

Plan 2010-2011



Central America and Mexico

Executive summary

The Central American region continues to be characterized by **extreme inequality** as economic growth has not translated into adequate distribution of wealth. There are major differences – perhaps greater than before - between enclaves of wealthy populations in modern capitals and major cities and vast zones of poverty and low productivity contributing to migration pressures to urban areas and social instability. Furthermore, in the Central America and Mexico region, these distinct differences have a stronger effect on vulnerable social groups such as indigenous populations, afro-descendants, women and marginalized groups, which are the most disadvantaged both in terms of material well-being and access to education, health services, information and the benefits of development in general. Furthermore, many uncontrolled urban settlements raise in many cases new patterns of vulnerability towards natural hazards and source of violence.¹ The issue of Maras and gang violence in Central America is a major concern, in particular in El Salvador and Honduras. Domestic violence and the proliferation of firearms are also significant problems, resulting in increasing social insecurity. Furthermore, the impact of global economic trends is hurting Central America, a particularly vulnerable region to the effects of the crisis.

As a result, Central America is facing a complex humanitarian situation influenced by the combined effects of vulnerabilities heightened by natural disasters fuelled by climate change; the region is also experiencing trends towards increased food insecurity, the shifting burden of disease, the pressures of uncontrolled urbanization and marginalization of populations.

In line with the Federation's mission, the Regional Representation for Central America and Mexico - as reflected in this plan – will work to assist the most vulnerable in the region through the programmes and services delivered through the National Societies of Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua and Panama as a result of promotion and support to their capacity-building priorities.

The National Societies have reiterated the common trend to enhance Red Cross work at the grass roots level, focusing on further integrated Red Cross humanitarian work and the promotion of “**safer, healthier and empowered communities**”. They express a common need for a **holistic institutional development process** in order to create strong and sustainable National Societies that are able to mobilize and maintain a diverse volunteer network, providing effective services to the vulnerable and mobilizing civil society through strategic alliances.

The National Societies of Central America are keen to **develop initiatives around humanitarian concerns** such as food security, human pandemic influenza, violence, migration and urban risks, with support of the secretariat and National Society Partners. In 2010 and 2011, National Societies strongly request support in order to promote their auxiliary role and the capacity to integrate humanitarian debate at national and global level. Currently they are supported by the following Red Cross partners: the International Committee of the Red Cross, the American, Canadian, Finnish, German Italian,

¹ For further information on this subject, please go to UNDP: <http://hdr.undp.org/en/reports/nhdr/>

Norwegian, Spanish and Swiss Red Cross Societies, and also hope to work to a greater extent with non-traditional donors and partners.

The support of the secretariat will focus on the following strategic directions:

1. The secretariat will support the National Societies to address institutional and humanitarian needs which are continuously revisited. In order to provide tailored support to National Societies the Regional Representation has anticipated setting up **country offices within the National Societies**, enabling the influencing of actions from within the National Societies. As part of the process of expanding Federation secretariat presence in the Americas, the Regional Representation for Central America and Mexico will be based in Costa Rica operating within the National Society premises and will be operating with an small size representation as is the case in the Southern Cone and Brazil and in the Dominican Republic. Three National Societies: the Honduran, Nicaraguan and Salvadoran Red Cross Societies benefit from Federation country staff who works in the National Societies to provide relevant and direct support and contribute to increasing the quality and performance of the work carried out.

The country support specified in the 2010–2011 plans for El Salvador, Honduras and Nicaragua will allow the secretariat to promote an integrated approach by focusing on outcomes to be met at the institutional and programmatic levels.

2. The secretariat focuses on **integrity risks and accountability** through the promotion of National Society actions framed on the Fundamental Principles and in accordance with policies. A regional commission for integrity will be created in Central America. The secretariat's plans 2010–2011 focus support on developing a mechanism to be put in place to measure the quality of interventions and more comprehensive attention to improve National Societies' monitoring, reporting and communication skills.
3. The secretariat will provide support to increase Red Cross **Humanitarian Diplomacy** capabilities and skills by investing in the promotion of the National Societies' auxiliary role within respective governments and building capacity to advocate on humanitarian matters. The secretariat will support strong participation of the National Societies in local, national and regional coordination platforms. National Society leaders also should have the capacity to position Red Cross Societies within their own countries and facilitate alignment for local, national, regional or global coherence.
4. **Integrated programme 'packaging' where programme components can be identified but are linked and reinforce or complement each other.** The secretariat promotes a comprehensive approach towards building capacities and reaching integral impact at the community level. Volunteering, Organizational Development processes and Principles and Values dissemination will be integrated towards a common outcome in each of the programmes.

The secretariat's priorities in 2010 –2011 will be:

- Improve local, regional and international capacity to respond to disasters and public health emergencies with a holistic institutional approach
- Scale up actions with vulnerable communities in health promotion, disease and pandemic prevention and preparedness and disaster risk reduction.
- Increase significantly HIV and AIDS programming and advocacy.
- Renew advocacy on priority humanitarian issues, especially fighting intolerance, stigma and discrimination, preventing violence and promoting disaster risk reduction.

The planning process was driven by the aim to improve the lives of vulnerable communities by defining actions putting the community as a whole at the centre of the National Societies' programmes, and building capacities of National Societies to implement these programmes.

The total 2010–2011 budget for the Central America and Mexico Region is CHF 5,941,616 (USD 4,690,623 or EUR 3,836,554) [Click here to go directly to the summary budget of the plan.](#)

Context

The impact of global economic trends is affecting Central America, a particularly vulnerable region to the effects of the crisis. The region's growth in exports, imports, remittances, foreign direct investment (FDI) and other sectors is faltering after a recent period of significant growth. Food and oil prices are creating inflationary pressures, while investments, bank deposits, and foreign reserves have diminished; interest rates will most likely increase, as central banks turn their attention to fighting inflation and monitoring loans. Fiscal constraints will probably result in less public investment and cuts in social programmes. According to Specialists from the World Bank, all of these factors indicate that poverty, unemployment, public deficits, and debt will be on the rise in Central America, contributing to migration pressures and social instability. A shift in migration trends is predicted, with migrants targeting regions closer to home, as well as changes in the patterns through which remittances are sent.

Central American governments are caught in a difficult policy scenario of fiscal pressures and focalized demands, implying that, even with reductions in the price of oil and improvements in the terms of trade, Central America may experience a setback in the fight against poverty.

Food and fuel prices present important challenges; Central America imports all of its wheat and significant percentages of its corn and rice. Both urban and rural households are net food consumers in Central America, with the poor spending more than 50 per cent of their income on food. The table below shows key data relating to the situation of the population of Central America.

