

Plan 2010-2011



International Federation
of Red Cross and Red Crescent Societies

Americas Zone

Executive summary

The Americas Zone will continue providing support to the member National Societies in addressing the humanitarian challenges faced by the **tens of thousands of volunteers and staff members** that comprise the Red Cross in the Americas. Distributed amongst **more than 3,300 local offices in the 35 Red Cross Societies** in the continent, these men and women work with millions of people living in conditions of high vulnerability and risk, in a continent that has the highest level of inequality in the world.

The concept of the **Americas Zone** encompasses the Federation secretariat's presence in the continent and includes: a Zone Office for the Americas located in Panama, the Regional Representation for Central America and Mexico located in San Jose, Costa Rica, the Regional Representation for the Andean Region in South America located in Lima, Peru, the Regional Representation for the Southern Cone and Brazil in South America located in Buenos Aires, Argentina, the Regional Representation for the predominantly English-speaking Caribbean countries located in Port of Spain, Trinidad and Tobago and the Regional Representation for the Latin Caribbean countries located in Santo Domingo, Dominican Republic.¹

In 2008 the Americas Zone took the strategic direction of downsizing existing Federation secretariat offices, while expanding its presence through small-sized regional offices that will help **to provide closer service to National Societies**. The opening of offices located strategically in the continent has also improved coordination capacity with Movement partners, government authorities, UN agencies and NGOs. In line with this direction, three Regional Representations: Buenos Aires, Santo Domingo and San José are operating within National Societies' premises and provide closer support to the hosting National Society. At the same time, there is a move towards the presence of a Federation staff member within the offices of the National Societies. At present, there is a member of Federation secretariat staff working with the Salvadoran, Honduran and Nicaraguan Red Cross Societies. It is also planned to recruit a staff member to work directly with the Ecuadoran Red Cross, the Guatemalan Red Cross and with the Haitian National Red Cross Society. These staff members will be working within the National Society premises and providing tailored support in relation to the National Societies' needs.

A large concentration of the support to National Societies will focus on Latin America and the Caribbean. The Americas Zone Office will also continue strategic dialogue and coordination with the National Societies of United States and Canada, increasing their role and participation in the different initiatives that the Red Cross is implementing in the Americas and will continue promoting the development of a North America initiative for cooperation and exchange of knowledge in key humanitarian issues.

Improving the conditions of people living at risk; protecting their lives and livelihoods, increasing community resilience through **active community mobilization**, will continue to be a challenge for the Red Cross Societies and Red Cross Movement partners. The support provided by the Zone focuses on

¹ For more details on the Regional Representations' structures and priorities of support to the National Societies they cover, please refer to their respective plans. Links to each regional document can be found at the end of this Executive Summary.

mainstreaming compliance with the Inter-American Plan 2007–2011, which responds to the Federation’s Strategy 2010 and the delivery of the four Global Agenda Goals. Furthermore, as of 2010, National Societies in the Americas are taking into account in their planning for the next two years, the strategic orientations outlined in the latest version of Strategy 2020 to be approved at the forthcoming General Assembly.

During 2009, following close consultation with the National Societies, **17 country support plans for 2010–2011** were developed. To make country support plans sustainable the Secretariat will work with National Societies in the development of specific country project proposals, based on key “star products” which will help to address institutional and humanitarian needs.

The following areas summarize the strategic orientations in the Americas:

- Tailored support to National Societies to address their main institutional needs and challenges, supporting them to address the main humanitarian issues in their countries
- Increased attention to humanitarian diplomacy, paying special attention to main humanitarian challenges in the Americas, and positioning Red Cross Societies as the key humanitarian actors which are well recognized for their auxiliary role
- Initiatives at community level will focus on protecting livelihoods and increasing community resilience, including integrated programme approaches with strong volunteer participation and facilitating partnerships
- Enhanced cooperation mechanisms through flexible models: south- south cooperation, internships, centres of reference, promotion of thematic holders and use of new technology for innovation and learning.
- Strengthening the humanitarian response system and with enhanced early recovery capacities by taking advantage of the capacity and experience of the Red Cross local-global network
- Increased capacities to support National Societies interested in engaging in **humanitarian issues such as urban risk, migration, pandemic outbreaks, violence, re-emerging diseases, climate change and food security.**
- Emphasis on an increase in **high-quality services** for governance support and strategic planning, as well as on increased accountability and improved monitoring, evaluation and reporting. In addition, technical advice on resource mobilization, communications and coordination of capacity-building will be provided to National Societies.

The Global Alliance on HIV and Disaster Risk Reduction will continue and special support will be provided to the National Societies involved. During 2010–2011 the Global Alliance on HIV will include five additional National Societies to its membership and the Global Alliance on Disaster Risk Reduction will scale up from five to approximately ten National Societies.

Increased learning and knowledge-sharing will be provided to support National Societies in succeeding in their proposals for the **Intensified Capacity Building (ICB) and Specific OD Support (SOS)** initiatives. The Americas Zone will seek **south – south learning** stemming from the implementation of ICB initiatives whenever possible.

The Americas Zone will also maintain the overall capacity for **effective disaster response and early recovery from the effects of disasters**, while promoting a **comprehensive and integrated approach for disaster risk management in the Americas**. This will require increased involvement of National Societies with strengths and expertise in continental risk reduction, readiness, response and recovery initiatives.

The preparations for the **Inter-American Conference** will also serve as an opportunity to enhance the role of the Inter-American Regional Committee (CORI) in the organization of the conference and to provide orientation to ensure successful implementation of the plans prior to the holding of the XIX conference. This will include a review of the evaluation of the Inter-American Plan 2007 – 2011, which is expected to take place during the last quarter of 2010. The outcomes of the evaluation will serve as important information to identify which areas should continue to be reinforced for the coming years and also to adapt the Inter-American plan to the global directions that will be included in Strategy 2020.

While traditional cooperation funds seem to be diminishing for the Americas under the rationale that the continent has positive economic indicators, the conditions of the majority of the population are a growing concern. This is a **region with the highest inequity index in the world**. The Americas Zone faces the challenge of limited financial resources as humanitarian needs are growing. Additional efforts are needed to create more efficient mechanisms of coordination and cooperation in order to **build safer, healthier and more resilient communities**.

[Click here to access the Secretariat support plan for the Caribbean](#)

[Click here to access the Secretariat support plan for the Latin Caribbean](#)

[Click here to access the Secretariat support plan for Central America and Mexico](#)

[Click here to access the Secretariat support plan for the Andean Region, South America](#)

[Click here to access the Secretariat support plan for the Southern Cone and Brazil, South America](#)

The total 2010–2011 budget for the Americas Zone Office is CHF 12,465,070 (USD 9,854,810 of EUR 8,042,487) [Click here to go directly to the attached summary budget of the plan.](#)

Zone Context

The American continent has a population of approximately **900,000,000**, covering 8.3 per cent of the Earth's total surface area (30 per cent of its land area²), and about 14 per cent of the human population. It is estimated that **by 2030, 84 per cent of Latin America and the Caribbean will be urbanized³**, a reality comparable to the United States.

In 2008, **28.9 per cent of the population were living in poverty and of 8.1 per cent lived in extreme poverty⁴**. The region takes dubious credit for having the worst wealth distribution indicators in the world.

The **challenges faced by development** in the Americas **will not disappear as long as the causes persist**: poverty, significant levels of inequality, lack of access to basic services, inadequate distribution of land and use of soil and natural resources, lack of employment opportunities for adults that causes their insertion into informal economy, inadequate social protection and economic and social practices that are contrary to sustainable development.

High levels of inequality in the Americas, reflected in the growing number of people living under the poverty line, poor **access to basic services resulting in low levels of social protection**, are issues that have direct consequences on the increase in violence, migration, and unplanned development in urban areas. Inequality is to a great extent due to discrimination and exclusion with regard to gender or ethnicity. A high percentage of households are led by a women living in extreme poverty, and the incidence of poverty among indigenous groups is twice than that among mestizo groups.

In the year 2000 there were 33 million indigenous peoples in Latin and North America, 72 per cent (approximately 24 million) live in Bolivia, Guatemala, Mexico and Peru. The **671 indigenous groups** - live and suffer in precarious conditions **having limited access to basic services⁵**. Within this ethnic diversity, afro-descendant populations have to be taken into account, having a strong presence in the greater Caribbean. Their socio-demographic profiles are different from those of the “*mestizo*” population.

Overall employment increased and unemployment decreased in the Americas between 2000 and 2008. An economic boom was experienced between 2007–2008 and unemployment fell from 10.9 per cent in 2000 to 8.9 per cent in 2007. During 2007 unemployment was at 10.7 per cent for women and 7.6 per cent for men. However unemployment remains high and informal employment is widespread. The

² ECLAC, Summit of the Americas 1994–2009, Selected Indicators

³ United Nations Information Service

⁴ ECLAC, Statistical Yearbook for Latin America and the Caribbean, 2008

⁵ International Federation, Study of the Americas

international economic crisis began to be felt at the end of 2008 in the region.² The Economic Commission for Latin America and the Caribbean (ECLAC) estimates that the gross domestic product (GDP) in Latin America and the Caribbean will fall by 1.9 percent in 2009, reducing the per capita GDP of 3.1 per cent. This reduction will affect the labour market and is expected to cause the region's unemployment rate to climb from 7.5 per cent to approximately 9 per cent. Other potential effects of the economic crisis include the decline of remittances to the region and increase in poverty.⁶

Violence and security

Along with unemployment, safety has become one of the biggest concerns for Latin American citizens. **Crime rates in the region** – particularly high in some countries - **are amongst the highest in the world.** While the Caribbean ranks at the first place when it comes to murder rates in the world (at 30 per 100,000 population annually), South America ranks third (with a murder rate at 26 per 100,000 annually) and Central America ranks fifth (with a murder rate at 22 per 100,000 population annually).⁷

Urbanization

There has been a **significant growth of the urban population living in unplanned housing developments**, resulting in an increase in the number and volume of illegal and informal settlements, proliferation of slums, worsening of housing conditions, overcrowded households and greater pressure on education, health, sanitation, transportation and recreational services. These **urban settlements raise new patterns of vulnerability towards natural hazards.**

In the Americas, **45 cities can be considered megalopolis** or millionenstadt (cities with populations of more than one million) characterized by high population density, such as Sao Paulo (18.8 million), Mexico City (19.0 million), Buenos Aires (12.7 million), Rio de Janeiro (15.4 million)⁸, Bogota (7.7 million), Lima (8.0 million) and Santiago de Chile (5.7 million).⁹ According to the Economic Commission for Latin America and the Caribbean, by 2010–2015 all countries except Belize will have more than 50 per cent of the population living in cities.

