain technical and financial assistance from Movement members.*
- 3. Senior and programme staff have learned how to form strategic alliances to further the NRC mission.*

## **Integrated Community-Based Programming**

### **Background and Achievements/Lessons to date**

The National Red Cross Societies in Latin America are moving towards a more community focused approach whereby the Red Cross and communities work jointly to identify problems, develop the means to address these and subsequently implement the resulting strategies and interventions. In parallel, these initiatives strengthen the capacities of both Red Cross branches and the communities involved.

The study from the early nineties “*The Challenges of Human Development*” marked a turning point for the Red Cross. The recommendations of the study pointed to the need for the Red Cross to work in closer cooperation with

other humanitarian and social actors, together with the most vulnerable, emphasizing participative activities directly with communities. This trend continued in the mid 1990s when the first integrated projects in the region were initiated: Amazónico, Camalote, Andino and Gente Fuerte in South America and Golfo de Fonseca in Central America. Although the projects were developed with an integral approach to social problems, in practice they have concentrated on Red Cross priority sectors such as primary health care, disaster prevention and preparedness. However, projects relating to income generation, education and peaceful co-existence have also been implemented as a result of community preferences. These projects have not only promoted development in local communities, but have also initiated organizational development processes in the National Societies; branches, in particular, have undergone an institutional change process, whilst National Society headquarters have improved planning and communication. Initial experiences from the pilot projects point to the validity of the Federation approach to community development through integrated initiatives which aim to strengthen National Society capacities, thus enabling them to contribute more efficiently to improving the lives of the most vulnerable.

Red Cross Societies continue to broaden the traditional role of the Red Cross, building partnerships to respond to an increasing marginalization of certain communities, groups and individuals. The National Societies are taking on a more prominent role in civil society, building alliances with local entities to ensure sustainability. Best practices and lessons learned from the pilot projects in the Americas are being used in the design of integrated community and branch programming models to be further developed in 2004. In addition, recommendations from various evaluations and reviews are being taken into account regarding the need to ensure that integrated organizational development and community work better reflects National Society branch and community priorities and that a strategy for exporting the methodology to other National Society programme areas should be developed.

The disaster management programme will continue to develop and implement effective community based disaster management tools and methodologies to reduce exposure to hazards and to mitigate their impact at community level. In the area of humanitarian principles and values, projects will focus on issues such as anti-stigma and reduction of the impact of discrimination and marginalization and their destabilizing influence on communities.

The shift in the Red Cross way of working is manifested in the Santiago de Chile Commitment approved by the XVII Inter American Conference in April 2003. The Commitment seeks to:

- Ensure greater synergy amongst the different health-related programmes and with community-based disaster preparedness programmes and organizational development.
- Consolidate, extend, update and develop community disaster preparedness education programmes. This will be done through the development of integrated activities in order to increase impact at the community level.

The plan of action 2003 – 2007 of the Inter American Conference follows up on the Santiago de Chile Commitment by including a specific objective related to integrated programming, as follows: “National Societies are working with communities integrating components of the four core areas and organizational development”.

In order to highlight this new orientation of Red Cross work, the Federation Appeal for the Americas includes, in addition to programmes in the four core areas, this section on community integrated programmes which aims to assist the National Societies to translate this component of the Santiago Commitment into reality.

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

**Programme Objective:** The National Societies in the region have improved their capacity to work in vulnerable communities through integrated programmes and projects, partnerships and branch networking which contribute to a reduction in community risks and promote empowerment.

**Project Objectives under this programme are:**

1. A model integrated branch development approach is designed, tested and ready for adaptation throughout the Americas.

2. The capacities of Salvadorean Red Cross Society branches and local communities in health and disaster preparedness are strengthened.
3. The capacities of Nicaraguan Red Cross branches and local communities in health and disaster preparedness are strengthened.