		GDP per capita (PPP US\$)	Population living Below \$2 a day (%)	Population, total (millions)			Population, urban (% of total population)			Population undernourished (% of total population)		HIV prevalence (% aged 15-49)
		2005	1990-2005 a	1975	2005	2015 b	1975 c	2005 c	2015 c	1990-92 d	2002-04 d	2005 e
High Human Development												
48	Costa Rica	10,180f	9.8	2.1	4.3	5.0	41.3	61.7	66.9	6	5	0.3 [0.1-3.6]
52	Mexico	10,751	11.6	60.7	104.3	115.8	62.8	76.0	78.7	5	5	0.3 [0.2-0.7]
62	Panama	7,605	18.0	1.7	3.2	3.8	49.0	70.8	77.9	21	23	0.9 [0.5-3.7]
Medium Human Development												
103	El Salvador	5,255f	40.6	4.1	6.7	7.6	41.5	59.8	63.2	12	11	0.9 [0.5-3.8]
110	Nicaragua	3,674f	79.9	2.8	5.5	6.3	48.9	59.0	63.0	30	27	0.2 [0.1-0.6]
115	Honduras	3,430f	35.7	3.1	6.8	8.3	32.1	46.5	51.4	23	23	1.5 [0.8-2.4]
118	Guatemala	4,568f	31.9	6.2	12.7	16.2	36.7	47.2	52.0	16	22	0.9 [0.5-2.7]

Source: UNDP statistics

Amid the food and financial crises, many poor families in Central America reduce their spending by buying less food and choosing less nutritious food. Midway through 2007, the cost of the household food basket began to rise, triggering economic vulnerability and food insecurity among the population affected by poverty. WFP highlights the risks that the urban poor, food producers, poor labourers and the rural poor face as a result of the current food crisis. Those especially at risk are children under the age of five, pregnant women, and breast feeding mothers.

As a consequence, the Secretariat is focusing support to the National Societies on food security as well as Maternal Newborn Child Health (MNCH), Community-Based Health and First Aid (CBHFA) and promotes key humanitarian awareness on issues including migration, urbanization and violence.

Four of the six countries in Latin America with the highest HIV and AIDS prevalence are in Central America, and the epidemic threatens to spread unless prevention efforts are enhanced. Although incomplete, available HIV surveillance data show that Central America's HIV and AIDS epidemic is concentrated in large urban areas with high prevalence rates also in certain Caribbean coastal areas. Although specific vulnerable groups are still major drivers of the epidemic, according to UNAIDS, Honduras has a generalized epidemic with a prevalence rate of 1.5 per cent. Approximately 380,000 people in Central America are HIV-positive with Honduras and Guatemala accounting for nearly one-

third of the region's total. In many Central American countries, there is little HIV surveillance data collected from indigenous populations or areas outside the capital.

The risks of extreme natural events - 25 per cent of the natural disasters in the world occurred in 2008 in the Americas - have a direct impact on the welfare of the region. The incidence and persistence of such events is strongly linked to the increasing vulnerability of communities and households. Thus, the impact of these extreme events may result in an immediate increase in poverty and deprivation with important long-term consequences, as demonstrated by statistics relating to recent natural events.

	GUATEMALA	SALVADOR	HONDURAS	MEXICO	NICARAGUA	COSTA RICA	TOTAL
No of events:	56	41	50	153	46	43	389
No of people killed:	3,698	3,995	15,548	14,754	4,161	247	42403
Average killed per year:	137	154	536	509	143	9	1488
No of people affected:	1,019,343	3,169,705	3,601,379	11,618,164	2,884,613	1,371,240	23,664,444
Average affected per year:	37,753	121,912	124,185	400,626	99,469	47,284	831,229
Economic Damage (US\$ X 1,000):	1,867,050	4,567,210	4,411,979	25,952,210	1,881,072	891,890	39,571,411
Economic Damage per year (US\$ X 1,000):	69,150	175,662	152,137	894,904	64,865	30,755	1,387,473

Overview of natural disasters from 1980 – 2008

Source of data: OFDA/CRED International Disaster Database - Data version: v11.08

This situation has emphasized the need to enhance Red Cross work at the community level, and to promote “safer and healthier communities” focused on integrated Red Cross humanitarian work in order to achieve greater, improved impact.

Priorities and current work with partners

Planning for 2009–2010 and 2010–2011 reflects the commitment of the National Societies to the Inter-American Plan 2007–2011. The Regional Representation carried out a consultation process amongst Central American National Societies in order to determine their priorities for secretariat support. As a result of this continuing dialogue, regional support will address needs of the Red Cross Societies of Costa Rica, Mexico and Panama, while tailored country support plans have been developed for the National Societies of El Salvador, Honduras and Nicaragua coordinated by in country secretariat staff.

To make country plans sustainable, work will be carried out to ensure the outcomes of the process will provide us with the information for the development of specific country project proposals, based on key “successful initiatives” which will help to address institutional and humanitarian needs.

The seven National Societies have reiterated the common ambition to enhance integrated Red Cross humanitarian work at the grass roots level and promote “**safer and healthier communities**, empowered to take responsibility for their own development” as articulated in the Inter-American Plan.

The National Societies express a common and constant need for: **a holistic development process that promotes a strong and sustainable organization**: The secretariat will:

- Promote working in **long-term partnerships based on the National Society strategic plan** as a result of its analysis of needs and vulnerabilities.
- Support strengthening of the **legal base, leadership and accountability** in order to promote National Societies as privileged auxiliary partners in the humanitarian service of their own public authorities

- Encourage mobilization and promotion of **volunteer and youth networks**, as cross-cutting support through programme implementation
- Support strengthening of advocacy skills towards an **integral capacity-building “package” well coordinated between Organizational Development and Principles and Values programmes in order to prepare National Societies to tackle humanitarian trends** as outlined in their National Society strategic plans.
- **Support improved communication** to deepen public support and advocacy efforts

The National Societies emphasized during the consultation process their willingness to address vulnerabilities exacerbated by more and bigger disasters, inflicting more damage and interacting with patterns of food insecurity, disease and migration. National Societies are keen to promote their comparative advantage to undertake direct action at community level through nationwide volunteers' networks.

Violence and migration pressures remain complex and inter-connected challenges for National Societies. Added to the above, social exclusion in the region presents a challenge; National Societies can contribute to overcoming this by working to reduce marginalization and increase access to social services. Many National Societies find themselves in difficult political situations when assisting groups of people that remain in an irregular situation in their country. National Societies agreed that this humanitarian issue should remain a priority for the Red Cross in the region even though it is a sensitive area. With regard to violence, the Secretariat supports the Spanish Red Cross' initiatives in the Guatemalan, Honduran, Nicaraguan and Salvadoran Red Cross Societies which will have reached 2,400 young people by the end of 2009 and in 2010 will address the needs of the Costa Rican Red Cross and the Red Cross Society of Panama. The Mexican Red Cross will also be supported by the Zone Office in coordination with the ICRC in the prevention of violence.