It is estimated that in 2001 there were **128 million people in Latin America and the Caribbean living in precarious dwellings.** The countries where more than half of the urban population lives in hovels are Haiti (86 per cent), Nicaragua (81 per cent), Peru (68 per cent), Belize (62 per cent), Guatemala (62 per cent), and Bolivia (61 per cent). The Brazilian *favelas* alone are home to 6.5 million people and the forgotten cities in the suburbs of Buenos Aires have 1.3 million inhabitants in overcrowded and precarious conditions.⁵

Natural Resources and Climate Change

The **region continues to lose forest cover at an incredibly fast pace.** Deforestation in Latin America and the Caribbean is a growing problem and could be aggravated by the impact of climate change. In 2005, the region of the Americas accounted for almost 40 per cent of global forested areas and 30 per cent of the world's total.² The countries with the largest area of deforested land are Brazil (23 million hectares), Mexico (6.3 million hectares) and Argentina (2 million hectares). The largest decreases were registered in Ecuador and Haiti, although a significant deforestation rate has been seen in Mesoamerica, namely Belize, El Salvador, Guatemala, Honduras, Mexico, Nicaragua and Panama. In the Caribbean – amongst the countries for which data is available – deforestation has advanced in Dominica, Jamaica, Saint Lucia and Trinidad and Tobago.⁵

Climate change will result in changes in fishing, agricultural and tourism patterns, **affecting livelihoods** as well as in an increase of flooding risk in low coastal areas and the recurrence and intensity of events

⁶ ECLAC, Economic Survey of Latin Caribbean 2008–2009

⁷ Crime, Violence and Development: Trends, Costs and Policy Options in the Caribbean, the United Nations Office in Drugs and Crime and the Latin America and Caribbean Region of the World Bank, 2007.

⁸ Brazilian Institute of Geography and Statistics, 2007

⁹ UNDATA, Country Profiles, 2007

of hydro-meteorological origin. Special attention should be paid to the vulnerability of the small islands of the Caribbean.

Migration

Migrants from Latin America and the Caribbean make up over 13 per cent of the world's total international migrants.² Between 2000 and 2005 the migration flow has increased by 4,000,000 people in the Americas, reaching **25 million migrants within/from Latin America and the Caribbean** according to the Economic Commission for Latin America and the Caribbean. Countries such as Venezuela, Honduras, Brazil, Guatemala, Mexico and Ecuador are those with the highest levels of migration to the United States. Meanwhile, migration to Western Europe has increased from countries such as Brazil, Colombia, Ecuador and Argentina.

A great challenge to understand issues relating to migration is the **lack of information and registration**, which hides the serious realities of migrants, increasing their vulnerability in their country of destination and during the transit period. Such conditions increase the risks of migrant populations becoming prey to trafficking and networks of exploitation.

The migrant population at a higher risk and vulnerability are women, adolescents and children who face different types of violence, especially sexual violence, as they lack the possibility of safe sex, often resulting in unwanted pregnancies and sexually transmitted illnesses. The reality of migrants often leads the most vulnerable to commercial sex practices in order to meet their basic needs.

Risk – the natural hazards and new factors of vulnerability

The continent presents high levels of **vulnerability resulting from natural hazards**. In **South America**, the Pacific Coast is an area dramatically exposed to seismic and volcanic activity. The Andean mountains, densely populated in Bolivia and Ecuador, have major cities and important concentrations of population settled in the very active and fertile volcanic cones. In the tropical region, Venezuela and Colombia are frequently affected by hurricanes and Brazil and Peru by heavy rains. In the plains of the Atlantic episodes of flooding and droughts are common. There are also desert zones in Chile, Argentina, Bolivia, and Paraguay, with extreme temperatures and flash floods that frequently affect the population.

Central America's major cities tend to lie in high risk areas prone to natural hazards, which increase the vulnerability of populations. All Central American countries are vulnerable to hurricanes, flooding and mudslides and some countries like Costa Rica, Nicaragua, El Salvador and Guatemala have strong volcanic and seismic activity.

The **Caribbean** region is highly vulnerable to extreme weather and is commonly hard-hit by hurricanes, having experienced exceptional destruction from these in the past few years. These islands also lie in an active seismic zone and endure volcanic eruptions and earthquakes.

The American continent is in a **growing state of vulnerability**, as evidenced by the prevailing poverty - its factors and consequences -, unplanned and disproportionate urban expansion, an inappropriate use of soil, as well as deforestation and erosion-generating practices. There is limited capacity to face natural events: in 2004–2005 the lives of thousands were claimed; and in 2007 and 2008 many died and tens of thousands were left affected by events of greater (and smaller scale) impact such as the earthquake in Peru, hurricanes in the Caribbean and Central America, volcanic eruptions, floods, drought and other climatic conditions that every year threaten millions of people.

Health

In the area of health, the main indicators for maternal mortality rates show a slight improvement. The worst indicators can be found in Haiti, Bolivia, Peru, Guyana, Honduras and Guatemala; **still there are very low indicators for coverage of attended childbirth** in Central America and the Andean Region. Though all countries show improvements in diminishing child mortality rates, improvement is still lower than needed for achievement of the relevant Millennium Development Goals (MDG). In this aspect, the

least positive indicators are in Bolivia, Guatemala, Guyana, Haiti, Honduras and Paraguay according to Pan American Health Organization (PAHO) 2007 statistics.

In 2007, UNAIDS estimated the number of people living with HIV and AIDS at 1.7 million in Latin America and 230,000 in the Caribbean. By country, the highest numbers are in Brazil (730,000), Mexico (200,000), Colombia (170,000), Argentina (120,000) and Haiti (120,000). According to UNICEF, 40 percent of the population living with HIV and AIDS are children and women of fertile age. An important risk factor is that sexual relationships are starting at a younger age and there is a lack of access to adequate sexual education.

The countries most affected by HIV and AIDS according to the 2008 UNAIDS report (prevalence higher than 1 percent between the ages of 15–49) are Bahamas 3.0 percent, Guyana 2.5 percent, Suriname 2.4 percent, Haiti 2.2 percent, Belize 2.1 percent, Jamaica 1.6 percent, Trinidad and Tobago 1.5, Barbados 1.2 percent and the Dominican Republic 1.1 percent. The Caribbean presents the second highest prevalence in the world, second only to Sub-Saharan Africa - with a rate of 1.1 per cent that continues to grow. It must be taken into account that in some countries data is incomplete so it is estimated that there could be a significant percentage of non-registered cases.

Priorities and current work with partners

The balance between continental and regional plans and the gradual development of country plans with the Red Cross Societies is critical in the process of providing membership and programme services to the National Societies.

The emphasis in 2010 and 2011 will be to come even closer to the needs and capacities of the Red Cross Societies in the Americas and pay further attention to vulnerability reduction and prioritization of needs. The secretariat in the Americas has traditionally had regional plans that include support to several National Societies. In 2010, a total of 17 country level plans are in place, together with five regional plans and a zone plan. The aim for 2010 is to move towards having individual country plans for additional National Societies, ensuring that by 2011 the majority of the National Societies have an individual country support plan which expressly supports the strengthening of local branches and National Society actions at the community level, as well as ensuring reinforcement of headquarters structures.

By building a closer relationship with National Societies and creating an atmosphere of confidence and trust, the Americas Zone will provide permanent attention to integrity risks and accountability matters, so that these topics can be openly discussed in a transparent and timely manner to find solutions.

Networking will serve as a key component towards **improving existing policies, standards, tools, methodologies and processes.**

The Americas Zone will continue to provide specific services to **facilitate the implementation of bilateral programmes** from Partner National Societies (PNS) in the Americas. **Hosting Red Cross Societies at within the Federation's offices** will become a key factor to enhance information sharing, coordination, monitoring and accountability practices.

It is planned that a Continental Representative for Programme Cooperation from the **International Committee of the Red Cross (ICRC) will be hosted at the Federation office in Panama. During 2009, the Norwegian Red Cross, the Finnish Red Cross and the American Red Cross** have included their representatives within the Federation offices, which puts into practice the ideal of increasing coordination and coherence to achieve the Movement strategy and international conference decisions.

Furthermore, increased attention will be concentrated on improving National Societies' services and systems to support modernization so that they are to be found in the front line of the current competitive humanitarian market.

Secretariat programmes in 2010–2011

Disaster Management

a) The purpose and components of the programme

Programme purpose
Global Agenda Goal 1: To reduce the number of deaths, injuries and impact from disasters.

The Disaster Management programme incorporates an integrated vision and a holistic and multidisciplinary approach to disasters, integrating risk management and disasters as well as shelter issues and global agreements.