Expected Results under each project objective are: ([click here for detailed information and log frame](#))

### ***Integrated Branch Development Project***

- 1. An Americas-wide conference is held to review the lessons learned of Federation projects aimed at branch development.*
- 2. Red Cross branches have trained staff and volunteers in all aspects of the project cycle.*
- 3. Red Cross branches have successfully implemented their pilot projects based on the identified needs of vulnerable people.*
- 4. Red Cross branches have established strategic alliances to implement their projects.*
- 5. Red Cross branches have attracted new volunteers and additional resources.*
- 6. National Societies have institutionalized the project cycle as the way to manage their projects.*
- 7. Red Cross branches have established a coordinated relationship with the national programmes at their headquarters.*

### ***Golfo de Fonseca Project El Salvador***

- 1. Rural communities have stronger capacities to respond to disasters and prevent their daily health problems, through the formation of a community volunteer structure linked to the Red Cross.*
- 2. The community, together with strategic partners, is able to identify community problems, formulate strategies, generate resources and implement solutions.*
- 3. The Red Cross branches have the capacity to work with rural communities, providing support in preventive health, disaster preparedness and the formation of community volunteer structures.*
- 4. The branches have developed capacity through the integrated branch development methodology.*
- 5. At the branch and community level there is proactive collaboration and coordination with government ministries and other organizations.*

## *Golfo de Fonseca Nicaragua*

1. *Rural communities have stronger capacities to respond to disasters and prevent their daily health problems through the formation of a community volunteer structure linked to the Red Cross.*
2. *The community, together with strategic partners, is able to identify community problems, formulate strategies, generate resources and implement solutions.*
3. *The Red Cross branches have the capacity to work with rural communities, providing support in preventative health, disaster preparedness and the formation of community volunteer structures.*
4. *The branches have developed capacity through the integrated branch development methodology.*
5. *At the branch and community level there is proactive collaboration and coordination with government ministries and other organizations.*

## Coordination, Cooperation, and Strategic Partnerships

The importance of cooperation is highlighted in the International Federation's *Strategy 2010* document, which states that "Strong National Societies are a first step towards creating a strong Federation. However, to use its collective resources effectively and efficiently, the International Federation's members must commit to 'working as a federation'". It continues "The International Federation is under great pressure to improve the efficiency and effectiveness of this sector; long term partnerships and coordination will, therefore, remain an area where donors and recipients alike look for improvements". In order to meet the challenge of "working together effectively" a consolidated approach is needed for cooperation both within the Movement and with external partners.

To build strong National Societies, the Federation has supported the formulation of National Development Plans (NDPs) which form the foundation for the Cooperation Agreement Strategies (CAS) which articulate through a shared strategy international cooperation with National Societies of the region.

### **Cooperation Agreement Strategies**

The regional delegation will continue to promote Cooperation Agreement Strategies for several countries in Central America. The regional delegation will also provide technical support and expertise to the sub regional office in Port of Spain in order to continue the development of the regional CAS drawn up in 2001 and its implementation.

The Federation's coordination role with PNS in facilitating Cooperation Agreement Strategies to improve and diversify support to National Societies has been focused primarily on the post "Mitch" countries with the following advances:

- El Salvador** – Completed in 2003, the CAS remains primarily a post earthquake focused document. There is the possibility of starting a change process at the request of the National Society and this will undoubtedly lead to the revision of the existing CAS, involving the PNSs and the ICRC.
- Guatemala** – Initial meetings with PNS and the ICRC have given way to the National Society focus on its internal election process. Elections were held on 28 May 2003 and the CAS will be further developed in light of the new leadership. A provisional institutional recovery plan was agreed by the three main donor PNS and the ICRC with the coordination of the Federation and has been put in place until December 2003, and takes the form of a provisional CAS which will be further developed.
- Honduras** – The National Society has taken ownership of the CAS process with limited Federation facilitation. It has made a CAS data base and is in the process of completing the process with the PNSs and the ICRC, should circumstances remain favourable.

**Nicaragua** – The groundwork has been laid as a result of the change process. The involvement of the Federation, the PNSs and the ICRC has resulted in the drawing up of the national development plan and, should the process continue to evolve positively, a CAS may be developed in 2005.

In countries where CAS processes will not be established, such as Costa Rica, Mexico and Panama, the current coordination mechanisms between the components of the Movement will continue.

## **Harmonization**

In 2002 the Americas region was selected for a “Harmonization” process with the ICRC. The aim was to link planning between the organizations and to share resources and priorities. As a result, more integrated capacity building is being accomplished within the National Societies through this cooperation initiative in the programme areas of communication, humanitarian values, governance and youth leadership. The Federation’s regional humanitarian values coordinator is in a shared post with the ICRC. The focus of the harmonization process will continue to be the CAS process, governance, leadership development and communications including the strengthening of existing networks.

