

# 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

23 May 2006

### In Brief

Appeal No. 05AA043; Appeal target: CHF 4,062,019 (USD 3,200,543 or EUR 2,633,607); Appeal coverage: 61.8%. [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

Although armed conflict reached an end in Central America in the past decade, the region continues to be plagued by a number of challenges, including widespread poverty, inequality, social unrest, violence and criminality, and an increase in the spread of HIV/AIDS. In 2005, these socioeconomic problems were also coupled with one of the harshest hurricane seasons in recent years, and National Societies were forced to dedicate much of their efforts towards disaster response.

Despite the limitations of the hurricane season, the Panama Regional Delegation made significant progress in the different programme areas. Using the Santiago de Chile Commitment and *Strategy 2010* as a guide, the Regional Delegation worked towards strengthening regional networks, developing partnerships with similar organizations, focusing on the development of “well functioning National Societies”, and harmonizing methodologies in the different programme areas, ensuring a common regional approach and promoting efficient advancement towards the objectives set out in the 2005 Annual Appeal. The decision was taken to close the Guatemala delegation mid-year and support was provided to the Guatemala Red Cross from Panama for the implementation of annual appeal activities, with operational support provided in-country following the impact of Hurricane Stan.

*The Regional Delegation has worked to strengthen regional networks, harmonize tools and methodologies, and build key partnerships in the region.*

The regional programmes made considerable advances in their most vital objectives, paving the way for a more efficient implementation of the Federation's humanitarian mandate in 2006. However, two key limiting factors were present in 2005: implementation of the appeal in the first half of the year was gravely affected by delays in receiving funds from the major donors and unforeseen changes in funding patterns, which caused serious problems in implementing yearlong programmes, and the onset of a harsh

and prolonged hurricane season, which effected the implementation of development projects due to a focus on disaster response.

Other constraints that limited the implementation of the appeal included: problems in the organizational structure of the reference centres (see disaster preparedness section below), the departure of the disaster preparedness delegate to Geneva in August, and the lack of a water and sanitation delegate.

Activities under this appeal were carried out with funding from the British Department for International Development (DFID), the Federation's Capacity Building Fund (CBF) and the American, British, Canadian, Netherlands, Norwegian, Spanish and Swedish Red Cross Societies.

## Objectives, Achievements, and Constraints

### Health and care

**Programme Objective: The National Societies of the region are strengthened and further integrated into national health policies and strategies, contributing to a significant improvement of health conditions and the empowerment of vulnerable groups and communities to reduce vulnerability to ill health and disease.**

The regional health programme targeted its efforts in 2005 towards strengthening the regional REDCAMP-SALUD network, developing new and creative campaigns in the areas of HIV/AIDS prevention and anti-stigma/anti-discrimination, and in the area of mother and child health. In its efforts in responding to the HIV/AIDS epidemic, two successful campaigns that were not presented in the appeal were developed by the Regional Delegation through unexpected donations from the Norwegian and Swedish Red Cross Societies. The strengthening of the regional network through the creation of a REDCAMP-SALUD website has been successful in bringing together efforts of National Societies in the region, thus creating a common approach to the way important health issues are tackled.

**Objective 1: The capacity of National Society health departments is strengthened and effective partnerships secured with Strategy 2010 and the Santiago de Chile Commitment.**

#### Progress/Achievements (activities implemented within this objective)

With the support of the regional health team, a number of National Societies made significant advances in their health programmes. These include: the drafting of a National Strategic Development Plan, which contains a strong health component, by the Red Cross Society of Panama, to be approved early 2006; the drafting of a pre-hospital public health plan by the Costa Rican Red Cross; the creation of a health office and the drafting of a strategic HIV/AIDS plan in the Salvadorean Red Cross Society; and steps taken by the Honduras and Guatemalan Red Cross Societies towards improving their health programme capacities (*please see specific objectives for these two National Societies below*).

The regional health network (REDCAMP-SALUD) has become a vital vehicle for the promotion of health issues and the voice of Central American National Society health programmes. This regional health network was continually strengthened in 2005 through two key regional workshops that tackled important health issues: the first, held in April with the support of PADRU, focused on "Health in Emergencies," while the second, held in September in San Jose, Costa Rica, concentrated on "Psychosocial Support Programmes" (PSP) and was organized by the Costa Rican Red Cross psychosocial support team, REDCAMP-SALUD and the Federation Reference Centre on Psychosocial Support Programmes in Copenhagen, Denmark. As a result of this last workshop, the regional manual on "Psychosocial First Aid" was presented and approved as the official regional PSP resource. A decision to develop a PSP Strategy, together with the other regions in the America was also approved.

The regional health network working group presented improved health indicators drafted using the Santiago de



Chile Commitment as a guide. These indicators will be useful in measuring the true impact of the RECAMP-SALUD network at the Inter-American Conference in Guayaquil, Ecuador in 2007.

The launch of the REDCAMP-SALUD website (<http://www.cruzroja.org/salud/redcamp/>) in July 2005, carried out with the financial support of the Norwegian and Swedish Red Cross Societies, was a major achievement in the development of this regional network. This website compiles a vast amount of tools and methodologies developed both by the Federation and the different National Societies, allowing members to have instant access to important health programme documents developed to strengthen the capacity of National Societies in all key health areas. The website was constantly updated with information on new campaigns and important health events which took place throughout the year on both a regional and global level, and is now linked in the Americas' continental Red Cross website.

### Constraints

Health department capacity continues to be a constraint in a number of National Societies. Some National Societies have strong and functional health departments whilst others have some way to go before they can really commit to the objectives set out in the Santiago de Chile Agreement. What is evident, however, is the commitment and professionalism of all health representatives throughout the region. It is also clear that National Societies have to work more closely with Ministries of Health and other agencies to promote work in fundraising in order to support sustainable programmes. The regional health team is working together with the regional organizational development programme in order to assess how National Societies can receive assistance in these key areas.

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

#### Progress/Achievements (activities implemented within this objective)

The Red Cross is becoming a major player in the fight against HIV/AIDS in the region. The Federation's involvement in high-profile campaigns has provided it with a strong platform to advocate for better HIV/AIDS prevention and for tolerance and respect for those living with the virus. During 2005, the scaling up in the response to the HIV/AIDS epidemic focused on four critical and interlinked areas: youth peer education, social marketing/mass media campaigns, anti-stigma/anti-discrimination and social mobilization.

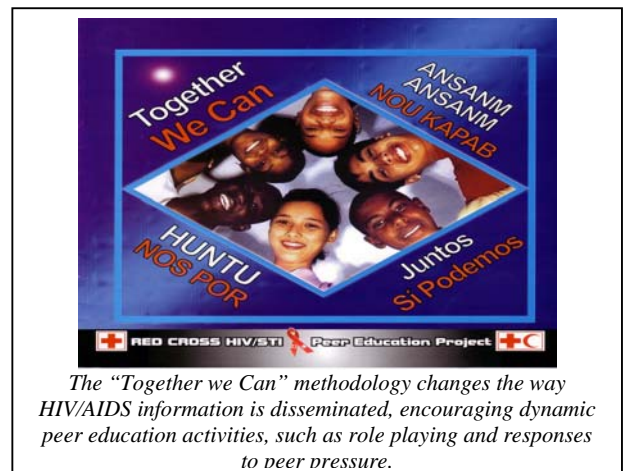
#### Youth Peer Education

"Together we Can" continues to be the standard youth peer education methodology in the region, and was introduced in Costa Rica and Honduras in 2005. By the end of the year 1,200 adolescents in Costa Rica, Honduras and Panama had been exposed to the programme, and the number of peers reached continues to grow as the multiplier system reaches its full effect.

One important advancement towards improving the "Together we Can" (TWC) methodology was the development of a Monitoring and Evaluation Toolkit, with the support of the American and Netherlands Red Cross Societies, which is in the final stages of production and will be printed and distributed in early 2006. This toolkit, which will measure the true impact of the "Together We Can" methodology in the region, was prepared with the aid of the Red Cross Society of Panama volunteer who is a graphic designer and was able to make the finished product more relevant and user friendly.

#### Social Mobilization / Taxi Campaign

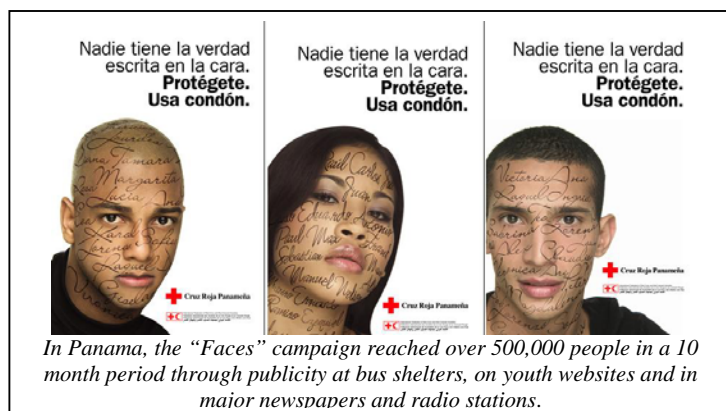
The Regional Delegation introduced a pilot project in Honduras, El Salvador and Guatemala, with the support of the Swedish Red Cross, that uses taxi drivers as a means to pass important messages about HIV/AIDS prevention



and anti-stigma and anti-discrimination (*for more information see humanitarian principles and values section of this report*).