The programme is framed within the existing International Federation policies and continental plans:

1. The Global Disaster Risk Reduction Framework: “Building Safer and More Resilient Communities”. The goal of the framework is “to establish a foundation on which all Red Cross Red Crescent programmes, projects and interventions in disaster risk reduction and all actions which contribute to the building of safe and resilient communities can be created, developed and sustained” and its strategic objectives are:
 - The integration of disaster risk reduction (DRR) into policies, planning and longer-term programming.
 - Targeted disaster prevention, mitigation and preparedness activities and advocacy.
 - The focused integration of DRR considerations into humanitarian response and disaster recovery.
2. The Global Disaster Management Operational Strategy: “Providing Quality Disaster Management Support that National Societies Value”. The strategy seeks “to ensure the International Federation is not only the largest but also the best in world class quality disaster management services” and its objectives are:
 - Increase Disaster Management (DM) impact and coherence through better linkages between policy and practice and expanded advocacy to reduce disaster risks and impact.
 - Strengthen DM technical assistance provided by zone offices to the National Societies, to increase technical excellence and capacity for DM in National Societies, in line with the New Operating Model and to better serve beneficiaries.
 - Focus on DM services prioritized by National Societies including coordination, information management and analysis. Utilize evidence and analysis to enable innovation, improve effectiveness and ability to adjust to external trends and National Society needs to better anticipate risks and serve beneficiaries.
 - Develop competency-based DM staff development and placement systems, which increase effectiveness of preparedness, relief and recovery programmes. Improve surge capacity to ensure ability to meet beneficiary needs when affected National Societies’ capacity is exceeded.
 - Strengthen DM management tools and systems, analysis, planning, funding tools and cross-divisional integration practices to ensure most effective stewardship of donations so National Societies can provide more DM services to more vulnerable people.
3. Inter-American Plan 2007-2011: “Safer and Healthier Communities”. Under the conference slogan “Safer and Healthier Communities”, the XVIII Inter-American Conference also approved three strategic documents related to the Red Cross work with communities: “Community Risk Reduction”, “Community Health”, and “Promotion of Non-Discrimination and Respect for Diversity in the Community”. These strategies have informed the Inter-American Plan, and provided more in-depth focus on the topics in question. In disaster related topics, the overall strategic focus remains on further developing an integral system for disaster management and risk reduction; more emphasis will be given to developing a culture of prevention, risk reduction and self-reliance at all levels and,

importantly, also across all programmes and structures, particularly in high risk communities. The objectives are:

- Reduce disaster risk, especially at community level
- Ensure effective disaster management at all levels

The Disaster Management programme integrates all the disaster-related actions of the secretariat in the Americas.

The Disaster Management programme for 2010 and 2011 is CHF 7,607,255 (USD 6,014,028 or EUR 4,908,314)

Programme component 1: Disaster risk management planning and strategic framework

Component outcome 1: National Societies and the Federation secretariat adhere to an agreed-upon Americas wide comprehensive DRM framework and guidelines that will guide programming in the zone

This component focuses on developing a comprehensive Americas Disaster Risk Management/Disaster Management (DRM/DM) framework to **improve the Federation's (National Societies and secretariat) compliance** with the approved disaster management policies, standards, procedures, as well as guidelines aiming to increase the overall quality of performance by delivering efficient and relevant support to people living in conditions of vulnerability and risk.

The Federation's efforts in the Americas will also provide assistance with advocacy, information and communication planning and development to **increase National Societies' participation in the Global Alliance on Disaster Risk Reduction**. The focus will be to:

- Adapt existing Federation DRM/DM policies, strategies and frameworks in the **development of a zone specific DRM/DM framework, utilizing an inclusive participatory process involving all Movement stakeholders** and relevant external partners.
- Based on the DRM/DM framework, develop and adapt existing guidelines relating to the specific DRM/DM components (e.g. community-based disaster risk management, response and recovery). Ensure that **key decision makers** from National Societies from the Americas obtain a good understanding of Disaster Management (DRM/DM) policies, strategies and/or guidelines, helping to increase accountability, performance and favouring south - south cooperation.
- Develop thematic guidelines for zone/regional specific issues such as **Disaster Risk Reduction in megacities, pandemics, climate change adaptation** and its linkages with current disaster risk reduction, disaster response and public health in emergency activities.
- Ensure that all resulting initiatives are well understood by all stakeholders through the production and **dissemination of information packages and training sessions** carried out through a zone wide reference/coordinating body (see Result 2).
- Provide **technical support** in all relevant areas as requested and needed (specifically to Regional Representations and PNS).

Programme component 2: Coordination and networking

Component outcome 1: DRM work in the zone is coordinated through comprehensive and effective coordination mechanisms and are, in turn, linked to other external coordination forums in the zone and internationally.

This component focuses on enhancing the existing coordination and networking mechanisms in the region, **improving the coherence and consistency of the Red Cross programmes** and activities in DRM/DM, promoting knowledge-sharing amongst the National Societies and external networks.

The Americas networks will establish good communication and coordination with relevant networks in other Zones of the Federation worldwide, promoting cross regional and zonal cooperation.

- Carry out a **comprehensive analysis** of the role and function of the current **Red Cross networks** throughout the zone. This will include the review and harmonization of existing regional network terms of reference.
- Create and institutionalize a **zone coordinating body (network of networks)** through different regional DRM networks and other Red Cross stakeholders (PNS) to address relevant issues including humanitarian reform. **Terms of Reference of the coordinating body at continental level** (network of networks) are prepared and adopted by the regions and National Societies in the Americas and are **recognized by external coordination mechanisms**.
- Develop mechanisms for coordinating the **Zone DRM network with Red Cross global networking** initiatives such as the Global Alliance. DRM/DM reference group meetings for the development and implementation of the Global Alliance on DRR will be promoted.
- Strengthen mechanisms for linking **Red Cross networks with other continental and external regional coordinating bodies** (e.g. government, UN, NGOs, the Risk, Emergency and Disasters Task Force (REDLAC), the Andean Committee for Disaster Prevention and Relief (CAPRADE), the Central American Coordination Centre for the Prevention of Natural Disaster (CEPRENAC), The Caribbean Disaster Emergency Response Agency (CDERA) and Asia-Pacific Economic Cooperation (APEC).
- Make all possible efforts to ensure **Red Cross representation in national, regional and international** platforms and technical meetings, trainings and forums. Members of the continental body and networks attend global, regional and other international events of the Red Cross Red Crescent Movement. (eg. Global Disaster Management Coordination meeting, Global Alliance on Risk Reduction training).

Programme component 3: Knowledge-sharing, information management, public awareness and education on DRR
--

Component outcome 1: A zone-wide Red Cross system is created for knowledge and information management, education development and sharing

This component focuses on increasing Zone coherence in the use of existing methodologies, tools and skills available in the Americas **to build a continental platform on knowledge-sharing, information management, public awareness, and education**. Integrating and enhancing the scope of the Centres of Reference and DesAprender will contribute to this platform. The outcome will concentrate on the strengthening of:

DesAprender, a virtual platform developed by the Andean Regional Representation in Lima which has become a Federation platform for knowledge management.

Thematic Holder approaches, towards building more coherent Zone approaches in the field of disaster management as well as other thematic areas.

Centres of Reference together with the Regional Representations and Regional DRM/DM networks will provide continental services to National Societies with the active involvement of staff and volunteers from different Red Cross Societies. These services include support in the areas of contingency planning, volunteer management in emergencies, National Intervention Teams, strategic preparedness and response plans, community disaster risk reduction, early warning, community assessments and mitigation initiatives, community disaster response teams, disaster risk reduction teams and local platforms for disaster risk reduction.

Federation guidelines and standards for disaster risk reduction and disaster response so that they are available and clearly link the local with the global level.

Improving disaster recovery interventions based on good assessment processes and creating a roster of well prepared emergency assessment teams, with an increased focus on livelihoods.

The focus will be on:

- Carrying out a comprehensive analysis of existing **Federation educational development mechanisms** such as the regional Centres of Reference and DesAprender in order to determine how to maximize their impact as part of a continental-wide system.
- Developing **systems for information management at the regional and zone levels**. This would include the promotion of Federation policies, standards, products, tools, mechanisms and the systematization and dissemination of lessons learnt. **Case Studies and exchange of experiences and methodologies** in urban settlements risk reduction will be carried out. Particular attention will be paid to coping capacities, food security, livelihoods and shelter.
- Creating and institutionalizing an annual forum where different regional DRM/DM networks and other Red Cross stakeholders (PNS) can share information and knowledge and **ensuring the provision of technical support to expand the Safer Communities approach** with an emphasis on households, schools, reinforcement of community assets, climate change adaptation/DRR, food security and livelihoods at local level.
- Promoting the development of and or participation in national and regional DRM knowledge-sharing platforms. **Validation and analysis of urban methodologies** implemented in pilot projects, including adaptation of cash and voucher initiatives and testing in recovery operations will be carried out.
- Developing an **integrated programme training strategy** for volunteers and staff on DRM/DM and dissemination and training in the use of the resulting system
- Carrying out ongoing **monitoring and evaluation of the system** to gauge appropriateness and use as well as **integration in all DRM/DM programmes, projects and activities** and in response operations.
- Working in conjunction with the resulting continental-wide system, **DRR public awareness and advocacy campaigns** will be developed and promoted. Coordination, information sharing and dialogue will be enhanced between the Zone, with other Zones, and relevant Red Cross Red Crescent Centres of Reference such as the Climate Centre in The Hague to increase National Societies' governance and management skills on climate change, food security and economic development.

Programme component 4: Organizational Preparedness

Component outcome 1: The secretariat in Americas is better prepared for responding to emergencies

This component is implemented in the Americas under two directions:

- Organizational preparedness focused on the National Societies, integrated in the regional plans, is carried out in close coordination with all relevant secretariat teams. For further information, please see the regional plans.
- Organizational preparedness of the secretariat and the response system under the Pan American Disaster Response Unit (PADRU)

In general, the component focuses on **enhancing Red Cross ability to respond to disasters** through a range of mechanisms including Field Coordination and Response Teams (FACT), Emergency Response Units (ERU)s, Regional Intervention Teams (RIT)s, the Disaster Relief Emergency Fund (DREF) and the Disaster Management Information System (DMIS), in addition to resource mobilization.