The table below shows partners currently working with the National Societies in the programme areas:

Costa Rica	Spanish Red Cross: Prevention of violence ICRC
El Salvador	Swiss Red Cross: Community development in risk reduction Spanish Red Cross: Community health, education and risk reduction American Red Cross: Water and sanitation Finnish Red Cross: Risk reduction in consortium with the Spanish and Italian Red Cross Societies
Guatemala	Spanish Red Cross: Community health and risk reduction Netherlands Red Cross: Disaster risk reduction and climate change Norwegian Red Cross: Community health, disaster risk reduction and Organizational Development ICRC
Honduras	Canadian Red Cross : MNCH and community health Spanish Red Cross: Water and sanitation Swiss Red Cross: Community health and disaster risk reduction Netherlands Red Cross: Disaster risk reduction and climate change
Nicaragua	Canadian Red Cross: Community health Italian Red Cross: Community health and disaster risk reduction Netherlands Red Cross: Disaster risk reduction and climate change Spanish Red Cross: Disaster risk reduction, community health and violence ICRC
Mexico	American Red Cross: Disaster risk reduction, preparedness for response and institutional strengthening.
Panama	American Red Cross: Community health and disaster risk reduction Finnish Red Cross: Regional Representation Norwegian Red Cross: Regional Representation (support for HIV programming on a bilateral basis and Organizational Development and Health programmes through the Secretariat)

It is evident from the consultation that **Health and Care** is a major priority of the seven National Societies in the region with a strong emphasis on social mobilization, preparedness for epidemics, promotion of community self-sufficiency and forging of alliances with partners both inside and outside the Red Cross Movement in order to sustain and extend actions. Key strategic support to National Societies will still be provided by the Secretariat during 2010–2011 through the **Global Alliance on HIV**. In Central America, three National Societies: the Salvadoran, Guatemalan and Honduran Red Cross Societies are participating in this initiative with the support of the Regional Representation and the Zone Office, and by the end of 2010 one other National Society in the region should have scaled up its capacity to enter the Global Alliance. This initiative will strongly contribute to a major scale up of the seven National Societies' programming in HIV and AIDS.

Risk reduction remains one of the main priorities of the National Societies due to the disaster prone context. As clearly expressed in the Inter-American Plan 2007–2011, the National Societies require support from the Secretariat's support to build and strengthen capacities in **communities and to reinforce institutional preparedness**, and will also work to secure external alliances - *such as with United Nations Children's Fund (UNICEF), Plan International and national institutions*. National Society priorities are in line with the Global Federation initiative of the **Global Alliance on Disaster Risk Reduction to be developed in Costa Rica and Panama during 2010**.

A special consultation process was carried out with the Honduran, Nicaraguan and Salvadoran Red Cross Societies in order to develop country support plans for 2010 and 2011. These three National Societies benefit from secretariat offices which are housed within their structures. This process provided the opportunity to identify common objectives as well as needs for tailored support. The Guatemalan Red Cross also participated in the specific consultation process in Health and Care given its collaboration with the secretariat through the Global Alliance on HIV.

Secretariat supported programmes in 2010–2011

In line with the Inter-American plan 2007–2011 and Strategy 2020, the secretariat will ensure support for National Societies to strive for safer and healthier communities and empower them to take responsibility for their own development.

The Regional Representation will promote participatory assessment to ensure that the programmes and services meet the needs of the most vulnerable in the Central American populations, through an integrated approach and better oriented linkages ensuring appropriate technical support.

In 2010–2011, the secretariat will invest more in building the capacities of communities and branches, in order to work towards reaching the goals of the Global Agenda.

Disaster Management

a) The purpose and components of the programme

The Disaster Management programme will address issues from **sudden disaster or slow onset crisis** in close coordination with the Organizational Development and Principles and Values programmes. The Regional Representation will intensify work with **communities as first responders** to reduce disaster risk and vulnerability and build **safer and more resilient communities**.

The National Societies and secretariat are committed to the Hyogo Framework for Action and aim to build a culture of safety and resilience framed by a constant participatory approach, as well as addressing the underlying factors that contribute to increased vulnerability. There will be particular attention paid to awareness, adaptation and action related to climate change.

The secretariat will ensure that those affected by disasters participate fully in the different areas of response and that recovery actions are beneficial to stabilize a crisis situation. Recovery will be directed at preventing further damage and loss, repairing or restoring essential services, protecting health and well being and restoring livelihoods. The Regional Representation will promote (early) recovery actions reducing vulnerability making communities safer.

The secretariat will support the scale up of National Societies' capacities to advocate on humanitarian issues emphasizing **national legal preparedness** with International Disaster Response Laws, Rules and Principles (IDRL), and will provide support for National Societies which are part of the **Global Alliance on Risk Reduction**, as well as ensuring leadership in the area of **shelter**, as its contribution to global humanitarian reform.

Programme purpose

Reduce the number of deaths, injuries and impact from disasters

The Disaster Management programme budget is CHF 2,154,754 (USD 1,701,892 or EUR1,390,981).

In order to ensure an integrated approach, the secretariat promotes and supports community-based initiatives in Health and Care including community-based first aid, water and sanitation and hygiene promotion to reduce the risk of public health emergencies and build community resilience.

The aim is that by the end of 2010, 80 per cent of emergency interventions are promoted, planned, coordinated and facilitated in close coordination with Organizational Development: volunteering, institutional strengthening and grass roots level development, Principles and Values and Health and Care programmes in order to ensure improved impact and to promote an integrated programming culture within the National Societies.

Programme component 1: Organizational Preparedness

Component outcome 1: The secretariat supports the seven National Societies of the region to improve capacity in skilled human resources, and financial and material capacity for effective disaster management supported by the REDCAMP-DESASTRES

The secretariat will maintain, promote and develop capacity in skilled human resources, and financial and material capacity for effective disaster management. The National Societies will recruit, train, retain and manage a diverse and gender balanced volunteer network.

