

ANNUAL REPORT



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

CENTRAL AMERICA

19 April 2005

In Brief

Appeal No. 01.53/2004; http://www.ifrc.org/cgi/pdf_appeals.pl?annual04/015304a.pdf

Revised Appeal target: CHF 3,783,014 (USD 3,315,279 or EUR 2,489,047); Appeal coverage: 77.2%.
([click here to go directly to the attached Financial Report](#)).

This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning (refer below to access the detailed logframe documents). All International Federation assistance seeks to adhere to the Code of Conduct and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation's website at <http://www.ifrc.org>

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Overall analysis of the programme

Over the year, the Regional Delegation has succeeded in ensuring a wider participation in international fora and has further developed a regional strategy relating to advocacy and corporate social responsibility. The Regional Delegation is working to ensure increased cooperation and integrated approaches with partner organizations through participation and representation in regional bodies, particularly in the areas of health, disaster management and humanitarian values. The harmonization process initiated in 2002 with the ICRC to enhance coordination is facilitating the process of the revision of National Society Statutes and has contributed to the development of effective contingency plans.

The concept of networks has been further reinforced over the year, strengthening programme departments in the National Societies, and promoting exchange of experiences and best practices. In the area of health, one of the primary focuses was the building up of capacities through the continued strengthening of the Central American Health Network (REDCAMP-SALUD). The Federation continued to strengthen National Society health department capacity through the network and the promotion of common methodologies in association with Partner National Societies and key agencies such as Ministries of Health, the Pan American Health Organization (PAHO), UNICEF and the Central American Network of People Living with HIV/AIDS (REDCA+), as well as with universities and the private sector. A regional disaster management network was set up in 2004 and a plan of action agreed by all members. The regional Centre of Reference on disaster preparedness and risk reduction was established in Costa Rica in 2004 and was formally recognized by the National Society Presidents of the region during their meeting in July. Four manuals from the series "Es Mejor Prevenir" were updated with the active participation of the National Societies of the region and validated through the Centre. In addition, three new modules: "Community Shelter Management", "The Healthy Home" and "Community Based Psychosocial

Support”, were developed at the end of 2004. The ProVention consortium project began during the year in Belize, Costa Rica, Guatemala and Honduras, in full coordination with the Organization of American States.

In the area of Humanitarian Principles and Values, the emphasis in 2004 was on the development of promotional tools and advocacy messages, particularly relating to anti-stigma and non discrimination. A Humanitarian Principles and Values manual has now been validated and is being actively used in the region; in addition, an advocacy manual is in the process of validation and a regional strategy to address youth violence is under development, as well as a portfolio of potential pilot projects.

A regional organizational development network, made up of members of the seven National Societies, was established to provide technical assistance as mentors, coaches and consultants in order that experienced OD practitioners may assist National Societies to work towards achieving the characteristics of a Well-Functioning National Society. Revision of National Society Statutes and regulations has given rise to new models of volunteering including incorporating volunteers in governing bodies. As a result of community integrated programming, National Societies continue to build partnerships to respond to an increasing marginalization of certain communities, groups and individuals.

In 2004, the National Societies of the region had the opportunity, through the first combined meeting of Presidents and Directors General, together with representatives of the Partner National Societies, to identify achievements to date in the four core areas, together with organizational development; they also established their immediate priorities for 2005, both as a region and individually. These priorities are reflected both in the plan of action of the Regional Delegation and the 2005 Annual Appeal.

The Federation offices in El Salvador, Honduras and Nicaragua were closed at the end of the year, resulting in a leaner structure with a single country office in Guatemala, a priority country, at the beginning of 2005.

Objectives, Achievements, and Constraints

Health and care

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

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.

Objective 1: The capacity of the National Society health departments has been strengthened and effective partnerships secured in line with the Santiago de Chile Commitment.

Achievements

In 2004, the Central American health Network (REDCAMP-SALUD) was strengthened through the active participation of all seven National Societies in the region in two regional meetings and three executive meetings. REDCAMP-SALUD elected a new executive and its secretariat has moved from the Salvadorean Red Cross Society (SRC), where it was based for one and a half years, to the Red Cross Society of Panama (PRC), where it will be based for the next two years. The network is allowing National Society health representatives to share best practices and jointly plan activities in accordance with Strategy 2010 and the Plan of Action of the Inter American Conference. Two REDCAMP-SALUD workshops were held in 2004, addressing “Regional Advances in the Santiago de Chile Agreement” and “Voluntary Non-Remunerated Blood Donation Campaigns”. In addition, a REDCAMP-SALUD webpage was designed and will be launched in early 2005. This will further assist in the sharing of lessons learned throughout the region and in strengthening the capacity of health departments to carry out quality health interventions.

In addition to the development of REDCAMP-SALUD, the regional health team worked closely with three National Societies to strengthen their health department capacity. In Panama, a consultant was hired to prepare a report on the restructuring of the PRC health department. This report is due in early 2005 and will provide a basis to begin assisting the PRC in this task. In Nicaragua, the regional health team continued to accompany the Nicaraguan Red Cross (NRC) as it seeks to restructure and strengthen the health department in association with the Canadian, Italian, Netherlands and Spanish Red Cross Societies. In El Salvador, the health team continued to work closely with the SRC in the strengthening of the health department's community health office. This office has produced high quality manuals and methodologies which will be reviewed by REDCAMP-SALUD with a view to their adoption as a regional resource. The SRC community health office has also strengthened links with other key allies such as PAHO/WHO, has successfully bid for EU funding with the support of the Federation Health Delegate and is also supported by the Canadian, Spanish and Netherlands Red Cross Societies.

Constraints

Whilst the formulation and strengthening of REDCAMP-SALUD is proceeding well, the strengthening of health department capacity is proving to be a longer process than anticipated. Although it is generally agreed by National Societies that health is a key activity area, few seem prepared to take the initiative in terms of providing a strong platform to launch high quality health programmes. There are exceptions to the above, but to achieve the goals as set out in the Inter American Conference 2003 there must be a collective commitment to building up strong health structures in each National Society.

Objective 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.

Achievements

During 2004, the Federation continued to strengthen the capacity of Central American National Societies in the field of prevention and anti-stigma/anti-discrimination. In April, the new position of regional HIV/AIDS officer was created to improve the quality of service to National Societies. This has given the regional health team greater capacity to scale-up activities across the region. A big advance in 2004 was the introduction of the "Together we Can" (TWC) youth peer education programme to the region, with the assistance of Spanish-speaking regional TWC trainers from the Caribbean. As of December 2004, three National Societies: Panama, Honduras and Nicaragua had committed to using the methodology with the Guatemalan Red Cross (GRC) choosing to begin a pilot project in one branch. The health team also began what is hoped to be a fruitful relationship with a private company - McCann Erickson - to put together a regional prevention and anti-discrimination campaign in collaboration with the Central American Network of People Living with AIDS (REDCA+). These campaigns, which appear on billboards, posters, at bus stops and in other public places, will greatly improve the Red Cross' capacity to reach out to targeted vulnerable populations with key messages. The relationship with REDCA+ is also being formalized and it is hoped that a Memorandum of Understanding (MoU) will be signed in 2005.

The Red Cross Society of Panama became the first National Society in the region to incorporate the Caribbean TWC youth peer education methodology as its flagship prevention campaign. A regional TWC workshop in Panama in July trained twelve PRC volunteers in the methodology and they immediately began implementation in a large school in a disadvantaged area of Panama City. The PRC is also working on an innovative prevention campaign in prisons. In addition, the PRC has built up strong connections with the local network of people living with HIV/AIDS (PLWHAs), in particular as the TWC coordinator is the Panamanian representative for REDCA+. The Federation continues to support the PRC HIV/AIDS programmes through financial assistance in the contracting of the HIV/AIDS coordinator and with start-up costs for their TWC programme. It is hoped that the PRC will be able to support these positions through external funding in 2005.

In Costa Rica, the National Society has been active in prevention and anti-discrimination / anti-stigma campaigns, with support from the Spanish Red Cross. The National Society has run a successful mass media campaign on television, which, with the permission of the Costa Rican and Spanish Red Cross Societies, is now being introduced throughout the region.

In El Salvador, the National Society, with support from the Federation, began a process culminating in the development of the HIV/AIDS Strategic Plan. The Salvadorean Red Cross Society was also successful in obtaining Global Funds financing in collaboration with a local university (the University of Central America) to assist with the HIV/AIDS programmes.

In Nicaragua, the National Society is supported by the Canadian, Italian, Netherlands and Spanish Red Cross Societies, as well as the Federation, and is continuing its peer education programmes and anti-discrimination / anti-stigma initiatives in a number of branches throughout the country, with plans to introduce more in 2005.

In Honduras, the health programme continues to receive support from the Federation's regional principles and humanitarian values coordinator in putting together high-quality regional anti-discrimination / anti-stigma initiatives. The Honduran Red Cross (HRC) has strong links with PLWHAs and is now gearing up to improve its capacity in youth peer education through implementation of the TWC programme. The Honduran Red Cross is supported by the American, Canadian, Netherlands, Spanish and Swiss Red Cross Societies in its HIV/AIDS work. The American Red Cross continues to support the voluntary testing and counselling (VCT) programme, whilst the Canadian Red Cross has, in collaboration with the HRC, began an HIV/AIDS prevention programme in prisons.

The Guatemalan Red Cross HIV/AIDS programme continues to be supported by the Federation, in collaboration with the American and Spanish Red Cross Societies. The National Society continues to work on peer education campaigns in four branches in the south of the country, supported by Norwegian and Swedish Red Cross Societies, whilst a fifth branch (Izabal) is supported by the Spanish Red Cross. The GRC produced and launched its "Anti-Discrimination / Anti-Stigma Manual" which it is hoped can be used as a regional resource. It is also expected that TWC programmes will be introduced in Guatemala early in 2005.