#### *Social Marketing/Mass Media Campaign*

The “*Nobody has the Truth Written on Their Face. Protect Yourself. Use a Condom*” campaign, launched in March 2005 in Panama, has been one of the most successful mass media campaigns in raising HIV/AIDS awareness in recent years. This high-profile campaign, which targets sexually active young people and generated much debate, was put together by the regional health team, the Red Cross Society of Panama and the international advertising agency, McCann Erickson.



The positive reaction received from the Latin American network of people living with HIV/AIDS (REDLA+), UNAIDS, UNICEF and the estimated 500,000 people reached in Panama throughout the year, has led to the introduction of the campaign in Honduras and Guatemala, and there are plans to launch it in Costa Rica in 2006. Towards the end of 2005, the campaign was translated into English and launched in the Caribbean on World Aids Day in December (See Caribbean Annual Report for more information).

#### *Anti-Stigma/Anti-Discrimination and Advocacy*

The Regional Delegation supported the presence of seven Central American and Caribbean National Societies, the regional health officer from the Lima Regional Delegation and the Argentine Red Cross at the Central American Congress on STI/HIV/AIDS (CONCASIDA), held in El Salvador in November. This meeting dealt with important topics such as HIV/AIDS prevention and the importance of showing tolerance and respect towards people living with HIV/AIDS. The event was also an opportunity for National Society and Federation efforts in the region to increase their visibility, and allowed the regional health team to disseminate information on important projects that had been developed throughout the year.

#### **Constraints**

While some National Societies are showing openness and leadership, others are unfortunately reluctant to play a role in some HIV/AIDS campaigns. This tends to exist at the highest level of some National Societies and is creating barriers for committed health professionals and the youth volunteers to play a meaningful role in HIV/AIDS programmes within their countries. Another critical constraint is problems with volunteer recruitment and retention, which is having a detrimental impact on the regional health team’s youth peer education programmes.

**Objective 3: Integrated health interventions in the area of mother and child health, VNRBD, and health in emergencies, in partnership with the Pan American Health Organization (PAHO), the Ministry of Health (MoH) and other partners (including vulnerable communities) are implemented by National Societies.**

#### **Progress/Achievements (activities implemented within this objective)**

The majority of National Societies are carrying out high-quality mother and child interventions, with most using the PAHO-sponsored “Integrated Management of Childhood Illnesses” approach with the support of a number of Partner National Societies (PNS) including the American, Canadian, Italian, Netherlands, Spanish and Swiss Red Cross Societies. The Norwegian Red Cross has begun a bilateral programme in Guatemala initially focusing on water and sanitation but with a view to continuing in mother and child health (IMCI) and HIV/AIDS in 2006-2008.

#### *First Continental Workshop on Mother and Child Health*

A big step towards harmonizing approaches and increasing impact of mother and child health was taken in September 2005 with the holding of the “Continental Workshop on Mother and Child Health” in Panama City, supported by the American, Canadian, Norwegian and Swedish Red Cross Societies and attended by twelve

National Societies from Central America, South America and the Caribbean. Consensus was reached on a number of key areas and roles were better defined. The final report of this important workshop has been sent to all the National Societies in the region and to the PNS. The report has been positively received and the formulation of regional and country-specific proposals are now required in order to obtain funding

#### *10<sup>th</sup> International Colloquium on Voluntary Non-Remunerated Blood Donations (VNRBD)*

Regular communication has been maintained with Geneva and the Lima Regional Delegation regarding regional participation in the 10<sup>th</sup> International Colloquium on VNRBD, to be held in Santiago de Chile in March 2006. A total of seven National Societies from the region will attend and a health assistant was contracted to support with the organization of this event and to aid in the promotion of the “Club 25” methodology.

The regional health programme also continues to work closely with PAHO and the McCann Erickson advertising agency in formulating a regional campaign for VNRBD. The agency has committed to presenting its ideas for a social marketing / mass media campaign at the colloquium.

#### *Health in Emergencies*

The regional health team also provided support in the Guyana floods emergency in January 2005. A Regional Intervention Team member was sent to provide psychosocial support to those affected by the disaster.

The capacity of National Societies to respond to health in emergencies also benefited from the First REDCAMP-SALUD Workshop held in April, with the support of PADRU.

#### *Community Health Projects*

The Salvadorean Red Cross Society (SRC) completed their manuals on “Working Successfully with Communities” and “Micro projects” and the regional health team hopes to use these as a regional resource through REDCAMP-SALUD. The SRC has also completed the educational models on “The Management of Community Health Projects” with the University of Central America and it is hoped that funding can be obtained in order to continue this initiative.



*Members of the Salvadorean Red Cross provide Psychosocial First Aid to children affected by Hurricane Stan.*

### **Objective 4: The capacity of the Guatemalan Red Cross health department is strengthened in line with Strategy 2010 and the Santiago de Chile Commitment.**

#### **Progress/Achievements (activities implemented within this objective)**

The Guatemalan Red Cross carried out interventions in five branches in the southwest of the country – in Tecun Uman, El Palmar, Coatepeque, Mazaltenango and Rethalhuleu. The GRC mother and child health programme, using the “Integrated Management of Childhood Illnesses” (IMCI) methodology projects continued to be implemented and several volunteer facilitators were trained in IMCI. The programme proved very difficult to implement since there was a series of problems with the financing of the programme, although the branch and communities were still totally committed to the programme’s implementation.

To begin the implementation of the GRC HIV/AIDS programme, four educational centres were established and teachers were trained in the various topics covered by the programme. The training materials for the HIV/AIDS project “Together We Can” were validated on 21 January. In addition, a television spot containing key awareness-raising messages for HIV/AIDS was finalized by the GRC and Wachalal, an indigenous organization that is collaborating with the GRC in the television spots. Several workshops and information sessions were held during the year; however activities were hampered by the programme’s lack of funding.

Work in the area of water and sanitation in Guatemala included a project to improve the water and sanitation infrastructure in the community of Troje in Coatepeque, which concluded in February, and the creation of a database to monitor and evaluate Red Cross-supported water and sanitation projects in the country. The legal, technical and social modules for water and sanitation projects were finalized following several months of revisions. Also, with the support of the USI-HA project, which works to provide clean water in indigenous communities, the GRC water and sanitation coordinator collaborated in the revision of training modules.

In September the regional health delegate participated in a workshop with the Guatemalan and Norwegian Red Cross Societies to define a three-year continuation of the Norwegian Red Cross' support towards the health programme. The workshop resulted in a clear three-year plan of action in each of the three key programme activity areas – IMCI, HIV/AIDS and water and sanitation. The Norwegian Red Cross intends to support the GRC for another 3 years in a more bilateral manner and they have since put a delegate in place. It is hoped that this will help resolve the long-standing issues regarding the timely financing of the programme through 2006 – 2008.

The regional health delegate visited Guatemala after Hurricane Stan in mid October to work with the Guatemalan Red Cross (GRC) in putting together a plan of action for the health department. The plan of action consists of separate but integrated focuses on mother and child health, HIV/AIDS and psychosocial support programmes (PSP). The regional health team also maintained communication with the GRC in support of the implementation the Hurricane Stan Operation Health Plan of Action.

### **Constraints**

No decision was reached on the restructuring and selection of a head of the health department within the National Society. The impact of Hurricane Stan limited possible advancements in programme areas.

### **Objective 5: The capacity of the Honduran Red Cross health department is strengthened in line with Strategy 2010 and the Santiago de Chile Commitment.**

#### **Progress/Achievements (activities implemented within this objective)**

Due to a lack of funding, very few activities were carried out towards this objective. However, the regional health team continued to give active support to the Honduran Red Cross through other regional programmes. During the year, the regional health team supported the Honduran Red Cross in drafting an HIV/AIDS Strategic Plan, which is now under revision. The National Health Strategic Plan will be completed in early 2006.

### **Objective 6: The capacity of National Societies to carry out high quality water and sanitation interventions using standard methodologies is improved and strategic alliances with relevant partners are formed.**

#### **Progress/Achievements (activities implemented within this objective)**

Activities carried out in the area of water and sanitation were limited due to a lack of funds and the departure of the water and sanitation delegate in the latter half of the year. However, several activities were carried out, mainly through the strengthening of partnerships and strategic alliances with regional organizations.

In particular, a regional water and sanitation group was created, based in Panama, which includes UNICEF, PAHO, CATHALAC and the regional office of Plan International. These strategic alliances are not only being formed with regional organizations, but also with those National Societies that have expertise in water and sanitation, such as the Guatemalan and Honduran Red Cross Societies. With support from the Regional Delegation, water and sanitation officers from these two National Societies attended a meeting on water and sanitation that was organized by PAHO and held in Costa Rica in February. There was also an ongoing effort to standardize and improve tools to monitor water and sanitation projects. With the help of a volunteer from the Red Cross Society of Panama, new software was created to carry out baseline data surveys and project monitoring.