The regional delegation, in cooperation with the ICRC, will continue to support Directors General meetings which are scheduled to be held on a quarterly basis.

The role of the CORI in highlighting the need to improve coordination and promote strategic alliances is crucial. This was reaffirmed in the Santiago de Chile Commitment and in the plan of action of the Inter American Conference which was drawn up following the Inter American Conference held in April 2003 in Santiago de Chile. This plan takes into account the results of the evaluation of the former CORI plan of action and highlights initiatives relating to National Society networks, Cooperation Agreement Strategies and the formation of strategic alliances.

The regional delegation will concentrate its efforts on promoting new strategic alliances whilst strengthening those already formed with Ericsson, the Association of Caribbean States (ACS), UNICEF, the Pan American Health Organization and the Organization of American States. New agreements are under discussion with OXFAM, the World Food Programme and World Vision.

There has been a growing tendency within the National Societies of the region to depend on funds from within the Movement to maintain headquarters infrastructure. This is most apparent with the National Societies affected by the “Hurricane Mitch”. As a result, the regional delegation will promote the use of organizational analysis for each National Society in order to define the areas of need, validated by the national development plans, and which will serve as the basis for the search for funds to support projects and programmes. This analysis will assist in better determining the priorities for which National Societies must secure funding. In the event that funding is available, the regional delegation plans to include a delegate position for marketing and resource mobilization to boost generation of resources at both Federation and National Society levels. One of the roles of this delegate, if recruited, would be to identify socially responsible corporate donors with which the Federation may cultivate positive relations until maturity, in order for these donors to become direct supporters of National Societies.

The regional delegation will seek to hold at least two meetings with PNSs represented in the field and those which have previously supported the work of the Federation in the region, with a view to developing a joint strategy for donor-based funding. This may either take the form of bilateral projects or the development of a consortium for management of funds, as successfully experimented in 2003 with the European Union and DiPECHO. The regional delegation seeks to commit the PNS to knowledge-sharing through the management by the Federation of a clearing house of projects and proposals drawn up by PNS for use as reference by all members of the Movement.

As of 2004, the regional delegation seeks to further develop the concept of “centres of competence”. This involves the designation of a lead National Society in a particular programme area which will manage a network for the National Societies in the region. This has worked well in the area of humanitarian values based in Honduras, youth and communications based in Panama whereby regional knowledge-sharing and exchanges, joint planning and sharing of mutual resources will enhance the capacities of each National Society in the technical areas.

The regional delegation will secure funding for the work to be carried out by the lead National Societies in managing the respective programme network and provide technical assistance and guidance to ensure compliance

with Federation policies and strategies. Respect for diversity and cultural differences in the region will be a strong component of this project. The National Societies under consideration for the development of centres of competence are as follows: Mexico and Guatemala: disaster preparedness; El Salvador: health; Nicaragua: organizational development; Honduras: humanitarian values; Costa Rica: CBDP; Panama: communications and youth. Lessons learned from networking in the areas of health in the establishment of the Caribbean Red Cross HIV/AIDS network and the development of the OD network will be built into this concept of centres of competence.

**Goal:**

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

**Programme Objective:**

All National Societies will receive support leading to better coordinated service delivery backed by cooperation agreements with PNSs, further integration of Red Cross partners and increased presence from the corporate sector towards more sustainable programmes.

**Project Objectives under this programme are:**

1. Cooperation Agreement Strategies based on National Society development plans are in place and respected by all members of the Movement and are the coordination mechanisms for disaster response.
2. Organizational analysis will be promoted in order to define the areas of need, validated by the National Development Plans, to serve as the basis for the search for funds to support programmes and projects by the end of 2004.
3. A lead National Society is designated for a particular programme area to manage a regional network for all National Societies by the end of 2004.