- By the end of 2010, seven National Societies have increased the quality and diversity of staff to be deployed during emergency operations in coordination with the Organizational Development, Principles and Values and Health and Health and Care programmes.
- At least 100 NITs are trained in Guatemala, Honduras, Nicaragua, and El Salvador and at least 200 Red Cross volunteers and staff from seven National Societies are trained according to the volunteer management guide and the Code of Conduct and ensuring coordination with Organizational Development, Health and Care and Principles and Values programmes. In addition all of the programmes will contribute to strengthening volunteers and their participation in response activities to apply the new volunteer management methodology, "Volunteer Management Guide" that was developed in coordination with the regional networks and the regional protocol for volunteers in emergencies. Also Red Cross youth volunteers will continue to develop micro-projects with the school brigades programmes focused on "Protected School" modules.
- At the end of 2010 at least 20 volunteers, technicians from the seven National Societies and other partners, have participated in internships organized by the Centres of Reference with activities for the purpose of training, technical assistance and production of materials.

The secretariat promotes the active participation of National Societies in local, national and global platforms in order to promote positioning of the National Societies in the humanitarian debate and with a view to developing resource mobilization strategies to have available sufficient people, material and financial resources as a result of operational alliances and to ensure funding to meet their disaster management obligations.

- National Societies create at least two new strategic alliances in 2010–2011, improving coordination with the UN, non-government agencies and external institutions and partners.
- Two National Societies (El Salvador and Panama) work, cooperate and actively participate in local and national platforms.
- By the end of 2010 Redcamp-Desastres works, cooperates and participates actively in local and national initiatives
- At least five branches of three National Societies per year are working at the community and local level with key partners.

There is an increased focus on linking policy and practice on monitoring and respecting quality standards: The Secretariat will support National Societies in ensuring a minimum standard of infrastructure to deliver disaster management programming; this can include early warning capacity.

- By the end of 2010 seven National Societies have initiated or finalized the implementation process of the Well Prepared National Society (WPNS). Three National Societies: El Salvador, Guatemala and Honduras have reviewed their WPNS diagnosis and three National Societies: Costa Rica, Mexico and Panama have included results in the National Society plan, and the Nicaraguan Red Cross has started implementation of planning towards the WPNS.
- By the end of 2010, four National Societies have worked on response plans with the support of the Centre of Reference for Disaster Preparedness; two National Societies in the region have reviewed and up-dated their response plans (the National Societies of Costa Rica and Panama); the Honduran and Mexican Red Cross Societies have distributed and tested their plans.
- By the end of 2010, at least two National Societies (Honduras and Nicaragua) have better established emergency operations centres (EOC)
- 47 local branches/units at the grass roots level are reinforced in four National Societies: El Salvador, Guatemala, Honduras and Nicaragua with a special emphasis in the Nicaraguan Red Cross and Guatemalan Red Cross Societies on support for pandemic preparedness.

Programme component 2 :Community Based Disaster Risk Reduction

Component outcome 1: Communities are better prepared, more organized to respond/recover from the effects of natural hazards, recognizing potential risk reduction measures and action to be taken

The secretariat will encourage strengthening of communities' self reliance to reduce their vulnerabilities to public health emergencies and disasters.

The National Societies undertake vulnerability and capacity assessments at the community-level in order to develop community disaster preparedness programming and promote disaster risk reduction in local development planning with key stakeholders. This could include using schools and community centres as an access point for promotion/education in risk reduction and preparedness.

- By the end of 2010, 6 National Societies: Costa Rica, El Salvador, Guatemala, Honduras, Panama and Mexico have 30 community risk maps using the Vulnerability and Capacity Assessment (VCA) methodology highlighting potential hazards, vulnerabilities and capacities. The results will be the basis for disaster preparedness action and the implementation of mitigation and early warning activities. .
- By the end of 2010, 600 children have been reached by 200 volunteers from four National Societies: Costa Rica (150 children, 50 volunteers), El Salvador (150 children, 50 volunteers), Guatemala (150 children, 50 volunteers) and Honduras (150 children, 50 volunteers) and have been included in the branch community disaster awareness/education programmes providing disaster education programmes targeted at groups in high-risk areas via disaster risk reduction at school.
- By the end of 2010 at least 2,000 people have been reached by regional disaster risk reduction communication developed by the seven National Societies building up a stronger “culture of prevention”

The Federation promotes and supports community-based initiatives/action in the most vulnerable communities, including community-based early warning, structural and non-structural mitigation and measures to strengthen and protect livelihoods.

- By the end 2010, at least 7,000 people are reached by 10 community-based programmes aimed at high-risk communities with special emphasis on climate hazards, early warning and action, micro-mitigation and preparedness activities which are implemented by the seven National Societies of the region.
- By the end of 2010, at least 12,500 people are reached by 10 trained Community Disaster Response Teams (CDRTs) in at least 5 countries: Costa Rica, Guatemala, El Salvador, Honduras, and Panama.

Programme component 3: Recovery

Component outcome 1: The secretariat supports the National Societies of the region in improving assistance to restore or improve pre-disaster living conditions and reduce the risk of future disasters.

The secretariat will provide assistance to restore or improve pre-disaster living conditions and reduce the risk of future disasters in coordination with PADRU.

- By the end of 2010, 100 per cent of the emergency response and integrated recovery plans of the National Societies are planned and coordinated with the Risk Reduction programme, PADRU and the Health and Care programme.

The National Societies will increase capacity in the key areas of recovery including livelihoods approaches around: a. shelter; b. preventive health; c. water and sanitation; and d. psychosocial support. The Federation will support these capacity developments through the delivery of recovery and risk reduction training in order to build National Societies’ capacity in these areas.

- By the end of 2010 seven National Societies have increased their awareness in recovery programming issues and good practices.

The secretariat supports and implements recovery programming based on needs and existing competencies.

- By 2010, at least 5 National Societies: Costa Rica, El Salvador, Guatemala, Honduras and Mexico have integrated elements of risk reduction in 80 per cent of emergency response and integrated recovery plans coordinated with PADRU and the Regional Representation.

- By 2010, at least 4 National Societies: El Salvador, Guatemala, Honduras and Nicaragua have integrated risk reduction psychological support programme (PSP) and food security interventions in 80 per cent of emergency response and integrated recovery plans coordinated with PADRU and Regional Representation.

b) Potential risks and challenges

The Central America and Mexico region is prone to risks from natural disasters and hazards due to unsafe, overpopulated urban areas with unplanned housing where highly and chronically vulnerable populations live. In this area, the minimal foreseen or unforeseen alteration of chronic vulnerability can have disastrous consequences on the livelihoods of populations and change the priorities of needs and actions under progress. The second half of each year presents a higher risk of natural disasters and requires constant availability and flexibility of human resources from National Societies and the secretariat, as well as short, medium and long-term financing.

The Disaster Risk Reduction programme promotes a globally integrated, complementary and consistent approach within the National Societies with multi-funded programmes and cross-cutting themes in order to ensure *safer and resilient communities*.