The aim is to enhance the National Societies' capacity to carry out tasks such as needs assessments, relief, logistics, rescue, shelter management, humanitarian aid distribution, health in emergencies and water and sanitation in disaster response interventions, as well as to facilitate coordination with relevant stakeholders to ensure the integration of an early recovery approach from the early stages of emergency operations in order to guarantee coherence and sustainability.

This programme component will be strongly linked with the enhancement of Regional Intervention RITs' capacities; this includes the development of **national disaster preparedness and response mechanisms within Red Cross Societies**. This ensures that national disaster response teams - National Intervention Teams – NITs - have in place the knowledge, skills, information management

systems, trained personnel, equipment, material, and procedures to act swiftly and effectively in disaster response based on quality standards such as SPHERE and that they gain skills to become part of the Americas Response System.

The focus will be on:

- **The disaster response human resources system which will be further developed and active** in disaster preparedness. Specialized RIT members, as well as PADRU staff that will take part in Federation advanced disaster management trainings (FACT, team leader courses and ERU training) and exchanges will be held between Red Cross staff and members of partner agencies in relevant training exercises.
- **Regional response system and procedures which are developed, disseminated and practised**, as well as support for National Societies to develop or improve disaster response strategies in water and sanitation, logistics, public health, shelter, early recovery and IT-Telecom.
- Advice and support in preparedness and readiness for response.
- **Disaster response equipment, facilities and humanitarian aid supplies** will be replenished and updated. Equipment, fleet and facilities will be upgraded; maintenance and replenishment will take place to support organizational preparedness functions and activities.
- **Cooperation and/or mutual aid agreements** will be developed between the Federation and the National Societies in the Americas and non Red Cross organizations (for example, the World Food Programme, UNICEF, NGOs, Ericsson Response).

Programme component 5: Disaster Response

Component outcome 1: The National Societies are more effectively supported during disaster response phases

The disaster response system in the Americas is an integral mechanism made up of international, regional and national components. In the event of a major disaster with significant impact, the International Federation mobilizes its FACT teams and calls on Partner National Societies to deploy specialized Emergency Response Units. At the same time, from within the Americas, members of the regional intervention teams with various skills are deployed to the disaster area, as determined by the nature of the emergency, and work with members of the National Society(ies) and the national intervention teams trained at local level.

PADRU – as an integral part of the Americas Zone Office – delivers technical inputs and services to enable National Societies in the Americas to respond rapidly and effectively to disasters. It ensures that the Federation secretariat maintains close collaboration with the National Societies of the Americas region, the ICRC, National Societies that cooperate with the Americas, and regional and international disaster management agencies (including those of the UN), to maximize resource-use and reduce the risk of duplication of effort during response operations.

The focus will be on:

- **Early warning and monitoring procedures.** Utilization of current monitoring tools during emergencies will be ensured.
- Standards of humanitarian assistance which will be observed and evaluated. **The National Societies and Federation operations are using appropriate aid standards (SPHERE).**
- **The active disaster response system** will advise and support the mobilization and coordination of human, material (supplies) and financial tools and resources **to ensure effective and quality response.**
- **The Federation supports the National Societies in emergency response**, monitoring systems, dissemination of information, reporting and evaluating of emergency operations.

Programme component 6: Cross-cutting issues, monitoring and evaluation

Component outcome 1: Promote the mainstreaming of Red Cross/ Red Crescent and relevant external global DRM initiatives, systems and tools

The component will focus on the **understanding and application** of relevant DRM/DM policies, strategies, frameworks, standards and tools. This **cross-cutting** component **is related to all the other components of the Americas DRM/DM plan**. A key aim for 2010-2011 is **mainstreaming all the relevant cross-cutting issues related to DRM/DM**, with a special emphasis on international disaster response law (IDRL), SPHERE, the World Disaster Report (WDR), climate change adaptation and disaster risk reduction, humanitarian reform and the cluster system. Based on the new trends and possibilities, new elements will be incorporated into the Americas plan such as public and private partnerships and relations with civil society and the military.

The focus will be on:

- Carrying out (including providing support) for **Well Prepared National Society (WPNS) analysis and systematization of the information**. This includes support to National Societies in the implementation as well as ongoing monitoring of the use of the results. Mapping of National Societies' preparedness capacities will be ensured as well as **prioritization using Well WPNS assessments and enhancing linkages with ICRC**.
- Promotion of structured monitoring and evaluation of all DRM components at all levels in the zone.
- Promotion of the understanding and application of **International Disaster Response Law** and development of an operational plan on IDRL for the Americas.
- Promotion of participation by all Red Cross stakeholders in the **humanitarian reform process** and of the role of the Red Cross Red Crescent, improving the understanding of the **cluster system** and the Federation's commitment regarding shelter.
- Promotion of the proactive integration of **climate adaptation in all Red Cross DRM initiatives and programmes**; and mainstreaming the use of Federation DRM/DM guidelines: disaster response and contingency planning, disaster preparedness and response mechanisms, Vulnerability and Capacity Assessments (VCA), food security and emergency assessments.
- Provision of support to the various networks in the zone, through appropriate channels, to increase and strengthen **public and private partnerships as well as civil-military relations**.
- Promote an **integrated programming approach (IPA)** within all Federation DRM initiatives at all levels; especially with the Health and Care and Organizational Development programmes. The IPA has two key elements to be developed, volunteer management and branch development, and DRM/DM plays a key role in supporting this process.

c) Potential risks and challenges

The main tangible risk to the implementation of this plan is the issue of insufficient resources (human, and financial on a long-term basis) that will allow the Federation secretariat's Americas Zone Office to provide quality service to all the Red Cross Societies and support the implementation of the New Operating Model.

The occurrence of social unrest and/or political conflicts in the countries could affect the implementation of the plans for 2010-2011. In the same way, major and simultaneous disasters could affect the operational capacity of the National Societies.

Insufficient support and buy-in from various divisions, departments and units of the secretariat, and from National Societies for the Federation secretariat's model and decentralization of capacities required by the New Operating Model could also be a challenge for the implementation of this plan.

Health and Care

a) The purpose and components of the programme

Programme purpose

Global Agenda Goal 2: To reduce deaths, illnesses and impact from diseases and public health emergencies

The Health and Care programme budget for 2010 and 2011 is CHF 2,413,215 (USD 1,907,872 or EUR 1,557,001)

The Health and Care programme will support the development and implementation of **harmonized frameworks, models and methodologies** to enable National Societies to deliver effective and scaled-up HIV, community-based health, and public health in emergencies programmes. Specialized support will be provided to **build National Society health programming capacity** in order to address priority health needs. There will be a focus on increasing knowledge and skills on **emerging health challenges**, assessing the impact on current health activities, and developing strategies for addressing these challenges.

During 2010–2011, the Federation secretariat will ensure that key decision makers and technical staff from National Societies, Red Cross partners and key stakeholders are well informed on International Federation health policies, guidelines, strategies and standards helping to **increase accountability and performance**. There will be a renewed focus on establishing strategic partnerships with international agencies and the private sector.

An important **communication and advocacy focus** is contemplated in order to address high inequality in health access and equity in the Americas and to position the Red Cross in the Americas as a major stakeholder in long-term community health programmes and public health in emergencies interventions aimed at **building safer and more resilient communities**.

Resource mobilization for scaling-up National Society programmes is high on the agenda with a focus on building National Society capacity to capitalize on local funding sources, global initiatives and public/private partnerships. This is linked to developing greater capacity to demonstrate the number of vulnerable people reached with health messages and services, and the impact of what is done. This will be achieved through improved monitoring and data collection systems and a greater focus on evaluating programmes against international good practice standards.

There will be a renewed effort to strengthen coordination with key sectoral stakeholders at continental, regional and national levels on community health issues, and to promote coordination and collaboration with governments, international organizations and NGOs.

The Americas Health and Care programme will promote volunteer development and integrated programming, and foster **community mobilization, partnerships and platforms for action** at the local level. An important element of support will be facilitating south-south cooperation through Red Cross Centres of Reference, peer support, internships, and supporting mechanisms and forums for sharing good practice.

The Americas Health and Care plan will be achieved through: i) technical assistance and advice ii) programme development iii) capacity-building iv) coordination with key stakeholders v) resource mobilization for scaling-up vi) communication and advocacy actions vii) improving accountability and timely reporting; viii) sharing of lessons learnt and good practice ix) strengthening monitoring and evaluation, and x) volunteer development.

Programme component 1: HIV and AIDS
--

Component outcome 1: National Societies in the Americas have scaled-up their HIV response through the harmonized framework of the Federation's Global Alliance on HIV following a
--

common platform for planning, implementation, monitoring, evaluation and resource mobilization.

As part of the International Federation's Global Alliance on HIV, the purpose of this component is to assist in the further scaling up of Red Cross efforts in reducing vulnerability to HIV and AIDS and its impact in the Americas.

During the coming two years, there will be a focus on **disseminating and promoting the uptake of HIV guidelines, standards, tools and methodologies**, such as the new HIV prevention guidelines and standards for HIV peer education, in order to increase accountability and enhance performance. National Societies will also be encouraged to use relevant Code of Good Practice checklists. The Federation secretariat will promote the adoption of HIV workplace policies and support the development of workplace programmes, tools and follow-up mechanisms.

Building on the evaluation of the 'Together We Can' (TWC) youth peer education methodology conducted in the Caribbean during 2009, TWC programming in Central and South America will be evaluated using the Federation's new Standards for HIV peer education. The evaluations will provide recommendations for future peer education programming and identify areas for improvement according to international good practice standards.

New intervention models will be developed for **HIV prevention with key at-risk populations** and for **addressing sexual and gender-based violence**, in collaboration with affected communities, National Societies and key partners. The **training package for Prevention, Treatment, Care and Support for community-based volunteers** will be rolled-out at country level by National Society Master Facilitators trained in 2009, with the involvement of National AIDS Programmes and other key stakeholders.