Constraints

National Societies are still reluctant to fully engage in scaling-up in HIV/AIDS projects. This may be put down to conservatism and/or a lack of understanding as to the important role the Red Cross must play in addressing this pandemic. With more commitment from the Red Cross leadership in Central America, the National Societies in the region can play a major role in prevention campaigns and in the fight against discrimination and stigma.

Objective 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.

Achievements

The fourth regional workshop of the Central American Health Network focused on the promotion of voluntary, non-remunerated blood donation (VNRBD) and was attended by all seven Central American National Societies plus the Ministry of Health and the Pan American Health Organization (PAHO) representatives from the region and the headquarters in Washington. A working group was formed and ideas were put forward for a regional campaign in collaboration with private industry and PAHO. In 2005, it is hoped to launch a regional VNRBD campaign in a strategic alliance with the international advertising agency, McCann Erickson.

Constraints

This objective did not receive any funding, despite responding to an important priority of the National Societies in the region. However, as mentioned in objective 1 above, one REDCAMP-SALUD meeting in 2004 was dedicated completely to the this theme.

Objective 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.

Achievements

All National Societies in Central America are involved to some extent in community health interventions. For the most part these activities are based upon standard methodologies used by their Ministries of Health and / or promoted by Participating National Societies (PNS) and / or the Pan American Health Organization. In the four “Hurricane Mitch”-affected countries (El Salvador, Guatemala, Honduras and Nicaragua) the National Societies promote the use of the Integrated Management of Childhood Illnesses (IMCI) methodology promoted by PAHO with funding from American Red Cross. In El Salvador, Honduras and Nicaragua the Canadian Red Cross is actively supporting the National Society in community health interventions using a slightly different methodology whilst the Swiss, Italian, Spanish and Netherlands Red Cross Societies have also targeted community health programmes in El Salvador, Guatemala, Honduras and Nicaragua.

Advances have been made in El Salvador where the National Society, through its Community Health Office, and with Federation support, was awarded a EUR 500,000 grant for a community health, latrines and disaster preparedness project. Another major advance in El Salvador has been the strengthening of strategic alliances with PAHO and with the University of Central America (UCA) which in collaboration with the Salvadorean Red Cross Society and assistance from the Federation has launched a Diploma in Community Health Projects for health professionals.

In Guatemala the GRC continues to work on IMCI-AINM-C projects in vulnerable communities in the south west with very positive results in a programme supported by the Norwegian and Swedish Red Cross Societies. In Honduras and Nicaragua, the American, Canadian, Italian, Netherlands Spanish, and Swiss Red Cross Societies continue to support the Honduran and Nicaraguan Red Cross in the implementation of community based interventions.

In terms of production of materials, revision has taken place and a number of significant regional resources are about to go to print which will assist in community health project; these include:

- (1) A fully revised Spanish language ‘Participatory Hygiene and Sanitation Transformation’ (PHAST) manual for community water and sanitation interventions.
- (2) Manuals on “Community Participation” originating from El Salvador.
- (3) A manual specifically on “Micro projects in Health”.

Constraints

There remains an urgent need to clarify roles and responsibilities with PAHO – especially as the organization intends to expand its IMCI programme in Central America. There must be a common Red Cross position on this expansion/consolidation of the methodology in order to harmonize the Red Cross role vis-à-vis the other methodologies to arrive at a Red Cross validated approach.

Objective 5: The capacity of the Guatemalan Red Cross health department has been strengthened in line with Strategy 2010 and the Santiago de Chile Commitment.

Achievements

During 2004 the Federation continued to work with the Guatemalan Red Cross in support of three health projects: mother and child health, HIV/AIDS and water and sanitation. In all three projects coordinators were hired, materials and methodologies were developed and more than 290 community facilitators were trained. In the mother and child health projects, home visits to families in 18 communities covered by four branches were carried out, monitoring children under the age of 2; in addition, approximately 350 families received training in issues such as how to prevent and respond to diarrhoea, respiratory infections and basic sanitation. The HIV/AIDS project focused on raising awareness amongst youth regarding stigma and discrimination, and more than 2,000 students in 21 different schools and colleges took part in awareness-raising events.

Constraints

Due to the late arrival of the funds, some of the activities in these objectives, like the hiring of the project coordinators and technical assistants, suffered a delay in their implementation. Whilst advances and impact were made in the three health projects mentioned above, the Guatemalan Red Cross was not able to capitalize on these advances due to the lack of a defined and structured health department and a strategy in health.

Objective 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.

Achievements

Throughout 2004, the Salvadorean Red Cross Society continued progress in the process of strengthening the community health office. A team of technical health professionals worked together with volunteers from the SRC branches and community volunteers from vulnerable populations to carry out health interventions in line with the community health model and to create IMCI manuals. These processes are ongoing. Currently, all of the SRC health projects are being channelled through the community health office, bringing coherence to these projects. The SRC has also created tools that facilitate operational work and the validation of the community health model, such as guides and manuals.

The SRC, through Red Cross Youth and the community health office, continues to carry out projects to prevent HIV/AIDS, working primarily with youth groups. An institutional participative process has been started to design an HIV/AIDS strategic plan for the SRC. In cooperation with the Universidad Centroamericana José Simeón Cañas (UCA) and with the participation of high risk groups, a national HIV/AIDS prevention campaign is being designed; this process is being analyzed and financed by the Global Fund.

The SRC has taken a lead role in drawing up proposals to access financial resources available in the country from sources such as the European Union and the Global Fund, thereby lessening the SRC dependency on traditional funding sources, such as PNSs. Coordination is also ongoing with the Pan American Health Organization, German Technical Cooperation (GTZ), the Japan International Cooperation Agency (JICA) and NGOs such as World Vision and other actors present in the areas where the SRC is carrying out health projects. Also of great importance are alliances that are being formed with local governments, the educational sector and the private sector. In addition, a partnership is being consolidated with the Universidad Centroamericana José Simeón Cañas. The SRC has negotiated and designed a diploma programme in administration of community health projects as part of a proposal for human resource development.

The SRC has reached an agreement with the Ministry of Health to develop a community health information system, and information about the Red Cross strategies, programmes and projects were sent to the Minister of Health. The SRC is also carrying out work to promote Strategy 2010 and the 2003-2007 Plan of Action of the Inter American Conference, particularly as it relates to agreements made in the area of health in line with the Millennium Development Goals.

One of the main achievements of 2004 in the El Salvador health programme is the consolidation of an alliance with the Ministry of Health and the National University to allow students who have recently graduated with health-related degrees to complete their mandatory one-year social service with the Salvadorean Red Cross Society. This agreement between the Red Cross, the National University and the Ministry of Health provides these students with an opportunity to complete this requirement and also benefits the Red Cross through the availability of highly-trained personnel to support SRC health projects. In 2004, four students worked with the SRC.

In 2004, a community integrated project was designed and implemented in Texistepeque, in the department of Santana, which is one of the most impoverished areas in the country. Some 60 families benefited from first aid, latrine and sanitation micro projects that were designed through a participative planning process with the

communities. Given the success of this project, a similar project is being considered for 2005 in the department of Cabañas.

The Salvadorean Red Cross Society was able to secure funding from the European Union and Global Funds, which have ensured the sustainability of the community health office for several years. With funding from the European Union, the SRCS is building latrines, and increasing community awareness of sanitation issues and disaster preparedness. With Global Funds, and in coordination with the Central American University, the SRC is preparing a national campaign for HIV/AIDS awareness and prevention. Given the success that the SRC has had in securing external funding for health projects, the National Society is now working on preparing other proposals to support their activities in 2005.

Constraints

One of the most serious issues affecting the health programmes in El Salvador is a perceived conservatism within the National Society which is hampering the development of projects, particularly in the area of HIV/AIDS. As a result, other groups and organizations working in this area, such as REDCA+, do not see the Red Cross as a credible partner for carrying out HIV/AIDS projects. However, Red Cross Youth have been active in this area, carrying out prevention projects in schools. Another constraint is the limited funding available for projects to promote voluntary non-remunerated blood donations. More support will be needed in this area in the future to ensure that work can continue.

Disaster Preparedness

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.

Objective 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.

Achievements

A number of key advances were made during 2004 to put into practice the commitments outlined in the Santiago de Chile document. Efforts were put into disseminating the Pan American disaster management strategy outlined in the Santiago de Chile Commitment and by the end of the year most disaster management coordinators in the National Societies of the region had begun to translate this plan into activities at the national level. The results of a baseline assessment of the disaster management programme in each National Society carried out using the risk management strategy, together with the results of the National Society disaster management capacity survey were shared with all National Societies (and PNSs during the regional meeting in July). The information gained from the baseline assessments will be incorporated during 2005 into national training sessions focusing on Vulnerability and Capacity Assessment (VCA) and the national intervention team (NIT) training, as well as informing the development of a regional disaster management strategy.

An important advance in 2004 was the establishment of the disaster management network, with the first meeting taking place in Costa Rica in July, involving both relief directors and community based disaster management (CBDM) officers. As a result of the meeting, a regional plan of action for the remainder of 2004 was developed. The meeting facilitated the analysis of both global disaster response mechanisms and the expectations of National Societies with regards to the support they require from the Secretariat during a disaster.

The important link between VCA and the risk management strategy was clearly identified during a number of training sessions held during the year with the National Societies of Costa Rica, the Dominican Republic, El

Salvador, Guatemala, Honduras, Nicaragua and Panama. This put particular emphasis on community-based disaster management and the community integrated approach (see objective 3 below for more details).

The 2001 National Societies' Mutual Support Agreement was revised to incorporate new trends and realities and shared with all National Societies for their comments and inputs. A draft document of a framework agreement between Red Cross Societies and Civil Defence Offices was also developed and shared with all members of the network. This new document was being reviewed by the National Societies at the end of the year.