Technical support was provided to Haiti during the year: a floods emergency operation and multilateral proposal was put together by the Haitian and Dominican Red Cross Societies along with the Federation and the Spanish Red Cross. This proposal for a two year water and sanitation project was successfully presented to the European Union (EU) Water Facility and implementation will start in mid-2006.

### **Constraints**

The departed Water and Sanitation Delegate was not replaced in 2005. Lack of funds was also a general constraint throughout the year for the area of water and sanitation. Lack of seed money for the delegate limited funding of new projects and the amount of activities that could be implemented.

## Disaster Management

**Programme Objective: The National Societies and the Federation in the region have effective mechanisms and programmes for response and disaster preparedness which contribute to reducing the impact of disasters on affected populations, as well as reducing vulnerability and increasing the capacity of communities in high risk areas.**

In accordance with *Strategy 2010* and the Santiago de Chile Commitment, the regional disaster management programme has taken steps towards strengthening partnerships and has created a regional network for disasters, REDCAMP-DISASTER, which is an important move towards ensuring a standardized approach to disaster preparedness and promoting cooperation between the different National Societies. REDCAMP-DISASTER was approved in the Presidents Meeting and Technical Seminars, which was held in Panama in May 2005. The Regional Delegation also signed a memorandum of understanding with the Coordination Centre for the Prevention of Natural Disasters in Central America (CEPREDANEC) with the objective of establishing the guidelines for bilateral cooperation in order to disseminate the Social Vulnerability Reduction Strategy in Central America. The regional centre of reference for disaster preparedness also continues to strengthen disaster preparedness capacity of National Societies by facilitating National Intervention Team (NITs) workshops and developing harmonized tools and guides for NITs trainers.

**Objective 1: The Federation's capacity to support the National Societies with a view to assisting disaster victims is enhanced through strengthened and standardized disaster response mechanisms.**

Activities in this area are being implemented by the Pan American Disaster Response Unit (PADRU). For more information, please see the PADRU Annual Report.

**Objective 2: Capacity to assist disaster victims in the region is enhanced through strengthened National Societies and scaling up of support and advocacy to improve national and regional disaster systems.**

### Progress/Achievements (activities implemented within this objective)

REDCAMP-DISASTER and the Regional Delegation completed a Regional Strategy for Disaster Preparedness that will aid in the implementation of the Plan of Action of the Inter-American Conference. This strategy, drafted in July 2005, attempts to consolidate and implement an integrated disaster management system by: strengthening the concept and operation of the disaster network; establishing adequate coordination; improving communication and information mechanisms; increasing and strengthening ties with community systems; strengthening the Red Cross network through cooperation with other organizations; adopting minimum standards in risk management for disasters at local and global levels and harmonizing methodologies and training guides.

The regional centre of reference for disaster preparedness, based in El Salvador, was created in July with the purpose of strengthening the capacity of National Societies in disaster preparedness by developing harmonized tools and methodologies for the region, and providing NITs trainings. The regional centre has been very active since its inception and two important NITs training sessions were held in 2005: one in El Salvador in August and the other in Guatemala at the beginning of October. Both training sessions had very positive results. In El Salvador, 29 of the 31 NITs participants met the requirements of the workshop, becoming full-fledge members. In Guatemala, results were equally impressive: all 16 participants became full-fledged NITs members and were able to play an active role in the Hurricane Stan emergency operation (*please see objective 4 of this programme for more details*).



*NITs training in Centre of Reference in El Salvador held in August 2005. 29 participants became full fledge NITs members.*

The regional centre of reference for disaster preparedness in 2005 developed a NITs Facilitators' Manual, which harmonizes training methodologies of the region. This manual, which is available on the regional Red Cross website and in a CD-Rom version, was introduced in a pilot phase during the NITs training in El Salvador and then further revised during the NITs training in Guatemala. The regional disaster programme will continue to

work with National Societies in the region to improve the facilitators' manual, and there are plans to publish a hard copy of the manual in 2006.

*The Centre of Reference of El Salvador plays the crucial role of facilitating NIT trainings and harmonizing training methodology*

The regional centre of reference for disaster preparedness held a workshop on Information Tools in Case of Disaster, where NITs members were trained in the use of the internet, becoming familiar with important websites like those of the Salvadorean Red Cross Society, the Federation, FedNet and the Federation's Disaster Management Information System (DMIS). This workshop was held in June and a total of 47 NITs members were trained. Training in the use of these websites provides NITs members with the knowledge necessary to access important tools and methodologies developed on a global and regional level. The ability to use important Federation resources allows NITs members to browse through case studies and country specific project reports that can aid in improving the ability of National Societies in assisting disaster victims. The regional disaster preparedness programme is committed to holding more of these types of workshops in 2006.

The regional disaster programme and the regional centre of reference for disaster preparedness lent their support to the Salvadorean Red Cross Society in the dissemination and evaluation of their National Emergency Plan. Dissemination efforts began in May, covering seven departmental branches, and continued in July, where they reached 43 branches in the eastern region of El Salvador. This National Emergency Plan was put to use and contributed to reducing the impact of Hurricane Stan in October 2005.

The Federation is working to enhance the capacities of the National Societies in the region to recruit, manage, train, motivate, support and reward volunteers. In El Salvador, volunteer involvement is being promoted by the Regional Delegation's disaster preparedness and organizational development departments within the project "Integrated Approach to Disaster Risk Reduction," which includes a section on enhancing the volunteer base at the branch level and improving branch capacity. This project carried out a number of VCA trainings with volunteers from the San Miguel and Santa Ana departments throughout the year, which helped identify and update components that were to be included in the Departmental Emergency and Contingency Plans. In July, the San Miguel Branch Emergency Plan was completed with the support of the Regional Delegation. This plan was evaluated through two simulation workshops in the San Miguel department

### **Constraints**

A major constraint in the development of the disaster preparedness programme's ability to support National Societies in improving capacity to assist disaster victims was the gap left by the departure of the disaster preparedness delegate to Geneva. The programme had to be managed solely by the disaster preparedness coordinator, who also had to commit a great amount of time to the emergency operations and their efforts to mitigate the impact of the 2005 hurricane season.

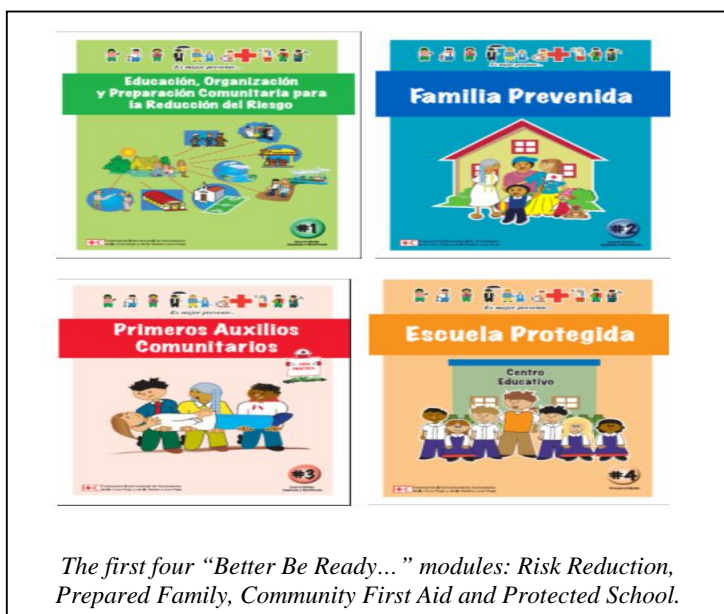
Although the onset of the hurricane season helped demonstrate the improved capacity of the National and Regional Intervention Teams in the region, which were able to respond effectively to these emergencies, the limitations of the current organizational structure of the regional centre of reference for disaster preparedness in El Salvador and the regional centre of reference for community based disaster management education in Costa Rica were revealed. The coordinator of the regional centre of reference for disaster preparedness is also the relief director of the Salvadorean Red Cross Society and the coordinator of the regional centre of reference for community based disaster management education is also the director of disaster preparedness of the Costa Rican Red Cross. Both directors are obliged to respond to an emergency when it takes place, with the effectiveness of the centres decreasing during their departure. Agreements have been made with the two National Societies to correct these organizational structure problems in 2006.

The onslaught of Hurricane Stan delayed the planning process and limited the effectiveness of the NITs training sessions in Guatemala.

**Objective 3: Vulnerability in high-risk communities is reduced through community based disaster management projects implemented according to methodologies developed through the CBDM models and the Centre of Reference.**

**Progress/Achievements (activities implemented within this objective)**

The regional centre of reference for community based disaster management education in Costa Rica had a positive impact on the improvement of disaster preparedness throughout the region, carrying out a series of Vulnerability Capacity Assessment (VCA) workshops and completing the first four “Better Be Ready...” modules. The “Better Be Ready...” modules are aiding in building up resilience in local communities by providing important information on reducing impact and improving risk recovery. These modules have been validated by all the National Societies in the region and have become an integral tool during VCA training and workshops. In October, the first version of an interactive CD that complements the first four modules was created in the regional centre of reference in Costa Rica. This CD will be updated once the next three modules, which were completed in December, are validated by the National Societies in 2006.