During 2010–2011, at least five additional National Societies in the Americas will be supported by the Federation secretariat to become members of the Global Alliance on HIV, in order to further expand coverage and assistance to PLHIV and other key populations affected by HIV. The Federation secretariat will continue to provide technical support to the initial ten National Society members of the Global Alliance on HIV in the Americas and to **promote and facilitate peer cooperation and support**. The first three years of the Global Alliance on HIV will be evaluated during 2010 and the lessons learnt and recommendations will inform the development of National Society Global Alliance on HIV proposals for the next three to five years.

The Federation secretariat will develop a **resource mobilization strategy for the Global Alliance on HIV in the Americas**, with a view to accessing new sources of funding available at country level, and proactively support National Society resource mobilization efforts and foster public/private partnerships. Complementary to this will be **advocacy and communication strategies**, building on the national initiatives developed with six National Societies during 2009. National Societies will be encouraged to **share good practice** at international forums and the Federation secretariat will support the participation of staff and volunteers living with HIV in advocacy initiatives and as Masambo Fund champions in their respective countries.

The focus of Federation Secretariat support for 2010–2011 will be on:

- ✓ Strengthening prevention interventions and anti-stigma advocacy
- ✓ Supporting access to treatment, care and support services
- ✓ Responding to growing numbers of orphans and other children vulnerable to HIV
- ✓ Strengthening partnership with PLHIV networks and key affected populations
- ✓ Addressing gender inequality - responding to sexual and gender based violence
- ✓ Building new strategic and operational partnerships at all levels
- ✓ Improving National Society institutional capacity, with a focus on volunteer management, HIV workplace programmes and resource mobilization
- ✓ Strengthening planning, monitoring, evaluation and reporting

Programme component 2: Community-based Health

Component outcome 1: National Societies' capacity to deliver scaled-up and effective community-based health programmes is strengthened through knowledge-sharing, harmonized approaches, promotion of good practices and effective coordination.

The Federation secretariat in the Americas Zone will ensure that existing International Federation strategies, guidelines, tools and methodologies related to community-based health programmes are disseminated to National Societies and relevant regional stakeholders and partners.

During 2010–2011, there will be a focus on standardizing intervention models for water, sanitation and hygiene, integrated maternal newborn child health (MNCH), nutrition and food security; road safety; psychosocial support; and prevention of emerging and re-emerging diseases such as dengue and malaria, in order to increase National Society capacity to deliver scaled-up and quality programmes.

There will be a particular emphasis on the **promotion and roll-out of the International Federation's new Community-based Health and First Aid methodology - CBHFA in Action** - with National Societies and partners, building on the initial steps taken during 2009 in the Americas roll-out process. This will involve local validation and the training of Master Facilitators who will support the roll-out of the methodology in their countries. The roll-out process will be systematized and a progress review in year 2 will provide the basis for sharing of lessons learnt at a continental workshop.

The Americas Zone will provide specialized support to National Societies and their Red Cross partners in water, sanitation and hygiene (WASH) and actively promote the integration of WASH into National Society community health programmes. There will be a focus on scaling up of integrated WASH programmes in the framework of the Global Water and Sanitation Initiative (GWSI) through mobilizing resources, and improving National Society capabilities through training, technical support and improved Planning, Monitoring, Evaluation and Reporting (PMER).

Workshops will be held with National Societies and partners to **promote road safety initiatives** and the Zone office will facilitate the provision of technical support for proposal development and explore funding opportunities through the Global Road Safety Initiative. The Americas Zone will support National Society participation in the **adaptation of the International Federation Malaria Toolkit in relation to dengue** and support the implementation of pilot dengue prevention projects if funding is made available.

There will be an emphasis on continued support to existing successful harmonized interventions such as the promotion of voluntary non-remunerated blood donors through the Club 25 youth strategy.

Programme component 3: Public Health in Emergencies

Component outcome 1: National Societies' capacity to deliver health response in emergencies is strengthened and scaled up through knowledge sharing, promotion of good practices, effective coordination and strong strategic alliances.

Public health in emergencies activities at Zone level focus on support to emergency operations, regional level coordination and representation, knowledge sharing, PMER and support of functions in the regions with issues related to emergency health.

The Federation secretariat in the Americas Zone will support capacity-building for health in emergencies through training, development, local validation and dissemination of tools and standards, and implementation of initiatives addressing the needs of people affected by disasters and health emergencies. The mechanisms to increase this are several: through **supporting National Intervention Teams' training opportunities and providing technical expertise** in the areas of water and sanitation and health in emergencies; on the other hand through rollout of **Community-Based Health and First Aid** as the primary entry point to **health response, preparedness and early warning at community level**, and ensuring an interface with public health in emergencies by focusing on public

health issues of special importance in the local context. Promotion of the **Epidemic Control for Volunteers Manual and Toolkit** and training of volunteers will be scaled-up in order to strengthen National Societies' capacity to respond to epidemic outbreaks.

The Federation secretariat will support National Societies to respond to the HIV prevention, treatment, care and support needs of people in emergency situations and contribute to delivering the necessary multi-sectoral response to HIV in emergency situations. Maternal and child health support in the Americas will be linked to the health in emergencies portfolio through **special support to reproductive health in emergency situations** to reduce mortality, morbidity and disability in crisis-affected populations.

The programme will also contribute to **improved assessment and planning of emergency health interventions** in communities involving Federation secretariat and National Societies' disaster response mechanisms in the scale-up of public health in emergencies.

The Americas Zone will place special attention on providing strategic guidance, preparedness and response to **pandemic influenza** and potential recurrent waves. At least twenty National Societies in the Americas Zone will implement preparedness and response actions in light of the pandemic. This intensified capacity building will ensure that the National Societies are better prepared to face the threat of future **large-scale epidemic outbreaks** and are more dynamically linked to their respective national coordinating bodies and partner organizations.

During 2010–2011, there will be a focus on integrating and standardizing the policy and intervention models for **psychosocial support programmes** throughout Latin America and the Caribbean, and specifically to guide National Societies in scaling-up capabilities around psychosocial support in times of emergency, promoting community resilience through preparation to provide community-based psychosocial first aid.

b) Potential risks and challenges

A potential risk for the success of the Americas Health and Care programme relates to whether sufficient resources can be mobilized for scaling-up. The challenge is to build the capacity of the Federation secretariat and National Societies in the Americas to harness the funding available at country level and through global initiatives. A related challenge is to build the capacity of National Societies to respond effectively with community-based health interventions that meet international good practice standards, and to improve programme accountability – in terms of monitoring, reporting and financial management.

The Americas Zone will address these challenges through: strengthening coordination and collaboration with Red Cross Red Crescent partners and other key stakeholders in health to build National Society capabilities, and promoting peer support and south-south cooperation. Advocacy and communication strategies will help to position the Red Cross in the Americas as a credible partner in health in emergencies and in long-term community-based health and HIV programmes to build safer and more resilient communities.

The occurrence of social unrest and/or political conflicts in the targeted countries could affect the implementation of the plans for 2010–2011 as seen in Honduras during 2009. Major and simultaneous disasters affecting the operational capacity of National Societies would impact on the timely implementation of long-term programming, particularly in smaller and/or less developed National Societies.

Organizational Development

a) The purpose and components of the programme

Programme purpose

Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability

The Organizational Development programme budget for 2010 and 2011 is CHF 996,866 (USD 788,891 or EUR 642,836)

The Americas Zone Office will direct the coordination and support to the Red Cross Societies of the Americas through its Regional Representations, Federation Representation and/or Country Offices in developing key areas in accordance with the objectives established in the Inter-American Plan 2007–2011, the recommendations outlined for each of the National Societies in the Study of the Americas carried out by the Complutense Institute for International Studies and taking into account the strategic orientations of Strategy 2020.

Programme component 1: National Society Volunteering Development

Component outcome 1: Support the development of integrated, coherent and innovative volunteer development

Although the Red Cross is considered a volunteer based organization, volunteering has been the focus of much debate within the Movement. Most National Societies are facing a challenge to obtain and retain volunteers. For National Societies to ensure improved impact through service delivery at the local level, effective volunteer management practices must be developed.

The Americas Zone has decided to recruit for a Volunteer Development Coordinator position, so that the volunteer development support strategy to National Societies can be implemented, emphasizing volunteer integration initiatives in Disaster Management and Health and Care, development of a new approach towards youth, coherence in the secretariat programme support areas that target volunteers, and innovative volunteer management practices in National Societies.

Volunteer Development will focus on:

- Implementing an online continental training course for Red Cross volunteers and volunteer managers to address both specialized volunteer development and effective management.
- Based on the findings of the Americas Volunteering Review, ensuring provision of tailored support to selected National Societies in volunteer development, in line with Federation policies and guidelines.
- Taking advantage of emergency operations in which PADRU supports National Societies to develop in-country volunteering in emergency management in order to focus further on volunteer management - this would not be limited to after emergencies occur, but also through RITs trained by PADRU, in times when there are no emergencies.

Programme component 2: National Society Financial sustainability

Component outcome 1: Support resource mobilization and donor engagement efforts for the National Societies

The Americas is becoming less of a priority as regards international development aid. It is necessary for National Societies to begin to develop alternative funding strategies. On the other hand, the Americas, in economic terms is developing positively, and the Red Cross must engage with this trend, as a way to generate sustainable development, and not rely on project based approaches to fund national structures.

The National Societies need to review their resource mobilization strategies and look for good practices already being developed in other organizations, to take maximum advantage of their

intangible assets, such as the Red Cross brand name and impartial positions to current socio-political issues that the region is facing to develop alliances with the private sector and develop a wider individual donor base. Many countries in the Americas Zone have the conditions in place for National Societies to develop this in a sustainable manner.

Support for development of resource mobilization will focus on:

- Development and dissemination of guidelines to assist National Societies in their pursuit of a wider member contributing base, to become less dependent on donors, and to take advantage of growing in country income in certain sectors.
- Other opportunities which have not been sufficiently explored in some countries, such as legacies. The secretariat will facilitate the development of guidelines on this issue.
- Analysis and compilation of good practices from the Americas and other regions to facilitate exchanges between Zone Resource Mobilization Coordinators and National Societies.