With the Red Cross Society of Panama, the Regional Delegation provided valuable inputs to the revision and later the creation of the new Panamanian national emergency law and regulations, which were approved by Congress in December 2004. Other Societies including Costa Rica, El Salvador, Honduras and Guatemala have also been actively participating in the evaluation and revision of their respective national emergency laws in coordination with their local authorities and with the support of the Federation. This information has been shared through the network, although lack of funds prevented the planned-for analysis of this information in order to inform future work in the disaster management area. This remains a priority for 2005.

A draft MoU¹ between CEPREDENAC (the regional centre for prevention of natural disasters in Central America) and the Federation was developed and discussed. At the end of the year CEPREDENAC was completing a number of formalities with its membership, but the MoU should be signed in early 2005. It is expected that such MoUs will increase the level of coordination and communication between Red Cross Societies and their national emergency management agencies and there has already been a noticeable improvement in the level of information-sharing as a result of these agreements.

Emphasis has been placed on improving coordination and communication with a number of the regional offices of the UN system such as UNDP, UNICEF, OCHA and ISDR. This has facilitated the information flow between the organizations, notably in times of disaster as well as in other international and regional events. The Federation played an important role in such events as the World Risk Reduction Meeting, the Disaster Information Risk Management Forum and the Disaster Education Risk Management Forum.

Constraints

Due to the lack of a delegate for the region during the first three months of the year, most of the work in disaster preparedness was covered by the disaster preparedness delegate from the Sub Regional Office in Trinidad before he transferred to the Panama Regional Delegation in April. Progress was also impeded by a considerable shortfall in funding for this objective.

Objective 2: National Societies have been empowered in the area of disaster management and their capacities have been increased.

Achievements

The baseline assessment developed in 2003 using the Characteristics of a Well Prepared National Society helped the Societies from the region to understand the main needs in terms of disaster management. In June 2004 a second baseline assessment augmented this with updated information. As a result of these two exercises the Regional Delegation focused on two Red Cross Societies where disaster management capacities have increased significantly: Costa Rica and El Salvador and on the Guatemalan Red Cross where there was an identified need to increase DM capacities.

In the first two cases, the aim was to learn from the processes carried out and feed this learning into other regional initiatives, such as the case of Guatemala or the efforts being put into scaling up National Societies' capacities to become regional peers to support other neighbouring Societies.

¹ similar to that developed in the Caribbean with CDERA (Caribbean Disaster Emergency Response Agency)

As a result, the three Societies, with the support of the Federation, developed DM log frames to guide them in the development of the key projects: building DM systems and protocols, developing contingency plans, creating a network of branches using common training and methodology, establishing national intervention teams, and, in the case of Costa Rica, more specifically increasing the capacities of the National Society community based programme. All these elements are in line with the Santiago de Chile Commitment, and include a common monitoring tool which was agreed between the National Societies.

A monthly monitoring system to follow up on activities related to the disaster management strategic plans was implemented by the Societies of Costa Rica, El Salvador and Guatemala,. The Red Cross Society of Panama used this system during the floods operations in September and the Honduran Red Cross started using the tool towards the end of the year. Another draft tool for the analysis of the transition phase from relief to rehabilitation/reconstruction was developed and validated by PADRU and the Regional Delegation during the hurricane season.

A study to draw up a rehabilitation/reconstruction proposal for the Dominican Republic was carried out in the month of August. The results of the document were discussed with the branches during a consultation meeting and the findings were validated and shared with PNSs based in the country for their inputs before the National Societies reviewed the final version. This helped inform the approach during the rehabilitation phase.

A third draft of the National Society disaster response plan was revised with the National Societies of Costa Rica and El Salvador, with inputs from the regional water and sanitation delegate supporting the improvement in issues related to water and sanitation. The final draft version of the plan was sent for translation and to the Port of Spain Sub Regional Office. It is expected that this version will be discussed within the regional DM networks, both in the Caribbean and Central America. This document is intended to be used to improve the transition phase between operations supported by PADRU and the Regional Delegation.

At the country level, an evaluation meeting with the Salvadorean Red Cross Society and 30 NITs members took place in December to evaluate the impact of the “Integrated approach for Disaster Risk Reduction” project which was started in 2003 in terms of: the quality of the NITs approach (including NITS training and its impact on those trained), the National Disaster & Emergency Plan, the information management for NITs members and the “Serie 3000” (disaster management policy and guidelines). The methodology of the evaluation and the expected results were agreed with the National Societies and the results clearly demonstrate the importance of this programme. By the end of 2004 the SRC disaster information system was fully operationalized and was working 24 hours a day providing regular early warning information to the whole region as well disseminating information about the National Society’s regular activities.

During 2004 the Guatemalan Red Cross hosted the regional meeting of Disaster Management Branch Coordinators, the aim of which was to prepare for the flood season and define the disaster response mechanism for the future. The Honduran Red Cross became a focal point for the development of a coordinating process for ensuring training, dissemination and planning related to the SPHERE project. The Costa Rican Red Cross, apart from becoming a regional service provider for CBDM modules and training (see objective 3 below), has been able to increase its risk reduction initiative from 10 branches to 45 branches that now offer a formalized programme on CBDM. The National Society also signed an agreement with the Ministry of Education to support a one week disaster management training run in all schools in the country.

During 2004 the Regional Delegation significantly increased the level of contact and communication with a number of regional and international partners, in particular with CEPREDENAC and CDERA, as well as with both UNDP and JICA (with whom a number of joint initiatives are being explored). The Federation organized a continental meeting together with ISDR, UNICEF, PAHO, ECHO and UNESCO, addressing communication and public information for disaster risk reduction. Approximately 40 people participated in the event from different countries in the Americas. This activity was significant in terms of raising the profile of the Federation’s presence in the region and also in the lead up to the World Conference on Disaster Reduction in Kobe, Japan.

Constraints

Insufficient funds were available to accomplish this objective and the continued lack of a delegate during the first three months of 2004 restricted the accomplishments in this objective. In the case of Guatemala, the National Society disaster management coordinator resigned in March and the new person in charge of the DM department is a former volunteer with little experience.

Objective 3: An integrated community based disaster management (CBDM) model, complete with tools and guidelines has been developed and implemented by National Societies.

Achievements

During 2004, the Mexico and Central America CBDM approach was adapted to the new trends and needs in the region. A new methodology based on a highly participatory process seems to be enhancing the approach to disaster risk reduction. All National Societies of the region have contributed to the development of this new approach through a marked increase in the level of communication, sharing of knowledge and best practices, as well as taking advantage of the opportunities of internships.

The centrepiece of this approach is Vulnerability and Capacity Assessment. All Societies have participated in the training strategy to incorporate VCA into the Community Based Disaster Management approach. At least 20 Red Cross facilitators have been trained in VCA and have completed the requirements of running at least three courses or VCA activities at community level, whilst more than 600 people throughout the region have had the opportunity to learn about the VCA approach and at least 10 communities have been fully involved in the VCA process as part of the Regional Delegation strategy. The VCA lesson plan was extensively revised, adapted and translated for both the Caribbean and Central American regions but is seen as a “living document”, as lessons learned will continue to be systematically incorporated into the document.

The Regional Delegation supported the development of the first ever regional VCA training for South America held in Bolivia, whilst the Lima Regional Delegation supported the validation of one of the CBDP modules. A Continental VCA Training of Trainers (ToT) course was organized in Guatemala, with participants from South, Central and Caribbean Spanish-speaking National Societies. There are now 22 new facilitators of the methodology that will start disseminating the approach in 2005. Each country that participated in the VCA ToT developed a national plan of action to scale-up the training and methodology. By the end of December 2005, it is expected that 90% of the National Societies will have multiplied the training at the national level and will have run community based rapid appraisals. The advances of 2004 have resulted in the entire Americas region from Mexico, Central American, the Caribbean and also South America using VCA as a standard approach.

At the country level, VCA training courses were organized and implemented in El Salvador, as part of the regional VCA strategy. Additionally, the community based disaster management project successfully achieved its objective to create 26 community initial response brigades and the installation of HF radio for the establishment of an early warning system. The Guatemalan Red Cross became the first in Central America to have a recognized VCA facilitator after completing 5 VCA activities, whilst the Honduran Red Cross concentrated efforts to incorporate VCA methodological standards and ensure a significant number of VCA practitioners within the National Society. The Nicaraguan Red Cross has continued to be involved in the VCA strategy in the region and by the end of 2004 two training courses had been conducted, one national and the other at the community level.

As part of the regional strategy to enhance the CBDM programme in the region, the Costa Rican Red Cross Regional Centre of Reference in community based education for disaster management was formally recognized by the National Society Presidents of the region during their meeting in July 2004. All Disaster Management directors in the region were involved in the drafting and production of the final version of the terms of reference for the Centre. The Costa Rican Red Cross also affirmed, through the National Board, its commitment to continue to support and host the Centre.

Four manuals from the series “Es Mejor Prevenir” were updated with the active participation of the National Societies of the region and validated through the Centre. Three new modules: “Community Shelter Management”,

“The Healthy Home” and “Community Based Psychosocial Support”, were drafted at the end of 2004. Additionally the Centre coordinated the support to VCA community based training activities in the Dominican Republic during the rehabilitation phase of the flood operations. As a result, 10 community VCA training courses took place, with the support of VCA practitioners from Argentina, Costa Rica, Guatemala and Venezuela.

Other CBDM activities in the region include the adaptation and translation into a number of Mayan languages of the UNICEF developed board game “Riesgolandia” (“Riskland”) addressing risk reduction for use in indigenous communities through the Guatemala Red Cross. The new version of the game has been validated and a project proposal has been developed to work with 20 schools in Mayan communities.

The ProVention project focused on the development of community based tools for the VCA tool box and started in 2004. Four countries are working in the project: Belize, Costa Rica, Guatemala and Honduras. So far, all the National Societies have selected the communities to work with and have made contact with the local authorities and the community leaders. The project will continue in 2005.