The VCA methodology continues to be an important tool in community based disaster preparedness and has been continually strengthened by the regional reference centre in Costa Rica through meetings between National Societies in the region and groups of VCA methodology facilitators. The centre in El Salvador also carried out five VCA training sessions, and the centre in Costa Rica carried out a training session in Cuba in early July. The regional centre of reference in Costa Rica has also been working on a communication and marketing plan for the modules in conjunction with the Regional Delegation and the Costa Rican Red Cross. The centre is also working on the creation of an internet website that will make materials available online, and a business plan for the centre to sell services to NGOs and interested parties.

There were at least seven internships in the regional centre of reference in Costa Rica during 2005.

The ProVention project was carried out in four countries during 2005: Belize, Costa Rica, Guatemala and Honduras. This project, which concludes in January 2006, aims to provide Red Cross Societies, communities and local authorities with a simple methodology with which to develop community based VCA that will help them identify and develop community-based activities to reduce vulnerability to floods, drought, hurricanes, landslides and earthquakes, with a special focus on schools, primary health care facilities, community centres and potable water supply systems. Additionally, the ProVention project provides the Federation, through its Regional Delegation and PADRU, with the basis for a system for collecting all vulnerability maps produced by the different communities involved in the project. These maps will be posted on the Federation’s regional website for the Americas and will also be shared with PAHO’s Regional Disaster Centre for Latin America and the Caribbean (CRID), located in San José, Costa Rica. The four modules currently being produced by this project are Early Warning, Flooding, Shelter Management and School Maintenance. During the first week of October, consultants from PAHO and the Federation travelled to Costa Rica to revise and comment on the water and sanitation modules that the regional centre of reference in Costa Rica is working on, which resulted in an improved and more complete module.

### Constraints

As mentioned in objective two, above, the departure of the regional disaster preparedness delegate and the severity of the 2005 hurricane season limited the development of activities towards this objective.

### Objective 4: The Guatemalan Red Cross capacity to assist disaster victims is enhanced through skilled human resources and effective planning.

#### Progress/Achievements (activities implemented within this objective)

Although progress was made towards the objective of enhancing the Guatemalan Red Cross capacity to assist those affected by disaster during the first half of the year, in the latter half of the year GRC efforts focused efforts on responding to the needs arising from the devastating floods and landslides in the wake of Hurricane Stan, which seriously affected some 474,928 people in 15 departments. The disaster management secretary hired to support the GRC in improving its disaster preparedness capacity was obliged to dedicate a large amount of time to the Hurricane Stan relief operation, given the circumstances of emergency.

*A NITs training held in October in the Centre of Reference in El Salvador allowed 16 GRC members to become part of the National Intervention Team and participate in the Stan operation.*

Despite the crippling effect of Hurricane Stan, progress towards strengthening the GRC capacity to assist disaster victims was positive and showed immediate results. The NITs training held between 1 and 5 October 2005 with the purpose of implementing and validating the regional strategy developed by the regional centre of reference for disaster preparedness in El Salvador, proved successful and the 16 participants became full-fledged NITs members. The participants consisted mainly of members of the management teams, and representatives of three different GRC branches: Guatemala City, Puerto Barrios and El Estor. The training was carried out with the support of a facilitator from the Regional Delegation, GRC Regional Intervention Team (RITs) members, and other organizations such as the National Coordination Committee for the Reduction of Disasters (CONRED), which provided an added value to these training sessions.

As a result of the NITs training, the 16 new NITs members had an opportunity to provide immediate relief during the first days of the Hurricane Stan relief operation. Another positive impact of the NITs training was the ability of new NITs members to carry out disaster response duties and activities in accordance with the regional strategy, resulting in a more efficient, timely and visible emergency response operation.

In accordance with a local to global vision, the GRC staged a national VCA workshop in Guatemala City with the purpose of standardizing methodology and promoting simple actions for risk reduction. This week long VCA workshop was held between 13 and 17 December and 32 participants from different branches affected by Hurricane Stan were involved. The workshop showed positive results, with four urban communities later assessed with the aid of local authorities and other organizations. Follow up to this workshop will include VCA analyses in communities affected by Hurricane Stan, which will take place in 2006.

## Humanitarian Principles and Values

**Programme Objective: Humanitarian principles and values are integrated in each of the core programme areas within the National Societies in the region, in accordance with Strategy 2010 and the Federation's non-discrimination and respect for diversity pledge made at the XXVIII International Red Cross Red Crescent Conference.**

The humanitarian principles and values programme has been working on the development of a website for the regional communications network, which will provide a common platform for information exchange in the region. The Spanish Red Cross has established a regional strategy for violence prevention with the support of the humanitarian principles and values programme, and the humanitarian principles and values coordinator has been supporting the regional health team in the pilot project in Honduras to use taxis as a means of passing on important messages about HIV/AIDS prevention and anti-stigma and anti-discrimination.

**Objective 1: The capacity of the National Societies in the area of humanitarian principles and values is strengthened.****Progress/Achievements (activities implemented within this objective)**

Despite funding constraints, the humanitarian principles and values programme has continued to promote the inclusion of humanitarian principles and values in the core programmes of National Societies throughout the region so that they are applied transversally to all Red Cross action. The humanitarian principles and values coordinator also provided support to the health and care programme (*please see objective 2 below*) and the organizational development programme of the Regional Delegation through active participation in the planning of the Continental Integrated Community Programming Forum and by providing support in the implementation and appropriation of the project planning tool SISPRO in the region.

The regional communicators' network (REDICOM) and the regional humanitarian principles and values coordinator have worked closely in producing a number of television spots, training manuals and brochures that will be distributed to National Societies in Central America to highlight the importance of applying humanitarian principles and values in their work. This regional network also assisted in workshops carried out in Costa Rica, Honduras, Nicaragua and Panama during 2005 and launched the REDICOM website in October. Once the REDICOM website is completed in its entirety, it will serve as an important tool for communicators, providing a common platform for information exchange and containing data about different National Societies in the region, including manuals and projects developed through the humanitarian principles and values programme.

The humanitarian principles and values programme worked with both the regional volunteer network and the regional disaster preparedness network in 2005. The humanitarian principles and values coordinator lent his support to the regional volunteer network in the creation of a promotional document for volunteers and aided the disaster preparedness programme in the revision of the terms and references of the centre of reference in El Salvador. The revisions of these terms of reference were concluded after an analysis of politics and practices of the region was complete.

**Constraints**

The main problem faced by the humanitarian principles and values programme has been the lack of funding. The problem of funding a core programme which all agree is vital but few are prepared to fund is not unique to this region. This constraint, together with the importance of ensuring that principles and values are not dealt with in isolation but as part and parcel of the work of the Red Cross, has resulted in the transversal manner in which the programme is being implemented. However, with only 45 percent of the requested funding received, the programme was forced to reduce its staffing to one person, which clearly limits the impact of the programme. At times the capacity of the coordinator was stretched since, as well as managing the humanitarian principles and values programme, he also acts as the focal point for Federation involvement in Honduras.

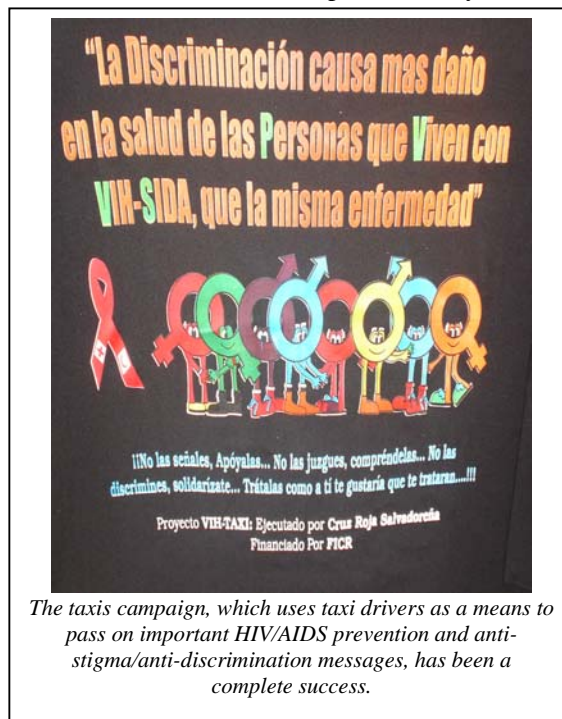
**Objective 2: National Societies in the region promote awareness and carry out advocacy in the areas of youth violence, non-discrimination and the rights of migrant populations. Progress/Achievements (activities implemented within this objective)****Progress/Achievements (activities implemented within this objective)**

The humanitarian principles and values programme has continued to carry out campaigns that promote advocacy in the areas of youth violence, non-discrimination and the rights of migrant populations. Several humanitarian principles and values workshops held throughout the year in Costa Rica, and a continental workshop on "Better Programming Initiative" have helped raise awareness in the issue of violence prevention and aided in training volunteers in the provision of more efficient aid when dealing with violence or conflict situations.