Expected Results are as follows:

<ol style="list-style-type: none"> <li>1. All new projects funded by the Federation, PNSs, and/or the ICRC are within the framework of the national development plans of four National Societies by the end of 2004.</li> <li>2. The Movement’s disaster response in four countries of the region are coordinated through pre-agreements incorporated in four CAS documents.</li> <li>3. The CAS process has been initiated in Costa Rica, Mexico and Panama by the end of 2004.</li> </ol>
<ol style="list-style-type: none"> <li>1. An organizational analysis for each National Society has been produced and adopted by PNSs.</li> <li>2. Environmental scanning is introduced as the method to produce these analyses.</li> <li>3. Organizational analysis is successfully used by National Societies and PNSs in their overall planning and fundraising.</li> <li>4. Organizational analysis is used to build consortia in response to calls for proposals from international organizations.</li> </ol>
<ol style="list-style-type: none"> <li>1. The concept of centres of competence is further developed <ul style="list-style-type: none"> <li>▪ Costa Rican Red Cross – CBDP</li> <li>▪ Salvadorean Red Cross Society – Community Health</li> <li>▪ Nicaraguan Red Cross and Red Cross Society of Panama – Integrated Branch Development</li> </ul> </li> <li>2. Networks are strengthened and managed by <ul style="list-style-type: none"> <li>▪ Red Cross Society of Panama – Youth, Communication and Information</li> <li>▪ Honduran Red Cross – OD, Humanitarian Principles and Values</li> </ul> </li> </ol>

**Representation, Management, and Implementation**

The regional delegation will promote “equity in health”, the main focus of the Inter American Conference held in April 2003 in Santiago de Chile. At the regional level, the Federation will increase its participation in key events and fora with regional partners to promote the actions as well as the impact of its humanitarian policies and

programmes. In addition, the Federation will further involve its regional partners in key Red Cross events and campaigns.

Priorities in the area of humanitarian principles and values have been identified as: those living with HIV/AIDS, migrants, indigenous peoples and youth violence. The pilot projects initiated in stigmatization of those living with HIV/AIDS, youth violence, indigenous people and commercial sex workers have become models to channel the Federation's message, advocating for the rights of these marginalized groups. At the same time, the projects are piloting a new approach to the development of the capacity of the National Societies to implement integrated programming while building capacity in their branches.

The regional delegation will emphasize the development and signing of Memoranda of Understanding with the Inter American Development Bank on a country by country basis, the Organization of American States, the World Food Programme, OXFAM and World Vision and the UN International Strategy for Disaster Reduction (ISDR), while increasing the level of cooperation in relation to the MoUs which are already in force with UNICEF, PAHO and Ericsson. A full directory of international organizations, governmental and non-governmental organizations represented in Central America will be published by the regional delegation.

Contacts in the region with such organizations as the Inter American Development Bank (IDB), the Pan American Health Organization (PAHO), the United Nations Development Programme (UNDP), among others, reveal that these organizations are welcoming the increased role of the Federation in influencing and drawing up international policies regarding vulnerable people.

The Federation will provide facilitation to promote National Societies' capacity to gain recognition from international donors as a valuable partner in service delivery to vulnerable communities. This will be accomplished by leveraging funding and influencing policies to enhance National Society programming and capacity building.

To enhance each of the Federation's programmes in Central America, a strong information and communications component will be included in each area with a focus on lending a voice to the vulnerable and marginalized.

The Federation delegation provides support to CORI for the formulation and implementation of strategic planning within National Societies in the region. The CORI plan of action was evaluated in March 2003 with support from the Swedish and American Red Cross Societies, together with the ICRC. This evaluation provides recommendations for future planning and feeds into the plan of action developed following the celebration of the XVII Inter American Conference held in Santiago de Chile in April 2003.

As a result of the exit strategy from Hurricane Mitch, the regional delegation has reviewed the staffing levels of its country offices to respond to the dwindling resources and to ensure more effective coordination with this reduced capacity. In order to achieve a balance between programmes and management, the delegation has chosen a two-phased approach:

Phase 1: This phase effects the reduction of administrative capacity by replacing the heads of delegation positions with Federation representatives and/or programme delegates as workers in charge.

Phase 2: This phase will seek to promote the use of programme delegates who will also assume the coordination and representation of the regional delegation at a country level, as well as the use of regional networks to ensure an uninterrupted flow of information and technical assistance to all National Societies in the region.

Given the difficulties to secure funding for Federation delegates, the regional delegation is placing a greater emphasis on regionally recruited personnel to assume responsibilities that were previously held by delegates. This has already proven to be a cost-effective way of providing quality services to National Societies. The Regional Delegation will continue its efforts to improve staffing in the area of information and reporting by hiring locally recruited staff in Panama.