The Federation Secretariat took on a more active role in coordination of the membership of the Federation, most notably during the call for proposals for DIPECHO IV in Central America. A regional exchange of information and a teleconference with the participation of all the Red Cross Societies (both of the region as well as PNS) involved helped to define common objectives, main activities and indicators to take into consideration for the proposals. The Federation Secretariat offered specific support on the development and use of training materials, systematization of the final information of the selected projects and coordination with regional actors.

Constraints

The heavy workload of the Disaster Preparedness Delegate, given that the position had been vacant for the previous eight months, has affected the pace of implementation of activities.

Humanitarian Values

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.

Objective 1: A regional strategy for the promotion of humanitarian principles and values is under implementation in Central America.

Achievements

The focus of the year was in the production and validation of a range of materials including manuals and promotional tools to support the National Societies of the region in integrating humanitarian values into their programming. As a result of efforts early in the year, including the participation of the regional humanitarian values coordinator in the first coordination and planning meeting of the regional health network (REDCAMP Salud), humanitarian principles and values are now part of the regional agenda in the areas of health, youth and communications.

The regional humanitarian principles and values team worked to develop a regional humanitarian principles training manual, together with the Honduran Red Cross head of principles and values and the coordinators of training, volunteering, disaster preparedness and youth. This manual has been actively used by those working in dissemination in the Guatemalan Red Cross and those responsible for Red Cross youth in the Nicaraguan and Costa Rican Red Cross Societies. The Red Cross youth network contributed significantly to the content of the manual, which was finalized in August 2004.

The National Societies of El Salvador, Honduras and Nicaragua defined their strategies regarding humanitarian principles and values. The Honduran Red Cross, in particular, defined concrete activities to be carried out during 2004 to address humanitarian principles and values.

National Societies are being encouraged to use promotional tools to raise awareness in the area of humanitarian principles and values, such as radio spots, posters and videos provided by the Federation. As part of the regional humanitarian values campaign, the first calendar containing humanitarian values messages was distributed to the National Societies in the region. This calendar was created in coordination with Darío Banegas, a graphic artist. A series of caricatures were developed towards the end of the year focusing on respect for diversity and tolerance: a total of ten caricatures are available for use by National Societies in their activities. The regional campaign “Actúa, Rechaza la Discriminación” (Act, Reject Discrimination) was launched with the cooperation of all the National Societies in Central America, as well as the Cuban and Dominican Republic Red Cross Societies. This campaign seeks to fight against the stigma and discrimination suffered by those living with HIV/AIDS, immigrants, and ethnic and indigenous populations. The campaign includes radio messages, folders, stickers, videos and brochures that contain key messages and are distributed to children, youth and adults throughout the region. A customized radio message addressing humanitarian values was recorded for each National Society in the region, in coordination with the publicity agency Atenea Producciones, which is part of BBDO international group.

Together with the members of the communications network a manual on advocacy is being finalized, based on a text published by the Centre for Development and Population Activities (CEDPA). The Federation was granted use of the manual and is adapting it for the training of Red Cross leaders and communities in the area of advocacy. An initial adaptation of the manual is being used by National Societies’ dissemination and health departments; a component focusing on the Red Cross, specifically humanitarian Principles and Values, is to be added and this document will be distributed for further feedback before publication takes place. Funding is sought in order to ensure that the manual can be printed and it is hoped that this will take place by August 2005.

A three-day volunteer conference was held in Costa Rica between 24 and 26 September. The conference was attended by thirty participants from nine National Societies from Mexico, Central America, Cuba and the Dominican Republic, as well as a member of the Lima Regional Delegation and representatives of other international organizations that work with volunteers. (See objective 3 of the Organizational Development Programme). During the meeting guidelines for best practices in volunteer management were drawn up and much emphasis was placed on the component of Humanitarian Principles and Values. The model for volunteer management designed during the meeting is currently being applied in the National Societies of El Salvador, Guatemala and Nicaragua.

Two workshops facilitated by the ICRC and the Federation, focusing on Humanitarian Principles and values were held in Guatemala between 28 and 30 September and in Nicaragua between 29 and 31 October with the attendance of 15 and 40 persons respectively. The workshops aimed to further familiarize volunteer programme coordinators with the need to integrate Humanitarian Principles and values into programme content and contributed towards the validation of the Humanitarian Principles manual mentioned above.

The head of the principles and values department from the Secretariat visited the region between 17 and 27 October and presented information and details regarding the pledge made at the XXVIII International Conference concerning respect for diversity and non-discrimination. At the same time, the National Societies of Guatemala, Honduras and Nicaragua were visited in order to follow up on progress towards fulfilment of this pledge. The visits confirmed the need to develop awareness projects within the National Societies, particularly with volunteers and technical staff members who are responsible for work in the community. The value of projects such as those developed on youth violence in Honduras and with commercial sex workers in Nicaragua, as well as projects to fight AIDS-related stigma and discrimination in Guatemala, Honduras, Nicaragua and Panama was highlighted.

The Regional Delegation’s pilot projects focusing on anti-stigma and non-discrimination have become models to channel the Federation’s message, advocating for the rights of marginalized groups.

Objective 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.

Achievements

The Honduran Red Cross's strategy for violence prevention was reviewed in three meetings which included the participation of the HRC's Director General and the coordinators of humanitarian principles and values, volunteering, youth and organizational development. The document has now been approved by the executive board. The HRC therefore now has an institutional strategy for the prevention of violence within which the National Society can focus specific activities.

The Federation is working with the Honduran National Institute for Educational Investigation and Training (INICE) and the Ministry of Education to implement the "Exploring Humanitarian Rights" (EDH) project in Honduran schools. The EDH project is now being carried out to raise awareness of humanitarian principles and values. This project is being carried out jointly by the Federation and the ICRC and is part of the Federation/ICRC harmonization process.

The HRC revised the strategy for boosting the visibility of the project "Increasing Opportunities for Youth and Adolescents" during the first part of the year, and the HRC now has a defined visibility campaign in relation to this project. Activities focused on prevention of violence amongst youth are being carried out in San Francisco, a marginal area of Tegucigalpa, and in Ciudad España. Activities involve sports, dance, cultural events, education in humanitarian values, assistance in health and dissemination of information relating to HIV/AIDS; parents and school teachers are also targeted through the project. Funding has been provided by the Italian, Netherlands and Spanish Red Cross Societies, although further funding is sought for 2005. The National Autonomous University of Honduras is involved in activities taking place in Ciudad España through the participation of students in psychology and social work carrying out internships and putting their knowledge into practice.

In coordination with members of the Red Cross youth network, work was carried out in the design of projects focusing on the prevention of youth violence with the aim of involving National Societies in this issue through Red Cross youth activities. This proposal was drawn up with those responsible for youth projects and focuses on prevention of violence in schools and youth groups. The National Societies of Costa Rica, El Salvador, Honduras and Panama were particularly involved in the drawing up of a document which will be further complemented by input from other National Societies in the region.

The Federation is providing assistance to the Spanish Red Cross in the design of a strategy focusing on reducing domestic violence, gender-based violence and violence amongst young people. A survey was carried out in the region involving National Society programme staff, Red Cross youth, as well as non-governmental organizations, governmental organizations and international organizations working in this issue in the region including UNICEF, the World Food Programme, Plan International, Save the Children and the International Labour Organization. The National Societies of Cuba, the Dominican Republic, Mexico and Panama, together with a number of Anglophone National Societies in the Caribbean, were included in the survey. Results of these surveys are being compiled by two students from the National Autonomous University of Honduras and two volunteers, together with the Honduran Red Cross programme coordinator. This information is expected to be available in the first half of 2005 and will feed into a regional strategy for the design of projects focusing on violence. The Spanish Red Cross is interested in developing a portfolio of projects in reduction of violence for potential funding.

Objective 3: Stigma and discrimination of those living with HIV/AIDS in Central America has been reduced.

Achievements

In 2004, all National Societies in the region, with the exception of the Mexican Red Cross, carried out projects in HIV/AIDS which also include components focusing on anti stigma. Furthermore, the National Societies of El Salvador, Nicaragua and Panama have also formulated strategic plans in the fight against HIV/AIDS. The

Federation's humanitarian principles and values team is identifying and supporting new initiatives for the fight against discrimination and stigma, including the mapping of anti stigma projects in the region.

A compact disc version of the "Breaking the Silence" video was produced in English and Spanish. The video, which was produced in 2003, contains the testimonies of people living with HIV/AIDS and was distributed throughout the Central American region, as well as to National Societies in the Caribbean. The video, which is now also available in Spanish and with English subtitles, is now being used by National Societies in North America, Central America and in the Caribbean as part of anti stigma and discrimination campaigns. In addition, a proposal for a second video on anti stigma has been designed; however, the video was not produced as a result of a lack of funding.

Much work was done during the early part of 2004 on creating new tools to be used in the fight against stigma and discrimination of people living with HIV/AIDS. The Federation's humanitarian principles and values team created and distributed eight radio spots to be used in the regional humanitarian values campaign. The regional team also created a CD containing educational cartoons addressing humanitarian values, which was later distributed to the National Societies in the region. National Societies throughout the region are now using these promotional tools to reduce stigma and discrimination against people living with HIV/AIDS.

In the area of health, the Guatemalan Red Cross has designed a manual focusing on anti-stigma, together with a television feature. Throughout the year, the Costa Rican Red Cross has been disseminating a campaign referred to as "0 per cent" through national television channels with five 15 second clips highlighting short messages on the theme of anti-stigma and non-discrimination. The National Societies of the region have adapted these clips to the individual culture of their countries for launch in 2005. Several National Societies have requested that persons featuring in the "Breaking the Silence" video agree to present their stories on television which is currently being followed up. Training was carried out throughout the year coordinated by the REDCAMP-Salud network, for those responsible for HIV/AIDS projects in the National Societies. Towards the end of the year, a workshop was held in the Honduran Red Cross in order to train facilitators and monitors in the "Together We Can" methodology. 25 volunteers were identified to implement the methodology in 7 branches through the pilot project focusing on prevention of HIV/AIDS.