In order to sustain the National Societies' activities, the programme is promoting and supporting the National Societies to develop national, regional, international, private and public alliances with the secretariat playing an important role and responsibility in coordination.

Health and Care

a) The purpose and components of the programme

Programme purpose

Global Agenda Goal 2: Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.

Together, the National Red Cross Societies and the secretariat will intensify and scale up their contribution to the health and socio-economic development of communities based on the evidence of assessment and performance evaluation by:

Integrated and coordinated capacity-building: Support will be provided to strength the volunteer base of National Societies to increase their operational capacity, improve quality and performance, and ensure effective response and preparedness in disaster management, as well as in Health and Care in close coordination with the Organizational Development, Principles and Values and Disaster Risk Reduction programmes and with the support of Regional Centre of Reference for Community Based Education in Disaster Preparedness (CRREC), located in Costa Rica and the REDCAMP Salud network.

Accountability and harmonization: REDCAMP-Salud will be strengthened in order to facilitate monitoring and evaluation mechanisms developed through systematization of good practices and lessons learnt harmonization and knowledge-sharing between National Societies, PNS and secretariat with the participation of community Red Cross Volunteers involved in the community-based interventions. The Health and Care plan is a set of activities aimed at harmonizing actions and resources to enable the most efficient and effective response to the needs of the vulnerable communities that are served.

Social mobilization: National Societies aim to increase community involvement in health and care activities and campaigns of the National Societies through the network of volunteers and community empowerment. Community-based health and first aid (CBHFA) will be promoted to better respond to improving the situation of the vulnerable by using a **community approach through Red Cross Volunteers** in coordination with the Organizational Development programme. The scope of CBHFA includes **disease prevention, health promotion, first aid,**

disaster preparedness and response in order to meet the needs of the community at large. This programme is based on volunteerism and community ownership in order to ensure sustainability.

Partnerships: The secretariat will provide support to promote National Societies' engagement as a key partner in global and country based operational alliances and networks in health and care at the global, regional, national and local levels.

Health in emergencies: National Societies' aim to improve health support in crisis, include health as an integral part of effective disaster management and ensure an interface between public health, water and sanitation, epidemic control and public health in emergencies

Advocacy for Health and Care of the most vulnerable at all levels and development of **resource mobilization** strategies to sustain actions at community level, including the development of communication tools, will be supported by the secretariat health and care programme and the Zone Communications Unit in conjunction with the implementation of projects on HIV, mother and new born child health, road safety, food security, public health in emergencies and water and sanitation.

The secretariat will concentrate its support on key health areas including **HIV and AIDS** focusing on prevention, care, treatment and support, and reducing stigma and discrimination, as well as **CBHFA, mother and new born child health, voluntary non-remunerated blood donation, public health in emergencies, water and sanitation, psychosocial support, emergent and re-emergent diseases, food security and road safety.**

The Health and Care programme budget is CHF 2,466,809 (USD 1,944,217 or EUR 1,593,668) and will mostly support the Red Cross Societies of **El Salvador, Honduras, and Nicaragua. The Guatemalan Red Cross will also benefit from support** given its participation in the Global Alliance on HIV and Pandemic Preparedness.

Programme component 1: HIV and AIDS
Component outcome 1: Three National Societies: El Salvador, Guatemala and Honduras are supported by the secretariat to reduce vulnerability to HIV and its impact through preventing further infection, expanding care, treatment and support and reducing stigma and discrimination.
Component outcome 2: Two National Societies: Costa Rica and Panama are supported by the secretariat to increase their capacity to deliver and sustain HIV programmes that respond to and mitigate the impact of HIV in the framework of the Global Alliance on HIV.

The Guatemalan, Honduran, and Salvadoran National Societies will be strongly supported by the secretariat in order to work towards fulfilling the outcomes of the **Global Alliance on HIV.**

- By the end of 2010, 359,095 vulnerable persons are reached by prevention messages as a result of the work of the three National Societies
- By the end of 2010, 2,820 PLHIV, orphans and vulnerable children (OVC) are reached by care, treatment and support services carried out by the three National Societies.
- By the end 2010, 30,000 people are reached by anti-stigma and anti-discrimination messages in El Salvador and Honduras (see Principles and Values).
- By the end of 2010, the three National Societies of El Salvador, Guatemala and Honduras have greater capacity to implement and sustain HIV programmes at community level.

The Red Cross Societies of Costa Rica and Panama will be supported by the Secretariat in order to scale up to deliver and sustain HIV programmes that respond to and mitigate the impact of HIV in the framework of the Global Alliance on HIV.

- By the end of 2010, the Costa Rican Red Cross and the Red Cross Society of Panama have developed proposals to become part of the Global Alliance on HIV for the period 2011–2013.
- By the end of 2010, the Costa Rican Red Cross and the Red Cross Society of Panama have reached at least 5,000 vulnerable people with prevention and anti-stigma messages in coordination with the Principles and Values programmes.
- By the end of 2010, at least one National Society (Panama or Costa Rica) has established the minimum conditions for membership of the Global Alliance on HIV.

Programme component 2: Public health in the community

Component outcome 1: Seven National Societies are supported by the secretariat improve community-based health programming, including mother and new born child health (MNCH), voluntary non- remunerated blood donation (VNBDR) and road safety.

Component outcome 2: Seven National Societies are supported by the secretariat improve community food security programming capacity

Regional support will mainly focus on capacity-building, dissemination of methodologies and tools amongst Red Cross volunteers and permanent staff of National Societies with the support of the Organizational Development, Principles and Values and Disaster Risk Reduction programmes and with the support of the **Regional Centre of Reference for Community-Based Education in Disaster Preparedness (CRREC)**, located in Costa Rica and the Regional Centre of Reference for Disaster Preparedness (CREPD) located in El Salvador.

- By the end 2010, CBHFA based on volunteerism and community ownership is disseminated in the region, and during the coming two years good practices are systematized amongst Red Cross partners (National Societies, PNSs and the ICRC) with the support of Redcamp-Salud and the Regional Centre of Reference for Community-Based Education in Disaster Preparedness (CRREC).
- By the end of 2010, global road safety guidelines and tools have been disseminated to the seven National Societies and national partners to support the development of a harmonised approach to road safety advocacy and prevention by National Societies in the region, and the development of public/private partnerships and resource mobilization.
- By the end of 2010, food security assessment guidelines and tools have been disseminated to the seven National Societies and national partners with the support of the Regional Centre of Reference for Community-Based Education in Disaster Preparedness to support the development of a harmonised approach to food security by National Societies in the region and resource mobilization initiatives.