Programme component 3: National Society Organizational Development Process

Component outcome 1: Support National Societies to enhance their integrity and accountability

Integrity issues are encountered frequently by the National Societies, and many times there are no appropriate mechanisms in place to deal with these and analyze them systematically. The National Societies present weaknesses with regard to management of their accountability towards their main stakeholders.

This situation is hampering efforts of National Societies to develop into relevant actors in society, limiting the possibility of being seen as a reference with regard to what a humanitarian and development organization should stand for. National Societies must proactively deal with their internal conflicts, demonstrate greater transparency in the democratic processes and their management in order to transmit greater integrity.

In 2010–2011, the focus will be on:

- Development and dissemination of integrity risk management concepts and tools throughout the Americas, so that National Societies have better access to mechanisms to anticipate integrity issues that they might face.
- As a minimum, National Societies need to improve their legal base instruments, so that they reflect the commitment of National Societies to holding transparent elections, clearly distinguish between governance and management functions, ensure decentralized decision-making, provide adequate representation of volunteers and promote diversity at national and branch levels.

Programme component 3: National Society Organizational Development Process

Component outcome 2: Facilitate the development of local integrated service delivery approach

One of the main challenges that National Societies have been encountering is to ensure integrated approaches in their work with communities. In the past, the secretariat has unfortunately promoted an isolated approach, through project-focused support to the National Societies. The secretariat works with high quality tools and methodologies, however, they tend to be disseminated to the National Societies in an isolated way which limits their impact. It is imperative that services delivered by the Red Cross National Societies at the community level demonstrate a high level of integration, in order to ensure impact.

In addition, the secretariat will take advantage of all its capacities available at Zone and Federation level, taking into account that many of the needs in organizational development are linked with human resources (volunteer and paid staff), planning processes, financial management, communications and infrastructure. The opportunity exists to coordinate with the Service Units at Zone level to deliver

appropriate support to National Societies in the areas mentioned. Jointly coordinated activities will be generated between OD and PMER; human resources, finance, resource mobilization, communications and IT technical units of the Zone Office.

For 2010 – 2011, the focus of the secretariat in terms of an integral approach to programmes and services will be to:

- Coordinate planning support to National Societies, to ensure coherence between different levels of planning in the National Societies and between National Society planning and secretariat initiatives.
- Disseminate the National Society Development Framework so that National Society work is based on community needs, and that each National Society level (local branch, regional branch, and national headquarters) clearly understands its specific role.
- Coordinate the support provided by Regional Representations in the formulation and implementation of Intensified Capacity Building proposals in an integrated and holistic way to develop community service delivery.
- Promote applications to the Specific OD Support Fund (SOS) as a mechanism to address crucial development needs of the National Societies.
- Support youth to become agents of change, both in communities and in their National Societies, generating more integration with programme areas.
- Identify the specific needs in National Societies in terms of planning and project management, financial management, human resources, information technology and communications, working jointly with the respective units of the Zone Office. The role of the OD area will be to provide the overall analysis of the capacities of the National Societies, in order to develop the support in a realistic manner.

Programme component 4: National Society Leadership Development

Component outcome 1: Support the development of leadership and management capacities in National Society decision makers

Leadership capacity is a high priority in the Americas Zone. Leadership renewal has been slow in the Americas and there is therefore a risk of the Red Cross gradually losing relevance and becoming distant from current trends and realities.

As leaders gradually change in the National Societies, the secretariat must play a role in facilitating this new understanding of the focus of Red Cross National Societies, and support the review of current managerial practices, as well as to enable National Societies to ensure that their staff and membership reflect the composition of society and its diversity.

For the next two years work will be focused on:

- Training for decision makers at both national and branch levels, including members of governance and management, through the implementation of a continental online management capacities development course to develop management capacities in liaison with an external partner.
- Promotion of exchanges and internships between National Society management bodies in the Americas, at both top and mid management levels.
- Supporting the development of leadership capacities in youth, to enable greater access to decision-making instances in National Societies.
- Facilitation of knowledge-sharing with Red Cross Youth on initiatives in favour of young people, ensuring effective participation in the institutional life of the National Societies.

c) Potential risks and challenges

Organizational Development must be understood as a long term process, and it is always challenging to obtain funding under this perspective. Organizational Development does not often offer tangible short

term results which makes it difficult to attract certain donors. Furthermore, many of the activities related to Organizational Development are oriented towards technical support from secretariat staff. This is also considered a difficulty in terms of funding, since there is a direct link with salaries for which, in many cases, donors do not wish to provide support.

The other programmes areas rely heavily on organizational development for their initiatives to be successful and sustainable in the long run. It is crucial that other programmes include Organizational Development related activities in their planning in order to better integrate support to National Society development.

National Society leaders and staff must also understand Organization Development as an ongoing process, rather than seeing it with a project oriented focus. This is important as a pre-requisite for the commitment of the National Society towards its own development.

Humanitarian Principles and Values

a) The purpose and components of the programme

Programme purpose
Global Agenda Goal 4: Promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion.

The Principles and Values programme budget for 2010 and 2011 is CHF 322,781 (USD 254,798 or EUR 208,433)

Programme component 1: Policies, strategies and standards
Component outcome 1: International Federation policies, strategies and guidelines related to humanitarian principles and values, non-violence, non-discrimination and respect for diversity are well understood and implemented by National Societies in the Americas Zone and are disseminated to relevant regional stakeholders/partners.

The Americas Zone will work to ensure that International Federation policies, strategies and guidelines related to humanitarian principles and values, non-violence, non-discrimination and respect for diversity are well understood and implemented by National Societies and are disseminated to relevant regional stakeholders/partners.

The secretariat in the Americas will ensure proactive advocacy with National Societies as regards the needs and rights of people in situations of vulnerability.

There will be a particular emphasis on reinforcing Red Cross work at community level and in contributing to improve public and social dialogue, to advocate for and build confidence and promote a culture of peace.

- Ensuring that key decision makers from National Societies in the Americas become familiar with principles and values policies, strategies and/or guidelines, helping to increase accountability and performance and favouring south - south cooperation.
- Supporting the development of assessments and/or baselines on the application of the Fundamental Principles and Humanitarian Values within the National Societies and their environment. Formulation of quality indicators/impact indicators to measure progress of the process, project or work carried out towards improving the humanitarian situation both internally and externally.
- Increasing knowledge and skills on principles and values as they relate to challenges around urbanization, migration, violence prevention, pandemic influenza and links with current disaster risk reduction, disaster response and health in emergencies activities. The outcomes will serve to increase knowledge and capacities of the Red Cross for interventions associated with these trends.

- Enhancing coverage of anti-stigma campaigns through awareness raising initiatives, such as the dissemination of key messages through taxi drivers.
- Promotion of consistency in all programmes that are promoting principles and values in their activities at all levels and specifically, in places with high levels of vulnerability.

In 2010 the Americas Zone will co-organize with the Principles and Values Department in Geneva a **high-level global forum on discrimination and violence**. The aim of the forum is to bring together Red Cross and Red Crescent actors to share learning from the network on violence, the strategy on violence and promote global implementation. A second aim is to convene – together with Red Cross and Red Crescent Societies - other humanitarian actors such as the UN, NGOs, academic institutions and private sector companies committed to enhancing corporate and social responsibility.

Programme component 2: Migration

Component outcome 1: National Societies have a better understanding of migration trends and the vulnerabilities of migrant populations and have analyzed the possibilities of Red Cross action in addressing such vulnerabilities.

The Federation is committed to strengthening humanitarian activities of National Societies to assist migrant and internally displaced people in distress, promote integration of vulnerable migrants and internally displaced groups, and to work in restoring family links.

The Americas Zone Office will continue to carry out actions to support regional and country offices in their efforts to develop a better understanding by National Societies of migration trends, capacities and vulnerabilities related to migration flows in order to better assess and design the work the Red Cross has to do in the Americas to assist vulnerable migrant and internally displaced groups.

- Increase knowledge on Red Cross work with migrant populations, through a mapping exercise and a baseline survey to better understand the scope of the work of the National Societies with migrant populations.
- Improve the Red Cross advocacy role for unconditional access to immigrants, regardless of their status and to actively fight against racism, xenophobia and discrimination.
- Support the production of case studies focusing on the humanitarian challenges when working with migrant populations.
- Maintain and strengthen, in coordination with ICRC, the well-established activities in the fields of tracing, restoring family links and family reunification.
- Work with National Societies in the analysis of the Federation's global policy on migration and its practical application in the Americas.
- Encourage exchanges between National Societies working in issues relating to migration and those interested in developing projects to assist vulnerable migrants.

Programme component 3: Principles and values with advocacy and communication.

Component outcome 1: Key Federation principles and values are promoted influencing internal/external practices through advocacy activities and means of communication.

Dissemination and promotion of humanitarian principles and values will be done by building capacities for a greater number of facilitators, mainly at branch level, through youth volunteers and networks in close coordination with the ICRC. A high level of attention for advocacy and lobby capacities will be promoted, including the capacity to build strategic alliances both with mass media, and local and national governments.

The role of the Americas Zone Office located in Panama will include:

- Support for initiatives that fulfil the information, communication and advocacy gaps on health and disaster management issues around gender, ethnicity, migration status, stigma and discrimination, indigenous communities and the role of women in vulnerability reduction, which will contribute to the empowerment of these groups for a more equal role in civil society
- Carrying out of a continental effort for the promotion of tolerance, non-violence and non-discrimination campaigns with particular emphasis in the fight against HIV and AIDS, the

defence of the rights of migrants, as well as social violence, particularly youth and gender violence

- Working with youth with a view to transforming mindsets and attitudes in society through the “Youth as Agents of Behavioural Change” initiative.
- Providing support for National Societies to carry out internal change processes to deal with discriminatory conduct and practices to prevent – on an internal basis – abuse, harassment and sexual exploitation and reduce causes of all forms of violence.
- Promotion of the auxiliary role of the National Society.
- Analysis of significant events taking place in the Americas and attendance of Federation representatives to convey key messages and influence national, regional and international agendas relating to humanitarian issues.

c) Potential risks and challenges

It is very clear that one of the main challenges that National Societies have been facing is to have integrated approaches which also include a component of Principles and Values in their work with communities.