Objective 4: A regional strategy advocating for indigenous populations in the region is under implementation.

Achievements

With the collaboration of the Guatemalan Red Cross and the Guatemalan Mayan Languages Academy (Academia de lenguas Mayas de Guatemala), two sets of posters were produced containing the Fundamental Principles of the Red Cross Red Crescent Movement. The posters were created in two Mayan languages, Quiché and Quepché, and were designed to raise awareness of the Fundamental Principles in the indigenous communities where the Guatemalan and Mexican Red Cross Societies are developing community projects. The Guatemalan Red Cross has also produced radio messages in Mayan languages promoting humanitarian values. This project is increasing awareness of humanitarian principles and values by making key information available to indigenous communities in their own languages. The Federation also coordinated with the Honduran Miskita Association (Asociación Miskita Hondureña), the Guatemalan Mayan Languages Academy (Academia de lenguas Mayas de Guatemala) and the Honduran Garifuna Association (Asociación Garifuna de Honduras) to design educational materials in various indigenous languages to be used in the regional humanitarian principles and values campaign. As a result of these efforts, important information and documentation on humanitarian principles and values are now accessible to indigenous communities.

A national forum on Principles and Values organized by the Guatemalan Red Cross took place in April with the participation of the Landívar University, representatives of the Supreme Court of Justice, the Ministry of Culture, members of indigenous organizations and the ICRC.

Through the production of posters, participation in national and regional fora and the training of National Society volunteers, all the National Societies in the region are now participating in the regional campaign on humanitarian values to raise public awareness with respect to the rights of ethnic, indigenous and minority groups in the region.

Two workshops took place in November and December in order to undertake an institutional analysis of the Guatemalan Red Cross with a view to identifying activities which could be carried out to assist vulnerable migrants and indigenous people. The Guatemalan Red Cross aims to include more indigenous members of communities in its volunteer bodies and facilitate work with indigenous people through continued translation of material into Mayan languages.

Constraints

For each of the projects, there is a lack of humanitarian values-specific resources in the region that can be used to support initiatives of the National Societies of the region. This is slowing the implementation of projects. Overall, there is a lack of funding for the humanitarian values programme which affects the implementation of current projects, together with the potential for the design of new project activities.

Objective 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.

Achievements

Special sections for significant days: International Women's Day (8 March), World Water Day (22 March), World Health Day (7 April), and Red Cross Day (8 May) for example were created on the Federation's regional website (www.cruzroja.org). National Societies in the region were able to publish articles, pictures and press releases about their activities within these sections. This helped National Societies to improve their visibility within their countries, as well as within the region.

The regional electronic newsletter *News from the Americas* covers stories from South and Central American National Societies and is periodically being produced jointly by the Lima and Panama Regional Delegations. Articles included in the newsletter covered a wide range of activities ongoing in Central America, such as the regional youth meeting, the "Together We Can" workshop hosted by the Red Cross Society of Panama, and the Red Cross' involvement in International Day for Natural Disaster Reduction and World Blood Donation Day. Articles were also published on the Federation's global website (www.ifrc.org).

Training in information management during disasters was carried out during a National Intervention Team workshop held in the Dominican Republic. This workshop was conducted as part of the final evaluation of the three-month emergency operation carried out after the floods that occurred in November 2003.

During 2004, the communications team worked closely with other programme areas, such as health and disaster management, to prepare manuals and other tools. In health, the regional communications team designed and printed the "donor kit" of the Together We Can manuals, which will be used by donors funding the Together We Can health intervention methodology. The communications team also designed and printed visibility and marketing materials for the Caribbean Red Cross HIV/AIDS network (CARAN) meeting, and a large banner that was displayed during the International Colloquium on the Recruitment of Voluntary, Non-Remunerated Blood Donors, held in Beijing, China. The banner promoted the joint effort between the Federation and the Pan American Health Organization in the "Making a Difference" manuals.

In disaster management, the communications team provided support and advice on the design and presentation of the new community based disaster preparedness manuals "Es mejor prevenir", and in the preparation of forthcoming promotional products. The information and communications office in the Regional Delegation is now seen as an important support to the Federation's main programme areas.

The communications team fully supported and participated in the preparation of the materials for the humanitarian principles and values campaign “Actúa Rechaza la Discriminación” (Act, Reject Discrimination), as well as other communications products prepared for World Red Cross Day on 8 May.

The *VIII Communications Forum* was held in Antigua Guatemala, in June. A total of 16 National Societies from the Americas, as well as the Spanish Red Cross participated in the event. The Federation participated as an observer. The Forum provided an opportunity for National Societies to share experiences and lessons learned. In addition, the *America’s Communication Plan*, which was developed in line with the Plan of Action of the Inter American Conference, was approved. Each National Society is now responsible for adapting the regional plan to its national work plan. It was decided that the coordination of the next Forum will be responsibility of the Ecuadorian Red Cross, with support of the Salvadorean Red Cross Society.

Two workshops for reviewing the modules and methodologies of the Long Distance Communication Project were carried out during the year. The first meeting was organized by the Red Cross Society of Panama in coordination with the Federation, and was attended by Costa Rican Red Cross, the Cuban Red Cross, the Information Officer from PADRU and the Lima Regional Information Delegate. The second meeting, which was attended by journalists, social communicators, and volunteers, was organized by the Cuban Red Cross. The purpose of this workshop was to draw a diagnosis of the project and determine which areas can be improved either as regards content and/or methodology. This long distance learning project is being carried out as part of the regional communications capacity building initiatives.

Constraints

The Reporting and Information Officer has covered some of the duties relating to the position in communications; however the hiring of a full-time person for this position remains necessary given the emphasis on communications issues.

Organizational Development

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.

Objective 1: The separate roles of governance and management are well defined and in practice by National Societies in the region.

Achievements

Given the constraints mentioned below, the focus of this objective was on providing support to on-going Statutes revision processes with governance bodies, and the development, implementation and/or revision of National Development Plans, processes involving both governance and management.

The process of advocacy and advice regarding revision of Statutes continued to be provided to the different National Societies, resulting in revised Statutes of the Red Cross Society of Panama and the Dominican Red Cross; the Guatemalan Red Cross revised the regulations and the revision of the Nicaraguan Red Cross Statutes was concluded, approved by the National Board and sent for validation by the Standing Commission.

The Salvadorean Red Cross Society revised its national development plan (NDP) to ensure adherence to the Plan of Action of the Inter American Conference which states in the second strategic direction, objective 6, that National Societies are improving their governance and management system in line with the “Characteristics of a well-functioning National Society”, which includes the revision of Statutes when these have been in force for over ten years. The Honduran Red Cross also carried out a mid term review of its NDP, and published the manual “A branch model,” which compiles best practices in organizational development at the branch level. The Red Cross

Society of Panama has started a process of revision of its national development plan and has made this a priority to be accomplished in 2005.

Constraints

Many activities were rescheduled or scaled back because of a serious lack of funding particularly during the first half of the year and the efforts of the Regional Delegation's organizational development team were focused on other aspects of the OD programme. There has been limited response from the National Societies to the needs assessment questionnaire, which is vital in determining the organizational development needs of each National Society. Thus far, only the National Societies of El Salvador and Mexico have responded. In addition there is a feeling among some Presidents that board members do not need additional training in the roles and responsibilities of National Society governance and management.

Objective 2: A regional network of Red Cross OD practitioners is established and well functioning.

Achievements

A regional organizational development network, made up of members of the seven National Societies of the region, was established to provide technical assistance as mentors, coaches, trainers, and/or consultants to their own National Societies and others in the region. Lessons learned from the Organizational Development Network in the Caribbean were used to facilitate the establishment of the network in Central America.

Constraints

The majority of the funding for the OD programme was made available in June, which meant that a number of the activities for the OD network were rescheduled or cancelled. For example, the first OD network workshop was originally scheduled for earlier in the year, but was delayed. In addition, there is some concern that, as certain persons selected to represent the National Societies in the regional OD network do not hold leadership positions within their National Society, some of their proposals and initiatives may not be well received.

Objective 3: National Societies have enhanced their capacity to recruit, manage, train, motivate, support and reward volunteers.

Achievements

The process of revision of National Society Statutes and regulations has encouraged formalization of new models of volunteering, including incorporating volunteers in governing bodies and increasing their basic rights within the organization. A three-day volunteer conference was held in Costa Rica between 24 and 26 September. Thirty representatives from nine National Societies, the Lima Regional Delegation, the ICRC, American Red Cross and four local and international organizations that work with volunteers participated in the meeting. A framework for volunteer management, based on best practices within the Red Cross and NGOs, was developed during this meeting. Strategies and plans of action for the use of this tool by the National Societies in the region through pilot projects in 2005 were developed and analysed. All but one National Society responded to the questionnaire on volunteer management forwarded by the Regional Delegation and analyzed during the volunteer conference.

A regional youth meeting took place in July 2004 in El Salvador, at which 120 youth leaders received training to become project facilitators in the areas of CBDM, HIV/AIDS, Humanitarian Principles and Values and volunteer management. This meeting contributed to strengthening of relations with participating organizations such as UNICEF, the Special Olympics and World Vision.

Constraints

Volunteer practices in the region currently tend to be affected by the categorization of volunteers into the groups of lady volunteers, youth or relief volunteers.

Objective 4: National Societies have enhanced their capacity to sustain their programmes and infrastructure through a strategic marketing approach.

This project was cancelled due to the lack of funding and resources to carry out the scheduled activities and objectives.

Objective 5: A process of planned change—owned, directed and carried out by the Nicaraguan Red Cross headquarters and branches—is institutionalized.