A **strengthened and active REDCAMP-Salud** network will promote peer-to-peer review with participation of communities to promote harmonized fund-raising strategies and systematization of good practices between bilateral and multilateral activities in health.

- By the end of 2010, monitoring and evaluation mechanisms have been developed through systematization of good practices and lessons learnt, harmonization and knowledge-sharing between National Societies, PNS and the secretariat with the participation of Red Cross volunteers involved in community-based interventions.

The operationalization of support through the tailored country support plans for El Salvador, Guatemala, and Nicaragua include the following outcomes:

- By the end of 2010, reduction of the morbid mortality rate of at least 40,000 children under 5 years of age and 15,000 women of reproductive age is achieved through

community-based MNCH programmes implemented by four National Societies: El Salvador, Guatemala, Honduras and Nicaragua.

- By the end of 2010, four National Societies: El Salvador, Guatemala, Honduras and Nicaragua achieve 80 per cent of the WHO/PAHO standard indicators in their community-based MNCH programmes.
- By the end of 2010, three National Societies: El Salvador, Guatemala and Honduras contribute to 80 per cent of all blood donations being voluntary non-remunerated donations in their countries through the Club 25 youth donor recruitment methodology.
- By the end of 2010, three National Societies: El Salvador, Honduras and Nicaragua have reached 21,000 people with road safety messages in pilot road safety initiatives.
- By 2010, at least 20 communities (1,000 families) are supported by an integrated community based food security project implemented by four National Societies: El Salvador, Guatemala, Honduras and Nicaragua.
- 100 per cent of the branches involved in food security projects are strengthened and have the capacity to sustain community support (five branches per National Society, each branch supporting one community) with the support of the Organizational Development programme.
- By 2010, at least four National Societies: El Salvador, Guatemala, Honduras and Nicaragua include food security interventions in 80 per cent of integrated recovery plans coordinated between PADRU and the Regional Representation.

Programme component 3: Public health in emergencies

Component outcome 1: Seven National Societies are supported by the secretariat to improve their capacity to prepare for, respond to and recover from epidemics/pandemics and disasters as well as to improve access to safe water, sanitation and hygiene services for vulnerable populations through implementation of WASH projects.

The support to health in emergencies seeks to improve health support in crisis and includes health as an integral part of effective disaster management and ensures an interface between public health, water and sanitation, epidemic control and public health emergencies.

- By the end of 2010, 80 per cent of emergency related interventions are planned, coordinated and evaluated in close coordination with the Organizational Development, Principles and Values, Health and Care, Disaster Risk Reduction programmes and PADRU in order to ensure improved integral impact and enhance National Society delivery services.
- By the end of 2010, 65,000 people are reached with epidemic/pandemic prevention messages in 7 countries with special emphasis on Guatemala (10,000) and Nicaragua (10,000) through the Pandemic Preparedness project (H2P project).

The operationalization of support through the tailored support plans for Guatemala, Nicaragua, Salvador and Nicaragua includes the following outcomes:

- By the end of 2010, the National Societies of El Salvador, Guatemala, Honduras and Nicaragua have increased the quality and diversity of staff to be deployed during emergency operations in coordination with the Organizational Development, Principles and Values and Health and Care programmes.
- 60 National Intervention Team members (NITs) specialized in health in emergencies and 60 NIT members specialized in water and sanitation in the Guatemalan, Honduran, Nicaraguan and Salvadoran Red Cross Societies, and 400 Red Cross volunteers trained in epidemic control are involved in control of disease/pandemic outbreaks in coordination with the Regional Representation, Organizational Development, Health and Care and

Disaster Risk Reduction programmes with support from the Centre of Reference for Disaster Preparedness (CREPD).

- By the end of 2010, 13,000 people are reached with psychosocial support in El Salvador Guatemala, Honduras and Nicaragua as part of integrated community-based interventions with a special emphasis on Guatemala and Nicaragua through the Pandemic Preparedness Project (H2P).
- By the end of 2010, at least two strategic alliances are signed between two National Societies (Guatemala and Nicaragua) and local universities or local specialized structures, strengthening Red Cross capacity in community-based actions and Red Cross volunteer based psychosocial support interventions in emergency preparedness, response and recovery.
- By 2010, at least 4,000 people are reached by the Water, Sanitation and Hygiene (WASH) initiative integrated with community projects implemented by four National Societies: El Salvador, Guatemala, Honduras and Nicaragua
- By 2010, at least four National Societies: El Salvador, Guatemala, Honduras and Nicaragua integrate PSP and food security interventions in 80 per cent of emergency response and integrated recovery plans coordinated with PADRU and the Regional Representation.

b) Potential risks and challenges

The regional Health and Care programme will focus its efforts on providing technical and operational support to the three National Societies which are part of the Global Alliance on HIV in the fulfilment of their commitments. The challenge will be to scale up in at least one National Society, either the Costa Rican Red Cross or the Red Cross Society of Panama, enabling the National Society to join the Global Alliance by the end of 2011.

The public health in the community programme is in need of funding, and it is a programmatic area in which many experiences are being developed by National Societies in the region with strong bilateral support and external funding sources. The possibility of sharing experiences, lessons learnt and standardizing tools and methodologies has been limited and remain limited due to a lack of financial support.

The region's National Societies expressed their desire to receive increased support from the secretariat in social mobilization, promotion of community self-sufficiency and promotion of alliances with partners both inside and outside the Red Cross Movement in order to harmonize, sustain and extend their actions within the Health and Care programme. Redcamp-salud should play a key role in order to integrate programmes supported by PNSs and the secretariat and promote improved accountability.

Organizational Development

a) The purpose and components of the programme

Programme purpose
To increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability

The Organizational Development programme budget is CHF 470,061 (USD 372,209 or EUR 303,026).

The Organizational Development programme will support the National Societies to **develop units and services within local communities as the starting point for Red Cross initiatives**. In every community, regardless how poor it is, there are always capacities that can be mobilized and organized. In El Salvador, Honduras and Nicaragua, every community-based action will aim to promote community-based units through an integrated approach.

The Organizational Development programme will concentrate on supporting the development of **core National Society characteristics** as defined in Strategy 2020 and in accordance with the characteristics of a **Well Functioning National Society (and the Well functioning Branch)**.

In 2010–2011, the Organizational Development programme will provide integrated support to institutional development areas to better support and achieve the outcomes and the overall programme purposes that are in line with the priorities and objectives of the National Societies as described in their strategic development plans.

- By the end of 2010, 100 per cent of volunteering-focused activities in Disaster Risk Reduction, , Health and Care, Principles and Values programmes will be planned, coordinated and facilitated in collaboration with the Regional Representation and National Society Organizational Development programmes
- By the end of 2010, 100 per cent of DRR organizational preparedness related interventions (volunteering and institutional strengthening) will be promoted, planned, coordinated and facilitated in close coordination and integration with Principles and Values and Health and Care programmes in order to have improved impact and to promote a culture of integrated programming.