The regional humanitarian principles and values coordinator has lent support to the Spanish Red Cross in the establishment of a Regional Strategy for Violence Prevention, which was developed in Central America during the year and was approved by the National Societies' presidents during a meeting in Honduras in September. The programme has also been involved in holding various workshops to raise awareness of the problem of youth violence and in continuing to implement a project to promote tolerance and anti-discrimination of people living with HIV/AIDS in various countries of the region. In September the humanitarian principles and values coordinator began to work closely with various National Societies of the region in developing a regional advocacy strategy.

The regional humanitarian programmes and values coordinator participated as a facilitator in the continental workshop on "Better Programme Initiative" held in November in Venezuela. This workshop trained 15 volunteers in the use of this methodology, which is an impact assessment methodology and training initiative that provides National Societies and Regional Delegation programming staff and volunteers with a tool to analyze the positive or negative impact of their aid programmes on communities recovering from violence or conflict.

Humanitarian principles and values workshops held in Costa Rica have led the Costa Rican Red Cross to include an awareness and violence prevention programme within their National Plan. The CRRC also worked on the Zero Percent projects, which consisted of five television spots promoting zero tolerance for violence, which were shown on national television.



*The taxi campaign, which uses taxi drivers as a means to pass on important HIV/AIDS prevention and anti-stigma/anti-discrimination messages, has been a complete success.*

The regional humanitarian principles and values coordinator worked with the regional health team in the development of a pilot project that uses taxi drivers as a means to transmit key messages on HIV/AIDS prevention and anti-stigma and anti-discrimination. This campaign is managed by the humanitarian principles and values coordinator and has proved to be an unqualified success, with over 80,000 passengers reached in Honduras and El Salvador, and more than 20,000 passengers reached in Guatemala, despite the limiting impact of Hurricane Stan in the carrying out of operations.

The regional humanitarian principles and values and the regional health teams, along with the Honduran Red Cross, produced a CD with key information about HIV/AIDS that taxi drivers play for their clients as well as a handout of information that allows them to discuss stigma and prevention with their customers. Taxi drivers who complete the programme receive free first aid classes and a first aid kit for their vehicle. This project will continue in three pilot countries in 2006 and will be extended to Panama and Costa Rica. In September, the results of this pilot project in Honduras were published in an article for *Noticias de America* in an effort to communicate the importance of this initiative. This same month the coordinator and the Honduran Red Cross began a campaign of anti-stigma and respect for people living with HIV/AIDS in the Audio and Video Chain of Honduras. In December the regional humanitarian principles and values coordinator completed the development and revision of five new radio spots for the taxi project in Honduras, El Salvador and Guatemala.

### Constraints

Due to a lack of resources, most activities undertaken were carried out with the financial support of other Regional Delegation programmes. There is a demand for financing from National Societies for the production of materials and resources that will aid in promotion of humanitarian principles, which shows there is a real interest in the programme. However, funding will be required for 2006 for these materials to be developed.

## Organizational Development

**Programme Objective: National Societies in the region demonstrate the characteristics of a “well functioning National Society” and implement vulnerability-focused programmes resulting in constantly improved service delivery to and with vulnerable people through a holistic organizational development approach.**

The organizational development programme provided direct support in the drafting of key documents, including two National Strategic Development Plans (Guatemala and Panama), and the revision of Statutes in six National Societies of the region. A project carried out in Honduras strengthened links between Branches and Headquarters and reinforced the volunteer base of this National Society, while a more regional approach to volunteering was carried out through the drafting of a Regional Volunteering Policy. The organizational development programme also worked towards the creation of a regional OD network and supported the planning of the Continental Integrated Community Programme Forum held.

**Objective 1: Organizational structures and processes of National Societies are strengthened, and links between branches and headquarters are reinforced.**

National Society	Strategic Development Plan	Revision of Statues
Costa Rica	Revision process began November 2005	
El Salvador	Ongoing revision	Ongoing revision to be completed in 2006
Guatemala	Drafted 2005	Approved by General Assembly 2003
Honduras	Drafted 2002, Updated 2004	Approved by General Assembly 2002
Nicaragua	Drafted 2003	Approved by General Assembly 2004
Panama	Drafted 2005	Approved by General Assembly 2003
Mexico	Completed 2004	Approved by General Assembly 2002

The Federation’s Capacity Building Fund (CBF) played a key role in the success of the organizational development programme in 2005. Projects carried out in Honduras and Panama, aimed at improving organizational structures and strengthening links between headquarters and branches, worked effectively in completing important documents, such as the Volunteer Management Policy in Honduras and a National Strategic Plan in Panama, which will become crucial tools in the development of the organizational processes of these National Societies in 2006. Both these projects utilized institutional diagnostic tools, such as Strength, Weaknesses, Opportunity and Threats (SWOT) analyses, and undertook the drafting of these important documents in a participative process that ensured the utmost relevance and impact.

The CBF project “Strengthening the Capacity of the Red Cross Society of Panama” aided the Red Cross Society of Panama (PRC) in the effective drafting of a Strategic Plan in accordance to the Plan of Action of the XVII Inter-American Conference of Santiago de Chile. This plan was drafted with the participation of the branches, headquarters and the various components of the PRC, such as Governance, Volunteers, Management, Communications, etc., and will be presented to the General Assembly in January 2006, where it will be approved for publication and dissemination. The drafting the National Strategic Plan benefited from the training PRC members received in PPP and the use of the recently developed OD tool SISPRO.

The regional organizational development programme supported the development and validation of the Project Information System (SISPRO) software. SISPRO is an organizational tool that aims to collect important information used in project planning, as well as proposals and projects already developed, in one place. The OD programme promoted this organizational tool throughout 2005, and was responsible for putting together and publishing an Instruction Manual (in English and Spanish) that will allow National Societies to make use of this important project planning tool. SISPRO was tested to positive results in the Red Cross Society of Panama, where it was used to elaborate the National Strategic Development Plan and put together a number of disaster preparedness projects in the province of Bocas del Toro. This project was carried out with the support of the British Department for International Development (DFID).

The Costa Rica Red Cross (CRRC) approved its Annual Operational Plan for 2006, which was drafted by the Governing Board and all branches, national volunteer representatives, management team members and national programme coordinators in a participative process. The CRRC also began the revision process of its National Development Plan in November of 2005, which began with the initial phase of diagnostics and identifying trends at a national and regional level.

Although a number of different factors limited the amount of progress that was made in the development of the organizational structure of the Nicaraguan Red Cross, the process of revising the statutes of the Nicaraguan Red Cross was completed after the General Assembly took place. The final version of the by-laws was sent to the Joint Commission and the government entity in charge of the official registry and was approved towards the end of 2005.

The Regional Delegation and the Salvadorean Red Cross Society signed a Memorandum of Understanding (MoU) that will promote the completion of the following objectives: revision, update and approval of the National Society's Statutes by the Executive Council; validation and dissemination of the Development and Strategic Plan; analysis and approval of the Volunteer Policy by the Executive Council; and dissemination of the "Manual for Well Functioning Branches".

### Constraints

Some National Societies are experiencing delays in achieving results because their timetable of activities have been affected by disasters, such as the hurricane season, and internal governance and/or management problems.

Additionally, the Red Cross Society of Panama was limited by their responsibilities as host country for the Presidents' Meeting and Technical Seminars meeting held in May.

### **Objective 2: A regional network of National Society organizational development practitioners is established and functioning, supporting the National Societies' "characteristics of a well-functioning National Society".**

#### **Progress/Achievements (activities implemented within this objective)**

The regional organizational development network continues to be strengthened through the drafting of its regional objectives and terms of reference, which were approved in the follow up meeting to the Presidents' Meeting and Technical Seminars, held in Tegucigalpa in September, with the active participation of network members, the creation of a regional website for the exchange of tools and practices, and the training of volunteer leaders, financial and legal consultants that will be working within the network. As a result, the network is now actively participating in the consolidation of monitoring tools for all commitments agreed during the XVIII Regional Presidents' Meeting and Technical Seminars, including governance, management, disasters, health, principles and values, organizational development-volunteer programs and branches).

*The Organizational Development Regional Network continues to be strengthened through the drafting of its regional objectives and terms of reference*

A key part of organizational strengthening for National Societies is in the area of financial management. The Regional Delegation OD team worked with the regional finance team to support the first regional meeting of National Society finance officers. Members of finance programmes from National Societies in the region were trained and will be acting as consultants for the development of financial tools, procedures and the overall financial development of the regional OD network and the strengthening of National Societies in general.

Another important training session that will help strengthen the regional network was a workshop where seven legal consultants were trained in the drafting of rules and statutes, civil responsibilities and volunteer policy. These consultants will be working with the regional OD network to promote the exchange of best legal practices in the goal of developing "well functioning National Societies".

All National Societies responded to consultations carried out by the OD department in Geneva. The regional OD network coordinator and three other members from El Salvador, Honduras and Panama also assisted the drafting of the network's regional youth program. The regional youth network has been reactivated, with a revised regional plan of action and a new coordinator.

### **Constraints**

The understandable priority given to disaster preparedness for the hurricane season has interfered with the ability to carry out regional network meetings and exchange activities amongst members. Funding delays and changes in funding trends in the latter half of the year were also a major constraint in terms of the financial support that the OD programme was able to lend National Societies of the region. In addition, the regional meeting of finance officers was delayed until the beginning of December because the date initially set coincided with VCA forums.