Achievements

The Nicaraguan Red Cross prepared a draft document defining its institutional priorities for 2005, on which the plan of action for 2005 can be built. The document, called “Líneas de Intervención de los Programas Nacionales para el 2005” – Lines of intervention for national programmes in 2005 - was produced by the National Society directors and shared through three workshops held in September with the participation of NRC branches. All but four branches attended the workshop, with participation from both members of the governance and the directors, together with representatives of the National Society’s headquarters. All directors from the branches, as well as from the headquarters, now have a copy of the National Development Plan. The National Society’s strategic plan is currently being disseminated to branches throughout the country.

The project to strengthen the National Society’s health department was developed with the support of the Federation’s health delegate in El Salvador and the OD delegate in Nicaragua. The Canadian, Italian, Netherlands and Spanish Red Cross Societies are supporting the efforts of the Federation to integrate their programming and funding into a unified strategy for developing and strengthening the NRC health department.

An external audit was conducted within the National Society. The recommendations of this audit have been shared with the NRC National Board which plans to develop a response plan to the findings of this audit. A new Director General nomination was approved by the National Board in its meeting at the end of August.

As part of the OD plan, the Federation provided technical support for a project to improve the internal communications of the National Society, through re-cabling the entire National Society headquarters for the installation of a new telephone system and through the provision of the infrastructure for an intranet.

Constraints

Tension within the National Society’s governance continues to contribute to an environment of low productivity and lack of ownership in the change process, both in the branches and at the NRC headquarters. These internal issues delayed the revision of the Statutes as well as a number of other processes.

Objective 6: The Guatemalan Red Cross has the characteristics of a well functioning National Society, in the areas governance and management both at national and branch levels.***Achievements***

In Guatemala, the National Society made significant achievements in implementing a change process and firmly assumed a leadership role in developing a Cooperation Agreement Strategy with the Federation, the ICRC, and Participating National Societies active in the country.

During the first four months of the year, the Guatemalan Red Cross 2004 Plan of Action was adjusted, outlining the activities and projects to be carried out during the rest of the year. Volunteer regulations were also revised and approved during the period. The timeframe of the Emergency and Institutional Plan of Action (PAERI) came to a close in April 2004, and the Federation agreed to focus funding of the GRC in the areas of disaster management, health including HIV/AIDS, IMCI and water and sanitation, and organizational development including volunteering.

The revised National Society Statutes continue to be disseminated at branch level. As of April 2004, the new regulations regarding the Statutes came into force and a regional meeting of branch presidents was held in the Coatepeque branch, with the purpose of orienting participants on the application of branch regulations. However, not all branches are complying with these and, as a result the National Board is evaluating each of the branches. To date, approximately 25% of branches have been reviewed and the branch of Tejutla in San Marcos has been closed as a result of financial irregularities. A commission made up of project staff continues to work in Tejutla in order to ensure that activities funded by the Spanish Red Cross are implemented.

An external audit of the GRC carried out by a local company is on-going since early 2004; this focuses on financial procedures and management. As a result of recommendations from the audit, a new accounting software (SCAFI) has been installed in the GRC and training is taking place to ensure that finance staff are able to use the improved system efficiently.

During the second donors' meeting in Guatemala, a cooperation agreement was developed and signed by the GRC, the Federation, the ICRC, the American, British, Netherlands and Spanish Red Cross; the British Red Cross was also representing the Swedish and Norwegian Red Cross Societies during this meeting. On 9 August, a meeting was held at the headquarters with the President and Director General of the GRC, members of the management team, the Federation Representative and representatives of the ICRC, the Netherlands and Spanish Red Cross Societies. The discussion focused on setting the framework for strategic planning within the National Society. A strategic planning committee has been set up and time lines established for workshops to take place at branch level in order to involve all members of the National Society in the discussions on the NDP which is expected to be completed during the first half of 2005. Importantly, one of the components of the NDP relates to external cooperation to ensure that all activities carried out by PNS, regardless of the funding source, fall within the framework of the GRC plans.

At the end of 2004 a planning process started with the purpose to define the geographical areas and strategic lines of intervention for the coming years. In order to achieve this goal three workshops were carried out between the months of November and December, where trends relating to vulnerability in Guatemala were analysed with members of the branches.

Constraints

The late arrival of funds complicated programme implementation in the first half of the year. Both the GRC and the Federation office have been obliged to make cuts in personnel, reducing capacity. In addition, as a result of the need to focus on issues of compliance with the new regulations, the GRC has been less in a position to deal with processes such as those linked with strategic planning, resulting in delays in work in this area. A major constraint remains the dysfunctional nature of the National Board which lacks a working planning and budgeting commission.

Objective 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.

Achievements

A MoU was signed between the Federation and the Salvadorean Red Cross Society to cover the needs of the National Society from July through December 2004. The MoU includes drawing up the National Society's Strategic Plan and National Development Plan. The first drafts of these plans have been completed; the SRC has begun the process of revising its Statutes.

An external audit was carried out within the National Society in July focusing on the branches of the Salvadorean Red Cross Society. This was a follow up to a previous audit that was carried out in 2003, which focused on the National Society headquarters.

Constraints

The first draft of the National Development Plan and the Strategic Plan need to be revised; work in this area, as well as on the development of the National Society's Statutes, will continue in 2005.

Objective 8: The capacities of the Nicaraguan Red Cross to formulate and develop its role in the civil society of its country are strengthened.

Activities for this project were covered under the Nicaragua Change Process project. For more information, please see *Organizational Development*—objective 5.

Integrated Community-Based Programming

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.

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

Progress/Achievements (activities implemented within this objective)

Achievements

During 2004, several integrated branch development (IBD) projects have been successfully carried out, including one to benefit commercial sex workers in Chinandega, Nicaragua, and one to benefit a group of Embera Indians in El Real, Panama. The advantage of the integrated branch development methodology is that it creates a “multiplying” effect in that members of the Red Cross from communities where IBD projects have been successfully implemented can share their knowledge and experience with other communities.

In Panama, the El Real Red Cross branch developed a five-year strategic plan in collaboration with the Red Cross Society of Panama headquarters, together with a capacity building plan. A consortium of several organizations including UNICEF, PAHO, the Central American AIDS Action Project (PASCA, a regional, USAID-funded HIV/AIDS prevention NGO), the national water company (IDAAAN), MINSA and the Pan-American Social Marketing Organization (PASMO) –committed themselves to support the activities of this branch, which has successfully carried out a needs assessment of 500 vulnerable Embera Indians living in and around the town. A GTZ (German international cooperation organization) funded water and sanitation project for the indigenous population, is also being implemented through a partnership between PAHO, MINSA and the Red Cross Society of Panama.

In Nicaragua, the Integrated Branch Development Project is being adapted and replicated with the Waspan Branch, along the Honduran border. The leadership of the Waspan Branch has identified a vulnerable community of impoverished Miskito Indians who are susceptible to water-borne diseases due to a lack of potable water and latrines, and established strategic alliances with local government agencies, NGOs, the vulnerable community, and the local representative of DANIDA (Danish Development Agency). The first stage of the methodology was finalized and the Waspan Branch produced a report summarizing the most urgent needs from the community. The report was presented at the Nicaraguan Red Cross headquarters. The involvement in Waspan was organized and facilitated without the direct involvement of the regional OD programme. This indicates that not only are the local staff and volunteers trained by the regional OD programme highly motivated, but they are training others, which makes work sustainable.

The former Golfo de Fonseca project coordinator for Nicaragua was appointed as regional branch development coordinator. The coordinator is tasked with resolving any pending issues following the closure of the Golfo de Fonseca project and to follow up on related branch development projects in Guatemala, Nicaragua and Panama.

Objective 2: The capacities of the Salvadorean Red Cross Society branches and local communities in health and disaster preparedness are strengthened.

Achievements

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

In El Salvador, community disaster risk mapping was carried out by branches in coordination with the National Society's National Disaster Relief Department at headquarters level. The 11 rural communities involved in the project not only are less vulnerable to the devastating effects of natural disasters, but are also less vulnerable to diseases preventable by changes in hygiene habits and access to safe drinking water. Community volunteers were formed and trained and linked to the Red Cross and other organizations. The project successfully introduced the Project Planning Process (PPP) at the branch level, focusing on prevention and detection of risks. In this way, the communities changed their behaviour which makes them less vulnerable to disasters and health risks. With the support of volunteers from the branch, disaster simulations were carried out in communities. Techniques were developed with the communities for the temporary management of shelters and risk management. In addition, communities can now count on risk maps which identify the secure areas.

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

The Golfo de Fonseca project came to an end in June and any remaining activities were covered under the regional branch development project. After collecting information and lessons learned from a representative sample of communities that participated in the project through surveys and direct interviews, the final report and evaluation of the project was put together and distributed to stakeholders. Some of the key findings of the final report are:

- An emergency plan was formulated for each of the 11 communities involved in the project, with the support of the Salvadorean Red Cross Society's national relief department.
- Follow-up work is being carried out by community volunteers with support from Red Cross's health promotion teams in each region.
- A commission was formed to be in charge of fundraising.
- Cooperation agreements were formed between the community and local service providers.
- The SRC branches and the Ministry of Health signed an agreement regarding direct support.
- The Salvadorean Red Cross Society is supporting and taking a more active role in the evaluation of projects implemented by other organizations.

Objective 3: The capacities of the Nicaraguan Red Cross branches and local communities in health and disaster preparedness is strengthened.

Achievements

The primary focus of the Golfo de Fonseca project in Nicaragua has been on integrated branch development in the Chinandega branch of the NRC. However, IMCI courses were developed in the form of short, educational talks, a water and sanitation proposal was drawn up for the reconstruction of latrines, wells and sanitation units, and a

community education and reforestation project was developed. Training sessions were also carried out for volunteers focusing on disaster preparedness and the National Development Plan. Community water and sanitation micro projects were carried out through the Golfo de Fonseca project, which included the construction of wells and pumps to provide local communities with potable water.