The Regional Organizational Development programme has benefited from funding allocated from the Capacity Building Fund (CBF) and the Intensified Capacity Building (ICB) (Salvadoran Red Cross Society), as well as donors such as the United Kingdom Department for International Development (DFID), through contributions made to programmes such as Disaster Risk Reduction in components relating to capacity strengthening.

- By the end 2010, at least one additional National Society in the region has received ICB or SOS support from the Federation secretariat in the Organizational Development processes
- By the end 2011, at least one additional National Society is receiving ICB or SOS support from the Federation secretariat in its Organizational Development processes
- By the end of 2010, experiences and lessons learnt from the Salvadoran Red Cross Society in the application for and implementation of ICB funding have been disseminated amongst National Societies of the region.

Project country based interventions will promote changes in mindset, attitudes and will foster an integrated approach with Organizational Development providing pivotal support.

- By the end of 2010, three National Societies are receiving support in promotion of a culture of "the National Society integrated approach" in the implementation of community-based projects: El Salvador, Honduras, and Nicaragua; and by 2011 the National Societies of Panama and Costa Rica are also receiving this support.

<p>Programme component 1: Support National Societies' governance, management and Organizational Development processes</p>
<p>Component outcome 1 : National Society leadership and management development Support National Society governance and management to strengthen the ability to effectively lead the organization and its service delivery: <u>leadership abilities are</u> increased through the development of governance, a <u>sustainable organization</u> is ensured characterized by <u>innovation</u> which carries out effective <u>coordination</u> and collaboration within the Federation and with other partners.</p>
<p>Component outcome 2: Strong and sustainable organizations are able to provide effective services to the vulnerable nationwide. Provide technical support to National Societies in their organizational development processes through effective coordination within the Federation; ensure access to resources to better manage and carry out strategic planning and change management, update the legal base and</p>

enhance integrity through transparent legal and accounting mechanisms.

The Organizational Development programme will provide assistance to further build on **the National Societies' auxiliary role** and legal bases will be revised and adapted with the support of the programme.

- By the end of 2010 at least three National Societies: El Salvador, Honduras and Nicaragua have adapted their legal base in line with the Federation's new Constitution and global policies.
- By the end of 2011, the Federation Secretariat has provided support interventions on the legal basis and policies to the seven National Societies and at least three National Societies receive support to disseminate their legal basis and policy at branch level.

The programme will also work closer with public authorities, international organizations and the private sector at local, regional and international levels and actively contribute to the development of strong external partnerships.

- By the end of 2010, seven National Societies actively engage in relations with external partners including government, civil society (universities), and the corporate sector.

The Organizational Development programme will attract and prepare **leaders** with clear strategic vision driven by **integrity**. The Secretariat Organizational Development support will promote an innovative way to coach leaders and promote diversity in the National Societies' leadership. The integration of Organizational Development components in each programme will facilitate the identification of new leaders coming from youth, communities, civil society and the private sector.

- By the end of 2010, a regional commission on integrity matters is established with Regional Representatives of the Federation, the ICRC and the members of governing boards from the National Societies. By the end of 2011, at least five integrity case studies will be published and advice, recommendations and reports on integrity matters will be provided by the commission.
- By the end of 2010, a mapping of integrity risk and an integrity risk policy model is approved by the National Societies in the region. By the end of 2011 National Societies will have approved their own policies on integrity risks and developed adequate measures at governance and management level.
- By the end of 2011 at least 185 members from governing boards, volunteering networks and permanent staff from the seven National Societies in the region have accessed Federation Secretariat support for board development.
- By the end of 2010, 100 per cent of the National Society Presidents and Directors General have access to the Federation secretariat support for coaching, training and resources related to performing the role of chairperson of a National Society.
- By the end of 2010, the Federation secretariat will have developed a leadership development resource and a peer-to-peer mentoring scheme within the Movement framework for support to National Society development and leadership.

Strategic planning and change management will be promoted by the Organizational Development programme and will continue to support the development of standards in administration, finance, audit and human resources management through a south-south cooperation framework. These standards should give the capacity to National Societies to invest in high quality professional staff, and will establish or consolidate appropriate human resource management systems, administration and finance services. In the Honduran, Nicaraguan and Salvadoran National Societies special "internal" support to the planning process will be provided in coordination with finance and PMER service units from the Zone Office.

- By the end of 2010 the Nicaraguan, Panamanian and Salvadoran National Societies will have strategic plans aligned with the outcomes of S-2020, recommendations of the Complutense University, the Inter-American Plan 2007–2011 .
- By the end of 2010, two National Societies: Costa Rica and Honduras will have monitored their strategic plans and disseminated the results and by the end of 2011, the 7 National Societies will have monitored their strategic plans and disseminated the results.
- By the end of 2010, three country projects based on National Society strategic plans and country plans are developed and submitted to donors in El Salvador Guatemala, Honduras, and Nicaragua.
- By the end of 2011, the Nicaraguan Red Cross development change processes are well supported and monitored and advice is provided by the Federation secretariat

A further aim is to introduce a results-based planning and management system, linked to the **Federation-wide Reporting System (FWRS) and accountability framework with the goal to enhance the impact, transparency and effectiveness of the programmes by establishing measurable indicators, standards and mechanisms for peer review.** In coordination with the Zone PMER Unit, special support will be given to the Red Cross Societies of El Salvador, Honduras and Nicaragua in order to scale up capacity to monitor and evaluate community-based projects. The Honduran, Nicaraguan and Salvadoran National Societies benefit from the presence of in-country Federation staff working in the National Societies and liaising directly with them.

- By the end of 2010, three National Societies: El Salvador, Honduras and Nicaragua systematically monitor and evaluate their programmes and services which are supported by Federation funding.
- By the end of 2010 series of standards in two of the following areas: administration, finance, audit and human resources management are developed and disseminated by the Organizational Development network in the seven National Societies; and by the end of 2011 the first report of the accountability standard series implementation in National Societies will be available on the web.
- At least two National Societies will complete the standards to apply cash transfer, Costa Rica in 2010 and Mexico in 2011.

The Regional Representation will develop a more effective, innovative and professional **resource mobilization strategy** and diversify the funding base to scale up programmes and ensure sustainability and independence.

The Organizational Development programme will work in close coordination with the National Societies to identify resource mobilization opportunities at the national level through communication on the effectiveness of the National Societies' humanitarian actions, and at branch level will promote a **branch micro-credit programme** along with community-based initiatives developed at grass roots level.