The Regional Finance Unit is well established and is ensuring coordination with the finance officers in the country offices, sub regional offices and regional delegations throughout the Americas. Quality financial accounting is ensured by the Unit through supervision, monitoring and training. A gradual transfer to the Regional Finance Unit of finance tasks previously handled through the Secretariat in Geneva is taking place. The Unit also seeks to ensure

that National Societies fully understand the Federation's requirements particularly in relation to procedures for working advances.

In line with the Secretariat *Strategy for Change* focusing on decentralization, a reporting unit covering Latin America and the Caribbean was formally put in place with core funding in January 2003. The unit is now fully functional and consists of a head of unit and a regional reporting officer. The reporting network currently consists of an information/reporting officer in El Salvador, a communications/reporting officer in Port of Spain, Trinidad, a reporting officer in South America and a reporting delegate covering the social crisis and floods operations in Argentina. The work of the unit is dependent on the network of trained reporting resources in the regions.

The Regional Reporting Unit seeks to ensure that quality Federation standard and donor-specific reports are submitted from the Americas on a timely basis and reporting is increasingly seen as part of the project cycle and as a monitoring/evaluation tool.

***For further information please contact:***

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# BUDGET 2004

## PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.53/2004

Name: Central America Regional Programmes

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	8,000	0	0	0	0	8,000
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	9,000	0	0	3,500	0	0	12,500
Medical & first aid	2,120	0	0	1,200	0	0	3,320
Teaching materials	44,117	84,630	0	13,991	0	0	142,738
Utensils & tools	20,000	0	0	0	0	0	20,000
Other relief supplies	0	0	0	1,000	0	0	1,000
<b>SUPPLIES</b>	<b>75,237</b>	<b>92,630</b>	<b>0</b>	<b>19,691</b>	<b>0</b>	<b>0</b>	<b>187,558</b>
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	5,400	0	0	0	5,400
Computers & telecom	0	13,813	9,000	10,450	27,300	0	60,562
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
<b>CAPITAL EXPENSES</b>	<b>0</b>	<b>13,813</b>	<b>14,400</b>	<b>10,450</b>	<b>27,300</b>	<b>0</b>	<b>65,962</b>
Warehouse & Distribution	0	0	0	0	13,053	0	13,053
Transport & Vehicules	16,700	9,300	0	27,740	15,954	0	69,694
<b>TRANSPORT &amp; STORAGE</b>	<b>16,700</b>	<b>9,300</b>	<b>0</b>	<b>27,740</b>	<b>29,007</b>	<b>0</b>	<b>82,747</b>
Programme Support	73,331	44,691	20,550	123,930	73,395	0	335,896
<b>PROGRAMME SUPPORT</b>	<b>73,331</b>	<b>44,691</b>	<b>20,550</b>	<b>123,930</b>	<b>73,395</b>	<b>0</b>	<b>335,896</b>
Personnel-delegates	254,400	163,200	0	470,400	463,778	0	1,351,778
Personnel-national staff	235,268	94,101	67,881	327,270	154,717	0	879,236
Consultants	29,200	18,100	0	83,102	15,962	0	146,363
<b>PERSONNEL</b>	<b>518,868</b>	<b>275,401</b>	<b>67,881</b>	<b>880,772</b>	<b>634,457</b>	<b>0</b>	<b>2,377,378</b>
W/shops & Training	221,985	172,305	92,450	524,665	74,694	0	1,086,099
<b>WORKSHOPS &amp; TRAINING</b>	<b>221,985</b>	<b>172,305</b>	<b>92,450</b>	<b>524,665</b>	<b>74,694</b>	<b>0</b>	<b>1,086,099</b>
Travel & related expenses	53,330	21,401	20,900	87,710	124,179	0	307,520
Information	77,040	20,830	81,000	70,660	68,200	0	317,729
Other General costs	91,683	37,180	18,969	160,997	97,921	0	406,749
<b>GENERAL EXPENSES</b>	<b>222,053</b>	<b>79,411</b>	<b>120,869</b>	<b>319,367</b>	<b>290,300</b>	<b>0</b>	<b>1,031,999</b>
<b>TOTAL BUDGET:</b>	<b>1,128,174</b>	<b>687,551</b>	<b>316,150</b>	<b>1,906,615</b>	<b>1,129,153</b>	<b>0</b>	<b>5,167,641</b>