In addition, Red Cross volunteers received training in Humanitarian Principles and Values, use of the Red Cross emblem, history of the Red Cross and first aid. Community volunteers also completed information management training, which was organized jointly with the Ministry of Health. Community volunteers have now been officially recognized by the Ministry of Health and municipal authorities and have joined national health prevention campaigns, which included special programmes for commercial sex workers.

Of particular importance is the fact that the National Society headquarters has begun applying and replicating the lessons learned from the project. This has proven successful in the community of Waspán, where the Golfo de Fonseca team helped facilitate a needs assessment. Using the tools and methodology learned from the Golfo de Fonseca project, volunteers from the Chinandega branch also assisted members of the Nicaragua Red Cross branch in Waspán in carrying out participatory project design and implementation workshops. The project was then replicated in a nearby community of Las Cocinas, located in Chinandega. As a result of these workshops, a strategy for the Waspán branch has been developed and presented to the Nicaraguan Red Cross headquarters.

The Golfo de Fonseca project came to an end in June and any remaining activities were covered under the regional branch development project (see objective 1). After collecting information and lessons learned from a representative sample of communities that participated in the project through surveys and direct interviews, the final report and evaluation of the project was put together and distributed to stakeholders. Some of the key findings of the final report are:

- Communities now have volunteer structures focused on disease prevention with direct links to the Ministry of Health and organizations interested in community development in the area.
- Village committees and local governments coordinated activities focused on solutions to community problems and organization of the population.
- The Chinandega branch of the NRC has a strengthened structure that allows it to design community-focused initiatives, not just for rural communities but also for mobile communities.
- The Chinandega branch, influenced by the Golfo de Fonseca Project, is initiating organizational changes to become more aligned with the characteristics of a well-functioning National Society.
- Through the Golfo de Fonseca Project, the branch is implementing methodologies focused on communities, defining its priorities according to the needs of vulnerable groups.
- Project initiatives to strengthen the Chinandega branch in an integrated manner resulted in the selection by the branch of non-traditional vulnerable groups it will support over the next few years, and the restructuring of the branch to establish departmental programmes in health, Humanitarian Principles and Values, and disaster management, to be supported by branch volunteer structures to provide more focused services.
- With the practical application of the Participatory Learning and Action methodology, the Chinandega branch demonstrated its capacity to work with vulnerable groups in coordination with different societal actors.
- In a specific case, a multi-sectoral team was organized made up of Red Cross staff and volunteers, the Ministry of Health, the Communal Movement, the National Police and the AIDS Action Group, demonstrating that the branch has the capacity to coordinate with other organizations to benefit vulnerable groups.
- The Chinandega branch has open lines of communication and collaboration with vulnerable communities, local health authorities, the mayor's office and local NGOs, coordinating joint action plans to benefit vulnerable communities.

Constraints

Although the need for Federation support through the organization development programme for integrated branch development projects is limited, the funding shortage in the regional organization development programme is affecting the scope of this project as some activities have had to be cut back.

Coordination, Cooperation and Strategic Partnerships

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.

Objective 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.

Achievements

The Federation sponsored and coordinated the cooperation agreement strategy meeting in Guatemala where a Pre-CAS document was drawn up and agreed upon by the ICRC, the Federation and the American, British, Netherlands, Norwegian, Spanish and Swedish Red Cross Societies. The region will continue to provide technical support to National Societies and, in particular, will promote the completion of CAS for Mitch countries.

A regional PNS and ICRC coordination meeting was conducted in July. A complete diagnosis of programme priorities for 2005 was gathered on a country by country basis and compared with the strategies of the Partner National Societies. The model for regional cooperation based on the Guatemala CAS has been shared with the National Societies in the region, with the full participation of the Partner National Societies and the ICRC.

The consultation commissioned by the Regional Delegation on corporate social responsibility has been shared with PNSs, the Lima Regional Delegation and Geneva-based staff. The report has been reviewed, translated into Spanish and is being formulated as a regional financial resource mobilization strategy. This strategy seeks to promote National Society plans to sustain programmes through income stream to global funds, based on corporate social responsibility, sustained cooperation and prescribed thematic funding in advocating humanitarian issues. The aim is for such income flows to provide longer term financing and larger balances of funds for the National Societies in the region.

Practical examples of this new strategy can be highlighted in the experience of the Salvadorian Red Cross Society which has signed a EUR 500,000 contractual agreement with PRRAC, a European Union fund for the reconstruction of Central America following Hurricane Mitch, for the construction of latrines, sanitation and health education, and disaster preparedness activities at the community level. The Federation also provided the Salvadorian Red Cross Society with technical assistance and guidance in proposal writing and budget development which helped the National Society receive over EUR 200,000 from the Global Fund.

The practical tool to complement the Federation issued Project Planning process (PPP) software has been developed regionally, enriched through coordinated efforts led by the Panama Regional Delegation, with support from ECHO, USAID and the Spanish Red Cross. The “Sistema de Proyectos” (SISPRO) software developed in the Nicaragua Red Cross Planning Unit follows extensive consultation with ECHO and other donors whose feedback and information has improved the tool; a directory of government cooperation agencies, donors, international organizations, foundations, corporate donors and private funding sources has also been included. The tool contains the Plan of Action of the Inter American Conference as well as the Millennium Development Goals (MDGs) as checklists against which to do good sound programming. The software will be published for use by National Societies in the region and will be distributed during the XVIII Presidents and Technical Seminars meeting to be held in Panama on 11 – 13 May 2005.

DIPECHO-funded projects in Central America remain the bastion of the PNSs still active in the region. The Federation has lent technical assistance whilst promoting and supporting the applications directly with the partner. A case study and documentation on the coalitions promoted in the early days of the coordination prior to the

DIPECHO applications will be sought from the PNS which have leadership roles and contractual obligations with ECHO in the applications. These will be shared globally.

The harmonization process with the ICRC has proven an effective process in development work with the National Societies in the region. ICRC cooperation programmes have become more effective through the interface with the organizational development processes of the Federation. Joint missions between the Federation and the ICRC were effective in assisting National Societies in the region to prepare contingency plans for Presidential elections and to respond to the numerous social unrest events occurring within their countries. These missions also helped National Societies to advance their level of compliance with regard to the revision of Statutes, and national development plans and the inclusion of strategic partners such as Ericsson Response in their operations.

Projects carried out in coordination with the ICRC continue to be a priority for the implementation of the harmonization process, which has thus far proven to be an effective means of maximizing the Movement's resources in the region.

A meeting with PNSs was held in the Dominican Republic to agree on and implement a transition plan from relief to development after the May 2004 floods that affected the Dominican Republic and Haiti. The major donors and international organizations operating in Hispaniola participated in the meeting and made pledges towards the advancement of this transition plan.

A technical meeting was held in Panama with the inclusion of the Haitian Foreign Service Minister and the chargé d'affaires in Panama for information sharing and recognition of challenges facing humanitarian operations under implementation in Haiti by several international organizations based in Panama. The meeting was organized and led by the Panama Regional Delegation, the City of Knowledge and the Haitian Embassy.

Participation in the Armed Forces for Humanitarian Assistance (FA-HUM) exercise in March in Panama ensured further coordination with the Southern Command and the military authorities engaged in disaster response continentally. Full participation was guaranteed by the Federation in the (FA-HUM) exercise in Trinidad and Tobago in May of 2005.

FA-HUM and other such fora have proved an effective mechanism to meet and coordinate with members of international organizations and large donor groups like the European Union.

Membership of the Regional Risk and Disaster Management Group (GR-GRD) was ensured. This group includes all the major UN and international organizations that work in the Americas. In addition, membership has been secured in the regional thematic meetings held by the UN programmes. The UN Office for the Coordination of Humanitarian Affairs (OCHA), PAHO, UNICEF, the International Strategy for Disaster Reduction (ISDR), UNDP and the Coordination Centre for the Prevention of Natural Disasters in Central America are among the international and regional organizations with which the Federation participates in joint task forces in different thematic groups.

Objective 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.

Achievements

As a result of the regional planning meeting held in January, country profiles have been updated for all National Societies to ensure coherence between the Federation's plan of action and the national development plans of the National Societies in the region.

The Regional Delegation is creating a database containing country profiles and environmental analyses of each National Society within SISPRO. The monitoring tool for the implementation of the Inter American Conference Plan of Action available in FedNet is being promoted by all regional delegates.

The MoUs with the World Food Programme and UNICEF, and the verbal agreement with UNDP have given the Federation access to the vulnerability and risk assessments of these organizations. An agreement was reached to participate in joint missions to the priority countries in the region and to share the knowledge and information gathered from these missions.

The Dev Info software and database, developed and managed by UNICEF on behalf of all UN agencies, has been offered to the Federation and will be linked to the database currently being developed as a means of organizing all projects and proposals by the Movement in the region. Four members of the Movement, two sponsored by the Canadian Red Cross, have participated in the training offered by UNICEF. A joint venture between UNICEF and the Federation requires that the Federation produces the draft proposal for the indicators on disaster preparedness and response to be included as part of the Millennium Development Goals (MDGs). The consultancy is complete and has been delivered in March of 2005 to UNICEF.

Objective 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.

Achievements

The Costa Rican Red Cross and the Federation signed an agreement in early December 2003 to set up the Centre of Reference for community based disaster management (CBDM), as part of the concept of “centres of competence”. This centre is intended to serve as a reference centre for all National Societies in the Americas on the subject of community disaster education. The Centre has been well received by allies as well as academia. It has succeeded in gaining the participation of over 52 members of National Societies from the continent in internships. External funding sought by the Regional Delegation is earmarked and transferred directly to National Societies as is the case with the Costa Rican Red Cross, which received a Capacity Building Fund grant for the creation of this centre.