The main tangible risk to the implementation of this plan is the issue of insufficient long-term financial support that will allow the Federation secretariat Americas Zone Office to provide services with quality to all the Red Cross Societies and carry out sustainable high-quality interventions.

The support of National Societies to the Federation secretariat Zone Office to continue the process of Moving Forward Together according to the New Operating Model is essential.

Role of the secretariat

The secretariat's budget for its support role in the Americas for 2010 and 2011 is CHF 725,863 (EUR 468,266 or USD 574,002).

The Federation secretariat in the Americas Zone is made up of the Zone Office which includes the Pan American Disaster Response Unit, and five Regional Representations: Andean Region, Caribbean, Central America and Mexico, Latin Caribbean, Southern Cone and Brazil, strategically located throughout the continent with the Office for the Zone based in Panama. Since 2009, three National Societies have Federation secretariat country presence integrated into the host National Societies.

Work is carried out through **the New Operating Model** which is at the basis of the structure of the Federation secretariat in line with the consolidation process.

The common approach of the Zone is reflected below:

Communications

Scaling-up the Red Cross profile in the Americas and developing well-organized advocacy messages will be guiding the Communications Strategy of the Federation secretariat in the continent aimed towards a stronger voice in humanitarian issues, and providing relevant information and communication services to the National Societies. The development of a communication strategy linked to the Federation Global Strategy addressing key humanitarian issues seeks to influence the actions and behaviour of key decision makers, and mobilize support for the work of the National Societies at community level. In addition, through the renewed websites of Latin America and the Caribbean and the use of new technological tools, support will contribute to enhance the Red Cross profile.

Information Technology

The promotion of existing virtual platforms for video and interactive teleconferences will continue to be enhanced and the outreach for National Societies will be wider than in 2009, expanding to several additional Red Cross Societies that will start benefiting from this kind of technology. Between 2010–2011 the Americas Zone Information Unit (ZISU) will improve the technological infrastructure of all the Federation Representations and offices, linking the secretariat IT infrastructure with the aim to

improve communications and create a stronger working environment. In addition, the ZISU will bring together the expertise in the National Societies through south-south cooperation, creating a working group that will promote the use of new technologies with the National Societies. The objective is to take advantage of the specialized technical staff from strong National Societies so that they can also provide support, therefore allowing the Federation support other National Societies, bridging the technological gap and ensuring the same basic level of capacities. It is also foreseen to establish a network to improve communications both inside the countries and among the National Societies themselves.

Human Resources

The Americas Zone Human Resources unit is taking on a more strategic role that is recognized; respected and valued by those it serves. It is shaping itself toward a professional human resources body that not only provides internal professional human resource solutions, but is also dedicated to support the building of human resource capacity in the National Societies, providing innovative solutions concerning the full range of human resource topics such as: recruitment and selection, policies and procedures, legal issues, contracting, training and learning and compensation and benefits.

The Human Resource unit commits to the development of a learning system providing 'equal access to learning' through provision of a web-based learning platform that will allow: Users (staff and volunteers) to learn, managers to guide, advise, monitor staff learning processes, National Societies to register for specific learning events and to share learning resources and the Federation Secretariat to administer better on learning needs and resources available. Also the Human Resources unit will start to coordinate all training, learning and capacity-building initiatives in the Americas and by the end of 2010, all existing training and learning initiatives in the Zone will be integrated in a yearly updated Training and Learning handbook. The handbook will be made available to staff and volunteers of the Movement in the Americas. In addition, a comprehensive induction programme will be fully implemented through the newly designed e-learning programme World of Red Cross (WORC).

Finance

The Americas Zone Finance unit aims to improve the capacity of the National Societies in financial systems, procedures and resources. The unit will be working together with the National Societies in the region to strengthen their capacities through knowledge-sharing exercises and training to improve their reporting, developing new learning tools through virtual sites, and promoting finance staff to become RITs specialized in finance to respond to emergency operations within the region. In addition, the Zone Finance unit plans to provide assessment, training and support to National Societies during the process to move from a Working Advances System to the Cash Transfer System. Currently, all the National Societies in the region are working with the Working Advances System and the aim is to start a pilot project with at least five National Societies.

A Finance Development Officer will contribute to the improvement of quality services to support the finance departments of the National Societies. This will be done in close coordination with the Organizational Development team. Local and virtual trainings will also be organized. The officer will prepare and update teaching materials that can be accessed on the web or through training courses. The Zone Finance Unit will provide training to members of the National Societies to certify RITs in finance. This will help the system during the hurricane season to provide finance support during emergency operations.

Resource Mobilization

Resource mobilization is a key issue for the capacity of National Societies to be able to deliver effective programmes and services. Developing more effective, innovative and professional resource mobilization with diversified funding sources is a challenge in the Americas considering the high level of dependence on international cooperation of many National Societies in the region and the increasing trend in the international agenda to allocate resources in other continents. The Resource Mobilization unit has committed to increase its attention to diversify funding sources both for the programmes developed with the support of the secretariat and for the National Societies. Efforts will be focused on mapping and identifying funding opportunities with non-traditional sources of funding such as the corporate sector, the European Union, financial multilateral institutions and regional governmental and

non governmental agencies and organizations. By the end of 2010, at least four new strategic alliances with non-traditional donors are planned to be established in the Americas.

Planning, Monitoring, Evaluation and Reporting

In the area of planning, monitoring, evaluation and reporting (PMER), the PMER unit seeks to work towards enhancing the collective accountability of the Federation in the Americas; the unit works with the Regional Representations in promoting adherence to standards and ensuring improved monitoring, constantly enhancing the quality of reports for traditional and non-traditional donors. The unit will also work more in the area of evaluation, ensuring coordination and best practice.

In 2010 and 2011, the PMER unit will work in conjunction with the Organizational Development programme in order to build further capacities in National Societies in the area of planning, monitoring, evaluation and reporting. This will be carried out through practical training courses and learning by doing exercises with National Societies. As of 2010, the **Federation-wide reporting system** will be promoted by the secretariat headquarters and the PMER Unit will provide support for the setting up of systems and procedures to compile the data required at National Society level.

The unit will disseminate good practices in planning, monitoring, evaluation and reporting and will work to provide and facilitate implementation of improved tools and methodologies, particularly in the areas of monitoring and evaluation. As a result, the unit will pilot a monitoring tool that was developed with an external consultant to monitor programme and project plans. In the last quarter of 2009, the tool will be piloted with the five Regional Representations in one programme area and gradually be rolled out to the other programmatic areas in 2010–2011 to scale up gradually in the area of monitoring.

Policy and standards

- Develop or use existing Federation standards, indicator guidelines and accountability mechanisms to monitor the correct implementation and learning of policy compliance.
- Develop performance management initiatives to evaluate the quality and relevance of support to National Societies.
- Provide technical support to the Inter-American Regional Committee and the implementation of the Inter-American Plan 2007–2011.
- Ensure monitoring of the implementation of the Inter American plan 2007–2011.

a) Technical programme support

Public accountability has become an unavoidable obligation for non-profit entities, and it is a condition to ensure and strengthen credibility, independence and support. The Americas Zone Office will support National Societies in enhancing **their capacities to ensure a results based management system with improved accountability** in accordance with the Global Agenda Goals and the Inter-American Plan 2007–2011.

A key challenge for the Americas Zone will be to have the capacity to influence a coordinated approach and **develop a system to clearly show the collective impact of the work done by all members of the Federation** as a network. This will take place through progressive implementation in the Americas of the **Federation-wide reporting system** to capture consolidated information directly from National Societies. The common principles for coherence (“seven ones”), essential to the achievement of greater effectiveness and efficiency – as well as a common performance and accountability framework will be promoted in a more systematic way through the guidance of the Americas Zone Office.

Most National Societies of the region are using methods of participatory planning which increasingly include beneficiaries and partners, but there is a need for a stronger commitment to be fully accountable to the communities they work with.

Regular **access to the outcomes of research and studies** will be sought with an aim to promote the understanding of the context and trends that increase vulnerability within the Americas. National Societies will be encouraged to own and use this knowledge for the revision of their national plans. The

Study of the Americas and the concrete recommendations included are also helping National Societies to review their existing plans and practices and analyze potential areas of improvement.

Regarding disaster response, the Americas Zone Office will concentrate its support to National Societies through a comprehensive Disaster Risk, Response and Recovery approach to enhance the Red Cross System, which includes all Red Cross Societies of the Americas, the global network of national societies and the Federation Secretariat capabilities.

The role of the Regional Centres of Reference (1. The Centre of Reference for Community-Based Education in Disaster Preparedness based in Costa Rica and 2. The Centre of Reference for Disaster Preparedness based in El Salvador) will be enhanced, including an increase in the number of peer initiatives promoted by these two Centres. Both centres have played an important role in the past years in Central America in leading the standardization and validation of tools and methodologies such as VCA methodology, NITs, and many others. These two Centres will extend their area of influence to ensure increasing involvement of National Societies from South America and the Caribbean. The establishment of a Centre of Reference on HIV in Jamaica and a sub-centre on Disaster Risk Management in Barbados will increase the scope of Federation support to the National Societies and the involvement of Red Cross Societies.