### **Objective 3: National Societies' capacity to diversify their financial resource base, and better organize their human resources, both volunteers and salaried staff, is improved.**

#### **Progress/Achievements (activities implemented within this objective)**

The OD programme highlighted the importance of volunteer management in National Societies of the region and support was provided to individual National Societies in order to strengthen links between branches and headquarters and improve the capacity to maintain and increase the number of volunteers available.

At the beginning of the year, the OD regional programme, in coordination with the volunteer programme in Geneva, facilitated courses for NS volunteer coordinators and members of the OD network with the purpose of providing training in volunteering policy and the management cycle and teaching strategies to promote these documents in the different NS of the region. Following the commitments acquired during these training meetings, the technical group of volunteers from the Costa Rican, Panamanian and Mexican Red Cross Societies, completed the first draft of the training tools that will be used to promote volunteering policy and the management cycle and a set indicators for the strengthening of volunteers. These activities were implemented with support of Swedish Red Cross funds.

The Honduran Red Cross (HRC) project "Strengthening Volunteering in the Branches in the east and centre-east of Honduras", which was also supported by the CBF and continues in 2006, contributed some concrete advancements towards improving the number and quality of volunteers in 2005. The project focused on drafting a Volunteer Management Policy, which was completed towards the end of the year and will be published in early 2006, and on carrying out important training sessions, namely two Project Planning Process workshops and a Basic Induction Course in each of the branches involved in the project. As the Volunteer Management Policy is disseminated and appropriated by each of the eight branches in 2006, the management, organizational and work capacities of volunteers in HRC branches will improve, as will the National Society's capacity to fulfil its humanitarian mandate.

Both the Costa Rican and the Salvadorean Red Cross began drafting key documents in the area of volunteering policy. The Salvadorean Red Cross is preparing a draft document for National Society volunteers with the participation of volunteers from different branches, which has been submitted to the National Societies governance and management for approval and the Costa Rican Red Cross began the drafting of a strategy for volunteers with the support of the volunteer coordinator of the Mexican Red Cross and with the financial support of the Swedish Red Cross.

With the approval of the National Council, the Mexican Red Cross (MRC) established a national volunteer coordination office and defined its duties according to the Federation's volunteering policy and guidelines in the document "Management Cycle for Volunteers." The National Council of the MRC approved the development of a national volunteering strategy and a national meeting was held in November where a great number of branches from around the country participated.

National Societies in the region have new elements for the development of branches through commitments gained in the President's Meeting and Technical Seminars, which included: the promotion and internal approval of volunteering policy and management cycles and the drafting of indicators for strengthening of volunteers in each programme area. These commitments were also coupled with the exchange of experience and know-how fostered by the continental forum on "Comprehensive Community Programmes, Social Volunteering Programmes and Branch Development"

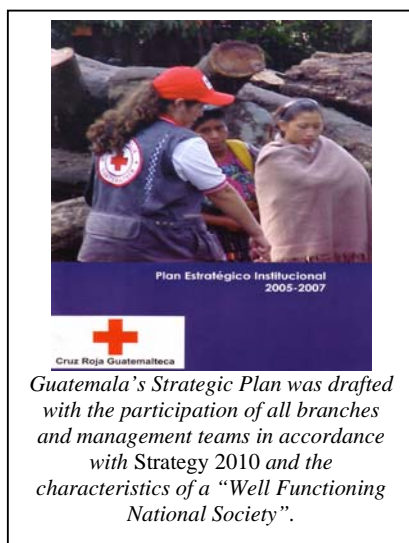
In coordination with the ICRC and with the support of the national coordination of volunteers, the Mexican Red Cross and Re-establishment of Family Links (RLF in Spanish) officers from National Societies in the region received training on the subject of emergency volunteering. RLF is one of the key areas to take into consideration when preparing the regional protocol.

Some of the plans that the OD team has for 2006-2007 include: Support for approval and implementation of the Volunteering Policy and Management Plan; regional study on qualitative and quantitative composition of volunteer groups; preparing the form for the training/development itinerary for the career of volunteers; preparing and approving the protocol on volunteering during emergencies; and advocacy before governing offices for volunteering matters.

### Constraints

Various factors have delayed the preparation of awareness and training materials on volunteering policies and management plans. However, after the onset of the hurricane season, many National Societies have realized the importance of volunteer policies and management plans and the importance of improving their capacity to recruit and maintain a greater number of volunteers.

### Objective 4: The Guatemalan Red Cross has the characteristics of a well-functioning National Society in governance and management, both at the national and branch levels.



### Progress/Achievements (activities implemented within this objective)

The impact of the Regional Delegation's efforts to improve the functioning of the Guatemalan Red Cross can be observed in the quality of the Strategic Plan, drafted in accordance to Strategy 2010, to be published in early 2006, and the adequate level of ownership it has received among the branches, volunteers and management teams. The development of the Strategic Plan and other important activities implemented in 2005 were supported by the Norwegian Red Cross.

The GRC is also working towards having the characteristics of a well-functioning National Society by making important advancements in their Management and Volunteering Policy and its branch regulations were appropriated as a regional model in the President's Meeting and Technical Seminar held in May, in Panama. The strengthening of the GRC institutional framework and policy showed immediate results during the Hurricane Stan relief operation and was reflected in: the recognition given by the National Society's governing body to the branch volunteers who took part in the immediate disaster response phase; the humanitarian emergency aid that was planned and delivered to volunteers affected by Hurricane Stan; and the planning and support activities carried out for branches

which took part in the immediate disaster response phase.

### Constraints

Emergency response carried out following the passage of Hurricane Stan resulted in the suspension of important activities, such as the National Volunteers' Meeting and the General Assembly for elections to fill vacancies in the Council and present the Strategic Plan. Funding also arrived late in the year, which limited the capacity of the OD programme.

## Integrated Community Programming

**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.**

In 2005, Integrated Community Programming (ICP) saw the continuance of support provided to individual initiatives at a National Society level. Progress was made through individual projects and by harmonizing concepts and methodologies in the ICP forum.

**Objective 1: The organizational capacity of branches to respond to the needs of vulnerable people through community integrated programmes is enhanced.**

**Progress/Achievements (activities implemented within this objective)**

The Continental Integrated Community Programming Forum, organized with the support of the regional OD network and the regional OD programme, proved valuable in harmonizing the National Societies' approaches to community integrated programming and establishing several regional commitments regarding the organizational structure of branches. This meeting, which took place in Panama between 27 and 29 October 2005, was expanded to incorporate the participation of Central American, Caribbean and South American National Societies.

The Continental Integrated Community Programming Forum was a success and a consensus regarding the concept of integrated community programming, the adoption and implementation of this programme, and key factors to keep in mind when working in community development were discussed. The forum also gave participants the opportunity exchange methodologies and tools used in community health (PHAST), disaster preparedness (VCA), OD (FOA) and humanitarian principles and values (BPI) through case studies extracted from the projects implemented in National Societies, with complete bibliographies and materials translated from Spanish to English. This led to a substantial increase in the quantity and quality of bibliographical and didactical materials and case studies, which are now available in electronic and print versions for ICP.



The forum also served to define roles and mechanisms of cooperation between PNS, the Federation and the ICRC in promoting integrated community programming within the National Societies of the region. The participants of the forum agreed on mechanisms and commitments that should be adopted by branches to guarantee that beneficiaries are involved in the planning, implementation and evaluation of integrated community programming and to establish alliances with local authorities and organizations.

As a follow up to an analysis of needs and capacities in telecommunications in the El Real branch of the Red Cross Society of Panama, which is regularly affected by disasters, with the participation of both the National Society headquarters and the branch, a radio communications system was installed. This was done with the participation of the community, a group of volunteers, the branch directors, and representatives from the headquarters, with the support of the IT coordinator from the Regional Delegation. It is expected that in 2006 the project will include a disaster preparedness component through a series of early warning and first aid micro-projects which will be executed in the community.

The Salvadorean Red Cross Society began a community integrated program to strengthen the Union departmental branch's capacity to reduce disaster vulnerability. This project consisted of organizational development, dissemination and disaster preparedness initiatives, and worked with the administrative and volunteering offices to strengthen the capacity of local authorities and communities by improving organizational structures and preparing VCA workshops. The project benefited 10 communities and has allowed the Union branch to develop a water and sanitation project that will create absorption wells, treatment wells and absorption networks and carry out training in the "Healthy House Water" campaign.

Additional activities in community integrated programming were carried out in Cuba, with the support of the Regional Delegation; information on these activities can be found in the Caribbean Annual Report.

**Constraints**

Emergency relief operations implemented in response to Hurricanes Stan, Wilma and Gamma delayed the work plans for El Salvador and Cuba.