Networks have been strengthened and some new ones have been formalized this year. Youth and communication and information networks have functioned under the leadership of the Red Cross Society of Panama. The Honduran Red Cross is being recruited to manage the regional organizational development network and the humanitarian principles and values network. The Disaster Network is starting and the organization process will result in guidelines for the formation, management, maintenance and evaluation of the networks in order to guarantee success.

The ProVention Consortium proposal is under implementation in four National Societies: Belize, Costa Rica, Guatemala and Honduras. Vulnerability and capacity assessment (VCA) is an integral part of this proposal. There have been more than 15 training sessions in Central America and the Caribbean with the intent that the Centre of Reference in Costa Rica will complement these trainings with the use of CBDM tools.

Representation, Management and Implementation

The Regional Delegation has increased its participation in key events and fora with regional partners promoting the actions and the impact of the Federation’s humanitarian policies and programmes. All Federation regional planning meetings and network meetings have been well attended by external partners with a view to coordinating actions and resources.

A strong information and communications component has been included in each programme area and this has paid off as over 72 radio spots have been produced this year to enhance the Federation’s critical advocacy role. Several TV spots have also been produced and others are in production with pro-bono work done by globally recognized public relation firms. All National Societies in the region receive these materials for use locally. A full directory of international organizations, governmental and non-governmental organizations and donors for Central America has been published by the Regional Delegation.

The Federation continues to provide facilitation to promote National Societies' capacity to gain recognition from international donors as a valuable partner in service delivery to vulnerable communities. This is accomplished by leveraging funding and influencing policies to enhance National Society programming and capacity building. Applications for the global fund and the ample participation in the Country Coordinating Mechanisms (CCM) will remain high priority in the promotion of National Societies before major donor groups and organizations such as the Inter American Development Bank (IDB), the Pan American Health Organization (PAHO) and the United Nations Development Programme (UNDP). This MoU with PAHO comes up for renewal in 2005.

The Regional Delegation has revised its staffing levels in order to respond to the dwindling resources available in the post Mitch environment in order to ensure more effective coordination from a regional base instead of a country delegation or country programme offices. The Federation offices in El Salvador, Honduras and Nicaragua were closed in 2004 with the direct supervision of budget holders from Panama. The Sub Regional Office in Port of Spain is also supported by the technical delegates in Regional Delegation with a heightened demand and work load expected as the Regional Delegation increases its support and involvement in the work carried out by the Haiti Country Delegation in 2005.

Given the closure of country offices, as mentioned above, the Regional Delegation is now fully assuming coordination and representation at national as well as regional levels. Support to members of the Movement in processing visa requests and other contracting work is now handled regionally. A series of meetings with the different Foreign Service Ministries will be undertaken in 2005 to safeguard adherence to the Status Agreements which are currently in place, and to advocate in those cases in which the Federation is seeking the establishment of a Status Agreement. The Regional Delegation continues to be the host of two continental units: the Regional Finance Unit (RFU) and the Regional Reporting Unit (RRU). This has helped to be more cost effective with the consolidation of administration and financial functions and the containment of support staff costs. The unification of the bank accounts and the finance support staff of the Regional Delegation and PADRU has mainstreamed costs whilst ensuring more effective coordination of cash flow and disbursements.

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 communications and information and reporting areas, by hiring locally recruited staff in Panama. The financial support to recruit a marketing and resource mobilization expert was not available in 2004, although this remains a priority for the Regional Delegation.

International Federation of Red Cross and Red Crescent Societies

01.53/2004 CENTRAL AMERICA REGIONAL

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA053
Budget	APPEAL

All figures are in Swiss Francs (CHF)

I. Consolidated Response to Appeal

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
Budget (A)	991,062	642,237	236,642	1,458,552	454,522	3,783,014
Opening Balance (B)	172,001	171,021	182	433,013	60,473	836,690
Income						
Cash contributions						
<i>American Red Cross</i>	81,302			112,274		193,575
<i>British Red Cross</i>	53,934	153,479	35,617	236,111	3,159	482,300
<i>Capacity Building Fund</i>		55,940				55,940
<i>Finnish Red Cross</i>					1,222	1,222
<i>ICRC</i>				4,019		4,019
<i>Irish Red Cross Society</i>	89,455					89,455
<i>Italian Red Cross</i>	42,954					42,954
<i>Norwegian Red Cross</i>	405,925		9,400	331,283	4,745	751,353
<i>Other</i>	0	0	0	0	0	0
<i>Panama Private donors</i>				9,030		9,030
<i>Spanish Red Cross</i>	1,652					1,652
<i>Swedish Red Cross</i>	219,700			84,500		304,200
<i>UNICEF (UN Agency)</i>	5,725					5,725
Cash contributions (C1)	900,647	209,419	45,017	777,217	9,126	1,941,425
Reallocations (within appeal or from/to another appeal)						
<i>British Government</i>				0		0
<i>British Red Cross</i>		13,026		-48,536	26,663	-8,847
<i>DFID - British Government</i>			248			248
<i>Irish Government</i>		230,562				230,562
<i>Irish Red Cross Society</i>		89,457				89,457
<i>Norwegian Red Cross</i>				31,065		31,065
<i>Swedish Government</i>				423		423
Reallocations (C2)		333,044	248	-17,047	26,663	342,908
Inkind Personnel						
<i>British Red Cross</i>				68,200		68,200
<i>Norwegian Red Cross</i>				6,200		6,200
<i>Spanish Red Cross</i>	25,213					25,213
Inkind Personnel (C4)				74,400		99,613
Other Income						
<i>Miscellaneous Income</i>			204	12,503	9,315	22,022
Other Income (C5)			204	12,503	9,315	22,022
Total Income (C) = SUM(C1..C5)	925,860	542,463	45,469	847,074	45,104	2,405,969
Total Funding (B + C)	1,097,860	713,484	45,652	1,280,087	105,576	3,242,659

II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
Opening Balance (B)	172,001	171,021	182	433,013	60,473	836,690
Income (C)	925,860	542,463	45,469	847,074	45,104	2,405,969
Expenditure (D)	-983,961	-443,999	-45,234	-1,178,275	-78,782	-2,730,251
Closing Balance (B + C + D)	113,900	269,485	417	101,812	26,794	512,409

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA053
Budget	APPEAL

All figures are in Swiss Francs (CHF)

III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure						TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation			
A		B						A - B	
BUDGET (C)		991,062	642,237	236,642	1,458,552	454,522	3,783,014		
Supplies									
Shelter	8,000							8,000	
Construction		594	365		16,216		17,175	-17,175	
Clothing & textiles	1,420	1,220			30	341	1,590	-170	
Food			674				674	-674	
Water & Sanitation	12,500	7,935		6	5,054		12,996	-496	
Medical & First Aid	3,320				2,612		2,612	708	
Teaching Materials	126,756	14,744	298		634		15,677	111,079	
Utensils & Tools		24	6,184				6,208	-6,208	
Other Supplies & Services	1,000	219	203		510		933	67	
Total Supplies	152,996	24,737	7,724	6	25,057	341	57,864	95,132	
Capital Expenditure									
Computers & Telecom	39,896	8,611	3,994		59,995	699	73,299	-33,404	
Office/Household Furniture & Equipm.		1,913	10,701				12,614	-12,614	
Medical Equipment		11,394					11,394	-11,394	
Others Machinery & Equipment		2,278					2,278	-2,278	
Total Capital Expenditure	39,896	24,196	14,695		59,995	699	99,585	-59,690	
Transport & Storage									
Storage	1,847							1,847	
Distribution & Monitoring		32					32	-32	
Transport & Vehicle Costs	77,073	15,920	12,394	1,751	35,336	746	66,146	10,926	
Total Transport & Storage	78,920	15,952	12,394	1,751	35,336	746	66,178	12,742	
Personnel Expenditures									
Delegates Payroll	923,905	180,689	86,275		203,610	14,692	485,265	438,640	
Delegate Benefits		111,395	33,568		193,217	14,144	352,324	-352,324	
Regionally Deployed Staff	598,266	3,136		3,200	126		6,461	591,805	
Staff-on-Loan		928					928	-928	
National & National Society Staff		143,955	78,051	11,865	266,641	2,624	503,136	-503,136	
Consultants	144,410	43,904	922	2,369	19,162		66,357	78,054	
Total Personnel Expenditures	1,666,582	484,007	198,816	17,433	682,755	31,460	1,414,472	252,110	
Workshops & Training									
Workshops & Training	785,730	159,349	52,596	2,446	117,372	8,479	340,242	445,488	
Total Workshops & Training	785,730	159,349	52,596	2,446	117,372	8,479	340,242	445,488	
General Expenditure									
Travel	233,884	87,734	40,252	5,781	76,688	5,411	215,865	18,019	
Information & Public Relation	287,419	55,960	14,100	4,962	10,323	8,451	93,796	193,623	
Office Costs	169,824	37,620	28,254	1,078	33,945	-4,936	95,961	73,863	
Communications	23,099	22,389	15,426	4,691	28,446	1,985	72,936	-49,838	
Professional Fees	12,000	1,591	191		22,373	401	24,555	-12,555	
Financial Charges	86,770	7,797	9,688	4,074	9,439	5	31,003	55,767	
Other General Expenses		1,149	4,344	72	1,524	87	7,175	-7,175	
Total General Expenditure	812,996	214,241	112,254	20,658	182,736	11,403	541,292	271,704	
Program Support									
Program Support	245,896	63,851	28,860	2,940	76,274	5,124	177,048	68,848	
Total Program Support	245,896	63,851	28,860	2,940	76,274	5,124	177,048	68,848	
Operational Provisions									
Operational Provisions		-2,372	16,660		-1,250	20,531	33,570	-33,570	
Total Operational Provisions		-2,372	16,660		-1,250	20,531	33,570	-33,570	
TOTAL EXPENDITURE (D)	3,783,014	983,961	443,999	45,234	1,178,275	78,782	2,730,251	1,052,763	
VARIANCE (C - D)		7,101	198,238	191,408	280,277	375,740	1,052,763		