Together with the initiatives above, the Americas Zone Office will monitor progress on **volunteer management**, development and promotion and the linkages with the Inter-American Plan 2007–2011. Special attention will be given to the promotion of actions for the developing of youth initiatives and practices in the continental scope.

b) Partnership development and coordination

Cooperation and alliances are a prerequisite for scaling-up humanitarian response in line with the Federation Global Agenda and achieving the Millennium Development Goals. Successful cooperation requires trust, mutual respect, understanding, shared vision, concrete and attainable goals and objectives, sufficient funds and skilled convenors.

The Federation secretariat will build on the National Societies' position as auxiliary to the public authorities and significantly increase their participation in public action initiatives. They will increasingly participate in relevant country platforms on poverty reduction, risk reduction, climate change and international humanitarian law.

The Red Cross will approach the private sector not only as a funding source, but as an important partner in the development of local communities and for that purpose will develop knowledge and understanding of the aims and practices of potential allies from the private sector.

The Regional Representations will continue to enhance existing partnerships and build new successful ones with actors as diverse as country governments and their agencies and ministries, national and regional platforms and fora, relevant private sector members, NGOs of various ranges, national and regional media, the United Nations system, relevant financial institutions, academic organizations and regional inter-sectoral networks.

Special attention will be given by the Americas Zone Office to increase coordination and cooperation within the Federation members and the ICRC, governments, UN agencies, NGOs, universities and other civil society organizations with the clear aim to increase the delivery of the obligations and expectations inherent to the collective responsibility as a humanitarian and human development network.

c) Representation and Advocacy

Support will be given to leadership in the Americas for the **development of a governance agenda (political agenda)** that will support and guide the quality of the implementation of the Inter-American

Plan 2007–2011 and will contribute to increasing continental capacity to influence the challenges of vulnerability and risk in different fora - national and international.

The Federation **in the Americas will increase humanitarian diplomacy capabilities and skills**. To achieve this, it is important to invest more efforts in the auxiliary role of Red Cross Societies with their respective governments and increase support to National Societies on advocacy matters at country level. National Societies must be able to carry out Humanitarian Advocacy activities with greater alignment with the Movement's Fundamental Principles and Humanitarian Values. The secretariat's role of coaching, advising, and preparing National Societies in Humanitarian Diplomacy should progressively increase.

To better promote the work National Societies are doing, the Federation secretariat needs the capacity to capture the learning and experiences of Red Cross work at the local level, thereby echoing the voices of the communities and the challenges people living in conditions of vulnerability face in a more transparent manner.

The Zone Office will concentrate on strategic areas where Red Cross Societies and the Federation Secretariat can influence and promote change. These areas reflect existing global commitments that influence the organization's way of working, such as:

Shelter: Cluster Preparedness, country inter-agency contingency planning

IDRL: Dissemination, advocacy

HIV: Global Alliance

DRR: Global Alliance

H2P: Community preparedness

The regions will also work to promote the **renewal of National Society governance bodies** in accordance with statutes, the gender policy and the decision to reflect diversity. At the same time, it will be necessary to support National Societies in updating their existing strategic plans, in a way that responds to the commitments of the Inter-American Plan 2007–2011.

In addition, support and guidance must be provided to National Societies in developing governing bodies, management and young leadership, as well as management strategies that include integrity, accountability, transparency, diversity and clear human resources systems.

d) Other areas

One of the key objectives of the Americas Zone is to **support the creation and strengthening of networks at all levels** on key relevant subjects. Having fully functioning interconnected networks in the Americas – themselves connected with global networks – will translate into optimized information sharing and the building of greater capacities.

It is also essential to recognize the importance of, and to foster the development of existing relationships with Movement partners (PNS, ICRC, and including the Geneva secretariat and Disaster Management Units).

Particular attention will be given to increase Movement cooperation and initiatives arising from the outcomes of the XXVIII International Conference of the Red Cross celebrated in November 2007, and also to traditional coordination and cooperation activities with ICRC whilst exploring new ones that could benefit the Movement as a whole.

Promoting gender equity and diversity

The Federation's Gender Policy recognizes that the integration of a gender perspective into Red Cross and Red Crescent actions is an important strategy towards the fulfilment of the Federation's humanitarian mandate to improve the lives of the most vulnerable. The policy also requires that each National Society puts in place institutional procedures which ensure that the needs of boys, girls, men

and women are all met equitably in disaster response, vulnerability reduction and the provision of health and other services.

The goal of the Federation is to ensure that all programmes benefit men and women equally, according to their different needs and with the input and equal participation of men and women at all levels within the National Societies.

The regional programmes will work to promote increased awareness of gender issues as well as promotion of non-violence. The Federation secretariat's Americas Zone Office will place special attention on complying with this commitment, as well as on the progress to be made in the coming years on prevention of sexual exploitation and abuse.

Special focus will be placed on supporting National Societies in better understanding gender and 'protection' issues, including the prevention of sexual exploitation, abuse and gender based violence.

A community-based approach is a key factor in the programmes that incorporate gender equity, awareness-raising and empowerment of women to look at themselves as individuals with rights and as agents of their own change. Therefore, National Societies will need to assess existing trainings, tools and methodologies to verify that gender issues are adequately addressed.

Influencing behaviour and leadership decisions on gender, equality and diversity matters to ensure that Red Cross staff, membership and programmes are truly reflective of the highly diverse make up of their countries is an on-going task in the Americas. Serious efforts will be made to have a membership that is representative of all age groups, social and cultural contexts and that will have a wide cross-section of leaders from the communities. Support must be provided to volunteers in the communities in which they work through the development of community Red Cross groups and branches.

Quality, accountability and learning

The Americas Zone Office will be guided by the global standards and will encourage the use of a common performance and accountability framework to better measure the impact of the programmes and to monitor the progress made to achieve the objectives of the Global Agenda Goals through an appropriate tracking system.

The Americas Zone Office will promote National Societies to set standards, tools and mechanisms to ensure integrity and develop a result based planning, monitoring, evaluation and performance management system in line with the global Federation system. It will be sought to ensure that they increasingly adhere to international standards and access formal accreditation, and make better use of benchmarking, peer review and knowledge sharing mechanisms.

The governance body for the Red Cross in the Americas, CORI, will play an active role in the compliance of National Societies' implementation of the Inter-American Plan 2007–2011. It is important to mention the commitment of the National Societies in this field, as stated in the Guayaquil Declaration: "We aim to enhance the impact, transparency and effectiveness of our programmes by establishing measurable indicators, quality standards and mechanisms for peer review".

The Americas Zone Office will provide all relevant support needed from CORI Executive members' decisions as related to the monitoring and evaluation of the plan.

Policies and standards will be strongly disseminated and promoted throughout the regions with an aim to influence National Societies on their application and adaptation to their specific contexts. Key standards will be promoted and their implementation regularly monitored. For such initiatives, the Americas Zone Office will encourage regular peer support and cross-regional learning opportunities.

Finally, evaluations of the programmes and/or emergency operations will be ongoing practices that the Americas Zone Office will promote and seek as regular activities to measure the quality of Federation-wide performance in the Americas.

Accountability: This is a key area identified in the programme purpose and outcomes, both to support National Societies accountability towards communities (and not only towards donors), as well as Federation Secretariat accountability towards National Societies and partners. There is a need for a commitment from National Societies to be fully accountable to the communities they work in. A good example of a key tool for accountability is the development of web pages where information is made public and updated in a timely manner.

Quality: Progressive adherence to international standards identified in Guayaquil will be promoted (management, accountability standards, SPHERE Project, HIV and AIDS, Code of Conduct, compliance with our Fundamental Principles, amongst others).

How we work	
<p>The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".</p>	<p>Global Agenda Goals:</p> <ul style="list-style-type: none"> • Reduce the numbers of deaths, injuries and impact from disasters. • Reduce the number of deaths, illnesses and impact from diseases and public health emergencies. • Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability. • Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.
Contact information	
<p>For further information specifically related to this plan, please contact:</p> <ul style="list-style-type: none"> • In the Americas Zone Office, Panama: Xavier Castellanos, Head of Zone; email; xavier.castellanos@ifrc.org; 'phone (507) 380 02 50; and fax; (507) 317 13 04 • In the Americas Zone Office, Panama: María Alcázar, Resource Mobilization Coordinator, Americas Zone; email: maria.alcazar@ifrc.org, Telephone: (507) 380 0250; Fax + 507 317 1304 	

Budget 2010 - 2011

Budget 2010

All figures are in Swiss Francs (CHF)

	Goal 1: Disaster Management	Goal 2: Health and Care	Goal 3: Capacity Building	Goal 4: Principles and Values	Coordination	Total
Supplies	118,748					118,748
Land, vehicles & equipment	10,000					10,000
Transport & Storage	43,824					43,824
Personnel	2,102,077	514,330	333,658	60,000	160,041	3,170,106
Workshops & Training	636,002	358,750	125,000	70,900	99,700	1,290,352
General Expenditure	668,577	258,860	172,448	40,000	73,768	1,213,653
Depreciation						
Contributions & Transfers						
Programme Support	248,823	78,691	43,874	11,881	23,185	406,454
Services						
Contingency						
Total Budget 2010	3,828,051	1,210,631	674,980	182,781	356,694	6,253,137

Budget 2011

All figures are in Swiss Francs (CHF)

	Goal 1: Disaster Management	Goal 2: Health and Care	Goal 3: Capacity Building	Goal 4: Principles and Values	Coordination	Total
Supplies	118,748	5,000				123,748
Land, vehicles & equipment	10,000					10,000
Transport & Storage	43,512					43,512
Personnel	2,132,771	525,480	312,406	20,000	171,705	3,162,362
Workshops & Training	636,002	414,850	175,000	70,900	99,700	1,396,452
General Expenditure	592,523	179,086	186,706	40,000	73,768	1,072,083
Depreciation						
Contributions & Transfers						
Programme Support	245,648	78,168	46,863	9,100	23,996	403,776
Services						
Contingency						
Total Budget 2011	3,779,204	1,202,584	720,975	140,000	369,169	6,211,933