## Coordination, Cooperation, Representation and Strategic Partnerships

**Programme Objective: The Secretariat will exercise a leadership role in Central America to facilitate better coordinated service delivery through enhanced cooperation with components of the Movement, in particular with the National Societies of the region, and external partners including the corporate sector.**

**Objective 1: Cooperation Agreement Strategies (CAS) are in place and strategic alliances and National Society programme networks are reinforced.**

### Progress/Achievements (activities implemented within this objective)

#### *Cooperation and Coordination within Red Cross Movement*

The onset of the hurricane season demonstrated the extent to which cooperation has improved in recent years between the National Societies of the region and the PNS working within the region, either multilaterally through the Federation or bilaterally, with the facilitation of the Federation. The very first hurricane – Adrian – which struck Central America, principally Honduras, before the official onset of the hurricane season, proved not to have a serious impact on the country. However, before the onset of the storm, the Honduran Red Cross, with the active support of the Federation, through PADRU, and the PNS working in the country, collaborated in disaster preparedness measures undertaken by the National Society. Following the passage of the storm, a “lessons learned” activity was carried out and the Federation and the Honduran Red Cross used this exercise in order to strengthen their disaster response system in preparation for the hurricane season.

At the beginning of October countries from Mexico to Costa Rica were hit hard by devastating rains caused by Hurricane Stan. The excellent collaboration between the different National Societies in the region demonstrated the capacities developed in the last two years as Regional Intervention Team (RITs) members and equipment from non-affected National Societies were mobilized in a timely manner. The information flow was constant, yet the challenge remains in pooling the appropriate information in the required formats to share with donors and external audiences. The cooperation agreement first developed in mid-2004 between the Guatemalan Red Cross and its key Red Cross Movement partners, including the Federation, the ICRC and a number of PNS, was used to guide the operations to respond to the hurricane at the national level, with all PNS, including the French, German, Netherlands, Norwegian and Spanish Red Cross Societies, working together within a common plan of action led by the National Society.

The Guatemala cooperation agreement was adopted by the presidents of the Central American National Societies at their meeting in Panama in May 2005 as an indication of how they would wish to work with their partners in the future. All National Societies were reminded of the pertinence of this agreement during the various operations mounted during the hurricane season. It is the intention of the Regional Delegation to continue to build a joint vision of cooperation from this agreement, and to carry out a participative review of cooperation experience within the region. These intentions have been built into the plans for 2006-07. The review will attempt to better understand the different models of cooperation operating in the region in the last few years, such as consortia, branch twinning, bilateral and multilateral project funding, give space to the views and opinions of the Central American National Societies regarding their perception of these different experiences, and build a common vision of the forms of cooperation that the Central American National Societies would like to develop for the future.

The Regional Delegation continued to maintain contact with and receive visits from PNS, both those active in the region and those wishing to strengthen their commitment with the National Societies in the region. Building alliances between partners in programme implementation is vital to turn theory and good intention into action and is a focus of the work of the Regional Delegation. The centre of reference for community based disaster management education continues its support to the Guatemalan and Nicaraguan Red Cross Societies in their implementation of DIPECHO IV projects, together with the Italian, Netherlands and Spanish Red Cross Societies, through the development of community methodologies and materials in disaster preparedness. A similar approach is being undertaken in the area of HIV/AIDS, where Central American National Societies and PNS work in HIV/AIDS prevention and anti-discrimination projects using the “Together We Can” methodology and materials. In September, Panama hosted a Latin American regional meeting together with the American and Canadian Red

Cross Societies, which focused on the need to scale up in community health, specifically mother and child health. One of the decisions of this meeting was to develop a common strategy for scaling up for the region, involving National Societies and their supporters. This approach is reflected in next year's plans.

The Regional Delegation began the process of digitalizing its library of Red Cross materials and products that have been developed with support of the regional delegates, in order to facilitate access for all National Societies. This virtual library will contain all newly revised Statutes, National Development Plans, Strategic Plans, educational tools and so forth. In the future this library could be expanded to include all materials that are being developed and used by the Red Cross in the region. The collaboration with the Regional Centre for Disaster Information (CRID) in Costa Rica, where the Federation holds a seat on the board, has provided the centre of reference as well as the Regional Delegation with valuable methodologies for the production of CD-based educational and informational tools.

It is worth noting that through the efforts of the Regional Delegation, high level meetings among international organizations present in Panama were held to review and discuss the common issues around the challenges in responding to the Haitian humanitarian crisis. Discussions with the Haitian ambassador, co-sponsored by Ciudad del Saber and the Regional Delegation, helped build the integration of information managed by all international organizations present in Panama. Some of this information has been useful in the cooperation effort the Regional Delegation manages in the cross border project in Hispaniola, which will be referenced in the programme update for the Caribbean. In addition, UNICEF's Regional Management Team for the Americas participated in an orientation and coordination meeting in Geneva that was arranged by the Regional Delegation. The Regional Delegation continues to have presence and membership in different coordinating groups to further enhance the Red Cross programmes and services. Such is the case with the inter-agency steering committee task force managed by OCHA, where issues pertaining to disaster relief operations and disaster risk reduction are discussed and agreed upon.

#### *Cooperation with the ICRC*

The Federation and the ICRC continue to meet and share information on ongoing work. At the end of August a joint meeting was held with the National Societies of the region to prepare for the General Assembly and Council of Delegates meeting held in November in Seoul, South Korea. In September, a joint mission of the Federation and the ICRC visited the Nicaraguan Red Cross to continue work on contingency planning and continue support to the finalization of the Statutes revision.

Exchanges with the ICRC focus on the sharing of plans, particularly with regard to areas of mutual interest, such as leadership training, issues of integrity and communication and information. Meetings were held in the regional office of the ICRC in Mexico to align the Federation's plan of action for 2006-2007 with the ICRC's expected results for the same period.

#### *Programme Networks*

The four networks active in the region have continued to meet and work together in key thematic areas, as mentioned in the different programme areas above. The concept of National Societies within a region offering support to their sister National Societies in areas where they have a strength is not new; what is new is the attempt to systematize the approach and ensure high quality support is provided at all times. The development of networks is a key strategy for the region, particularly at a time when funds are limited. Taking stock of experience, the Federation aims to bring together the coordinators of the different networks in order to share best practice and identify weaknesses to be addressed. Coordination has been improved, due in part to a more active role played by the Federation and more efficient collaboration between the different PNS.

Building on the presidents' meeting held in May 2006, a follow-up meeting between presidents was held in Tegucigalpa in late August, to take stock of decisions made and ensure that implementation was on track in a number of key areas. The work supported by the Spanish Red Cross on a regional strategy for violence prevention resulted in the adoption of the strategy by the presidents at the Tegucigalpa meeting. The Spanish Red Cross will continue to work with the National Societies in the roll-out of this strategy, in close coordination with the Regional Delegation.

*Strategic Alliances and Advocacy*

In mid September, following a joint initiative of the Regional Delegation and Latin American/Caribbean ECHO support office, ECHO convened a joint meeting of all Red Cross components in the Americas. The meeting enabled the different components to make presentations of their role and priorities in the region and also to carry out mutual strength/weakness/opportunities/threats analyses to improve the performance of the different programmes in 2006. The Federation facilitated a preparation process to help Red Cross actors involved to present a coherent Red Cross image.

The Regional Delegation continues to be requested to participate as key note speakers/facilitators in training activities and regional conferences hosted by the organizations in the region. It participated in the OCHA pre-hurricane meeting in Cuba, which led to the four month integration of the Red Cross Movement into UN agency plans to further involve the Red Cross in the area of global response along with the United Nations. The donor meeting in Jamaica sponsored by the Caribbean Disaster Response Agency (CDERA) was useful in reaffirming the role of the Federation in disaster response in the Americas, with donors such as DFID, ECHO, and USAID. The meeting in Miami, sponsored by the US Army's Southern Command, was useful in clarifying the role of the ICRC in conflict situations and the Federation's role in disaster response. This participation promotes humanitarian considerations in the planning of disaster response and relief assistance provided by the United States government to other governments in the region.

The proposal for a region-wide resource mobilization project which was prepared for the presidents' meeting in May, looking for economies of scale for purchases with airlines, lodging, petrol, publicity, vehicles and other essential items for the day-to-day operations of the National Societies, was further developed during the year, with a meeting planned to take place between National Societies at the beginning of 2006.

**Objective 2: The Secretariat and National Societies in the region actively participate in the Council of Delegates and in other key international fora of partners to influence the humanitarian agenda and consolidate the support base.**

**Progress/Achievements (activities implemented within this objective)**

The Regional Delegation is reinforcing links with international organizations and NGOs and is succeeding in making the work of the Red Cross known and boosting the credibility of the Federation in the region. Work with the private sector has also been enhanced, with a number of fruitful partnerships under development. The Regional Delegation will continue to promote the use of networks, which are proving a valuable tool to boost the exchange of knowledge and expertise. Cooperation with the ICRC is on-going and has produced positive results, as well as contacts with donor organizations, particularly ECHO. As a result of the efforts of the Regional Delegation, Red Cross leaders have access to a wealth of useful information to enhance their participation at Red Cross and other meetings and fora.

A number of meetings were held to prepare for the General Assembly and Council of Delegates meeting held in Seoul Korea in November. Preparation meetings included: a full Americas meeting in Buenos Aires in June and a follow up on the May Presidents' Meeting and Technical Seminars in Panama, held in Tegucigalpa in September.

The Secretariat's protocol manual to assist National Societies and the Secretariat itself to manage international representation was translated into Spanish by the Regional Delegation and made available globally on FedNet. In addition, the Regional Delegation has balanced the effort to allow National Societies to have access to knowledge and training on how to lobby, advocate and influence decision makers at all levels, by field testing an advocacy manual, which is the product of the input of many international organizations and NGOs in the region. This manual, field tested through the humanitarian principles and values programme, will be complemented with a quick reference tool containing points of view, speeches and all policies of the Movement. This quick reference tool is being produced by the Red Cross Society of Panama with support from the Regional Delegation and is expected to be finalized in early 2006.

The Regional Delegation is seeking to provide Red Cross leaders with tools and information that will enhance their ability to present Red Cross causes to government and private sector stakeholders. Along with the ICRC, the Regional Delegation seeks to improve the level of participation of National Society presidents in international

Red Cross meetings, with the purpose of presenting major trends and issues concerning the development of Red Cross Societies in the region, as well as the major challenges faced by their nationals in the humanitarian context.

**Constraints**

Funding continues to be the major constraint in this programme area and the Regional Delegation has had to cut back its ambitions to fit the limited funding available. The work of promoting the Federation's membership in the region was further held up by difficulties in recruiting a communications officer to provide the support to raise the image and profile of the Federation through publications and other communications tools.

A major issue which was not resolved during the year is the nature of the international representation for the Federation with all countries with which it has signed legal status agreements when the Federation no longer has a presence in the country. Despite many efforts and discussions with Foreign Service Ministries and their ambassadors in Panama to change the nature of the representation figure for the Federation from a single country representative to the figure of a regional representative resident in Panama, the situation was not resolved.

**International Federation of Red Cross and Red Crescent Societies**
**CENTRAL AMERICA REGIONAL PROGRAMMES**

Selected Parameters	
Year/Period	2005/1-2005/998
Appeal	M05AA043
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
A. Budget	1'222'253	1'087'542	248'872	1'192'256	311'096	4'062'019
B. Opening Balance	113'900	269'485	417	82'775	45'832	512'409
<b>Income</b>						
Cash contributions						
British Red Cross	25'839	264'606	34'783	112'459	38'813	476'499
Capacity Building Fund		47'000		84'463		131'463
Norwegian Red Cross	591'720			88'932	39'300	719'952
Spanish Red Cross	2'915					2'915
Swedish Red Cross	247'130			115'430		362'560
C1. Cash contributions	867'604	311'606	34'783	401'283	78'113	1'693'389
Outstanding pledges (Revalued)						
Swedish Red Cross	15'744					15'744
C2. Outstanding pledges (Revalued)	15'744					15'744
Reallocations (within appeal or from/to another appeal)						
American Red Cross				-15'368		-15'368
Australian Red Cross					15'430	15'430
Austrian Red Cross					11'836	11'836
British Red Cross		0				-0
DFID - British Government				-21'411		-21'411
Irish Red Cross Society	0					0
Monaco Red Cross					12'420	12'420
On Line donations				0	81'002	81'002
Swedish Red Cross				-8'690		-8'690
Trinidad & Tobago - Private Do					10'741	10'741
C3. Reallocations (within appeal)	0	0		-45'469	131'430	85'961
Inkind Personnel						
British Red Cross					62'000	62'000
Spanish Red Cross	44'847					44'847
C5. Inkind Personnel	44'847				62'000	106'847
Other Income						
Deficit Write-off					79'744	79'744
Miscellaneous Income				102	17'478	17'580
C6. Other Income				102	97'222	97'323
C. Total Income = SUM(C1..C6)	928'195	311'606	34'783	355'916	368'764	1'999'264
D. Total Funding = B + C	1'042'095	581'090	35'200	438'691	414'596	2'511'673

**II. Balance of Funds**

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
B. Opening Balance	113'900	269'485	417	82'775	45'832	512'409
C. Income	928'195	311'606	34'783	355'916	368'764	1'999'264
E. Expenditure	-873'229	-457'117	-35'170	-324'735	-366'364	-2'056'616
F. Closing Balance = (B + C + E)	168'865	123'973	31	113'956	48'232	455'057

Selected Parameters	
Year/Period	2005/1-2005/9998
Appeal	M05AA043
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
<b>BUDGET (C)</b>		1'222'253	1'087'542	248'872	1'192'256	311'096	4'062'019	
<b>Supplies</b>								
Shelter	10'000	174					174	9'826
Construction		1'351					1'351	-1'351
Clothing & textiles		986	797				1'783	-1'783
Water & Sanitation	22'000	1'633					1'633	20'367
Medical & First Aid	10'000	11'796					11'796	-1'796
Teaching Materials	128'868	51					51	128'817
Utensils & Tools	3'500		712		275		987	2'513
Other Supplies & Services			3'506				3'506	-3'506
<b>Total Supplies</b>	<b>174'368</b>	<b>15'991</b>	<b>5'015</b>		<b>275</b>		<b>21'281</b>	<b>153'087</b>
<b>Land, vehicles &amp; equipment</b>								
Vehicles						22'685	22'685	-22'685
Computers & Telecom	59'065	12'504	7'044	1'972	17'147	4'449	43'116	15'949
Office/Household Furniture & Equipment			1'748				1'748	-1'748
Others Machinery & Equipment	11'000							11'000
<b>Total Land, vehicles &amp; equipment</b>	<b>70'065</b>	<b>12'504</b>	<b>8'791</b>	<b>1'972</b>	<b>17'147</b>	<b>27'134</b>	<b>67'549</b>	<b>2'516</b>
<b>Transport &amp; Storage</b>								
Storage						3'151	3'151	-3'151
Distribution & Monitoring				195			195	-195
Transport & Vehicle Costs	33'883	10'726	463	514	5'142	805	17'650	16'233
<b>Total Transport &amp; Storage</b>	<b>33'883</b>	<b>10'726</b>	<b>463</b>	<b>514</b>	<b>5'337</b>	<b>3'956</b>	<b>20'996</b>	<b>12'887</b>
<b>Personnel Expenditures</b>								
Delegates Payroll	611'203	99'082	33'760		63'910	125'646	322'398	288'805
Delegate Benefits	32'838	94'827	24'650		19'087	145'575	284'138	-251'300
Regionally Deployed Staff	328'216	7'162	4'611	13'828		6'053	31'654	296'562
National Staff		87'043	22'038	12'172	10'805	1'909	133'967	-133'967
National Society Staff		90'382	65'305		47'577	1'179	204'443	-204'443
Consultants	159'264	13'925	13'073		17'719	22'018	66'734	92'530
<b>Total Personnel Expenditures</b>	<b>1'131'521</b>	<b>392'421</b>	<b>163'436</b>	<b>26'000</b>	<b>159'098</b>	<b>302'380</b>	<b>1'043'335</b>	<b>88'186</b>
<b>Workshops &amp; Training</b>								
Workshops & Training	1'332'812	160'348	72'229	36	80'822	24'473	337'909	994'903
<b>Total Workshops &amp; Training</b>	<b>1'332'812</b>	<b>160'348</b>	<b>72'229</b>	<b>36</b>	<b>80'822</b>	<b>24'473</b>	<b>337'909</b>	<b>994'903</b>
<b>General Expenditure</b>								
Travel	299'270	71'281	53'506	1'533	27'640	84'159	238'118	61'152
Information & Public Relation	264'763	120'954	36'265	359	12'595	17'536	187'709	77'053
Office Costs	258'364	17'210	11'641	96	15'056	4'903	48'906	209'458
Communications	64'337	20'907	22'120	2'219	10'598	12'221	68'065	-3'728
Professional Fees	63'081	18	3'530		6'822	1'578	11'948	51'134
Financial Charges	106'560	-17'854	3'563	100	-1'666	-136'305	-152'162	258'722
Other General Expenses		1'662	337	54	935	1'675	4'664	-4'664
<b>Total General Expenditure</b>	<b>1'056'375</b>	<b>214'178</b>	<b>130'962</b>	<b>4'361</b>	<b>71'981</b>	<b>-14'234</b>	<b>407'248</b>	<b>649'127</b>
<b>Program Support</b>								
Program Support	262'996	56'570	29'713	2'286	21'108	23'552	133'229	129'767
<b>Total Program Support</b>	<b>262'996</b>	<b>56'570</b>	<b>29'713</b>	<b>2'286</b>	<b>21'108</b>	<b>23'552</b>	<b>133'229</b>	<b>129'767</b>
<b>Operational Provisions</b>								
Operational Provisions		10'490	46'508		-31'033	-896	25'069	-25'069
<b>Total Operational Provisions</b>		<b>10'490</b>	<b>46'508</b>		<b>-31'033</b>	<b>-896</b>	<b>25'069</b>	<b>-25'069</b>
<b>TOTAL EXPENDITURE (D)</b>	<b>4'062'019</b>	<b>873'229</b>	<b>457'117</b>	<b>35'170</b>	<b>324'735</b>	<b>366'364</b>	<b>2'056'616</b>	<b>2'005'404</b>
<b>VARIANCE (C - D)</b>		<b>349'024</b>	<b>630'425</b>	<b>213'702</b>	<b>867'521</b>	<b>-55'268</b>	<b>2'005'404</b>	