- By the end of 2010, three National Societies: El Salvador, Honduras, and Nicaragua have an updated/new fund-raising strategy to support the resource mobilization for programmes and projects in the areas of Disaster Risk Reduction, Health and Care and Principles and Values.
- By the end of 2010 the Regional Representation has established a "branch micro-credit" programme based on performance in line with the Well-Functioning Branch and implementation will take place before the end of 2011.

There will be a focus on developing a more **strategic approach to communications and advocacy** as a fundamental condition for scaling up the quality and impact of the region's programmes. In particular, the Regional Representation will develop communications capacities through training initiatives, knowledge-sharing and networking with the support of the Zone communications unit. This scale up in communications skills should allow the National Societies to advocate on behalf of

vulnerable groups, bringing to bear a credible, collective Red Cross voice to influence policy and behaviour.

With a view to enhancing cooperation at national, regional and global levels and to working together more effectively, Organizational Development support will strengthen technical and other networks to promote exchange of experience and develop common approaches within global alliances and platforms.

Programme component 2: Volunteering and youth development with nation wide coverage through grass roots units and services, branches and volunteer units

Component outcome 1 : Support the National Societies in developing nation wide coverage of grass roots units and services

Component outcome 2: Mobilizing and maintaining volunteer networks. Support National Societies in their volunteering development and management and promotion of an enabling environment for volunteerism in their national contexts.

At the grass roots level it is important to take into consideration that the way to achieve sustainable results in the framework of the Global Agenda goals is to first address Global Agenda Goal three as a starting point. The Organizational Development programme will aim to develop and **strengthen countrywide grass root unit networks** and mobilize local resources acting from the inside. It is imperative to ensure that this unit and this service becomes an integral part of the community and its civil society. The Organizational Development programme will support, in close coordination with other National Society programmes, the recruitment, training and support for individuals within the local community to set up and run such National Society grass roots units and services.

- At least five branches of three National Societies per year are working at the community and local levels with key partners.
- By the end of 2010 the tools for a Well-Functioning branch are disseminated and implemented in at least in 35 branches of the 7 National Societies
- 100 per cent of the branches (at least 20) involved in Federation projects in El Salvador, Guatemala, Honduras and Nicaragua (and Panama by 2011) are strengthened and have the capacity to sustain community support with the support of the Organizational Development programme.
- By the end of 2010, at least 2 National Societies: Honduras and Nicaragua have better established and integrated emergency operation centres (EOC), and 47 local branches/units at grass roots level have strengthened 4 National Societies: El Salvador, Guatemala, Honduras and Nicaragua with a special emphasis on the Guatemalan Red Cross and the Nicaraguan Red Cross with funding support for H2P programming.

The aim is to mobilize and maintain volunteer networks through close coordination amongst programmes. The objective will be to increase the number of volunteers at the grass roots level allowing National Societies to have better impact at the lowest level and ensure more effective management using volunteer management guidelines, thereby improving the ability to have a lasting impact on the communities they serve. Every volunteering related activity should be coordinated with the Organizational Development programme to take steps to ensure that youth have the opportunity to be actively involved in all aspects of the organization. Both youth internships and involvement in community-based projects will be supported.

- By the end of 2010, 100 per cent of volunteering related activities in Disaster Management, Health and Care and Principles and Values programmes will be planned, coordinated and facilitated in collaboration with the Regional Representation and National Society Organizational Development programmes.
- By the end of 2010 at least 300 volunteers and staff from 7 National Societies: El Salvador (42), Costa Rica (42), Guatemala (42), Honduras (42), Mexico (42), Nicaragua (42) and Panama (42) are trained accordingly to the volunteering management guide in

coordination with the National Society and Regional Representation Organizational Development programme and have applied Disaster Risk Reduction standards, methodologies, and use recommended tools during response operations.

- By 2010, ten targeted youth volunteers from the Nicaraguan Red Cross have participated in Principles and Values trainings as agents of behavioural change within the indigenous communities of Miskitos, Mayagna and Sutiaba and are trained to understand and promote Principles and Values
- By the end of 2010 at least 80 volunteers in 35 branches in the Red Cross National Societies of Costa Rica, Guatemala, Mexico and Panama work according to the volunteering management guide and the regional strategy
- By the end of 2010, at least 25 Red Cross community volunteers are trained in each community supported by Federation Secretariat projects in El Salvador, Guatemala, Honduras and Nicaragua.
- By the end of 2010 at least seven micro-projects (community and development) are implemented by the regional youth network.
- By the end of 2011, at least five new youth internships are coordinated by the Regional Youth Network.

This component focuses on working together to strengthen communities and volunteers as the foundation of the Regional Representation's work, ensuring that the **volunteer base reflects the composition of the population** they serve.

- By the end of 2010, 9,500 volunteers from the Nicaraguan Red Cross (3,500), the Salvadoran Red Cross Society (4,000) and the Guatemalan Red Cross (2,000) will benefit from an overall study on active participation and diversity of the volunteering network, enabling 3 National Societies to develop an internal policy on promotion of Principles and Values within National Society volunteering.

b) Potential risks and challenges

Although current resources for Organizational Development are significant, they are not sufficient and it is necessary to search for new partners in the context of international cooperation relating to the development of non-profit entities and in national and sub regional contexts through strategic alliances with the corporate and academic sectors.

Moreover, given the decisions made at the Federation's General Assembly and in line with the commitments reflected in the Inter-American Plan, it is clear that National Societies need to take full responsibility to ensure their organizational development by improving resource mobilization, meeting improved quality standards in service provision, reinforcing links with governmental authorities, as well as strengthening accountability mechanisms, thereby moving away from reliance on international cooperation.

Technical support from Partner National Societies is essential as well as the availability of financial resources for Organizational Development from project budgets which are implemented jointly with other National Societies in the region. However, the support of PNSs is urgently needed in the form of resources (human, financial and technical) as well as the sponsoring of internships which allow members of the network and key leaders in governance, management and volunteering to exchange knowledge and experiences.

Principles and Values

a) The purpose and components of the programme

Programme purpose

To promote respect for diversity and human dignity, and to reduce intolerance, discrimination and social exclusion

The Principles and Values programme budget is CHF 259,604 (USD 205,056 or EUR 167,580).

The Secretariat will constantly promote operational programming based on and in conformity with the Fundamental Principles and Humanitarian Values as a key to demonstrating the **comparative advantage** of the Red Cross Red Crescent *versus* other humanitarian actors. Principles and Values are to be seen as a **horizontal, cross-cutting area in all programming areas including** Disaster Management, Health and Care and Organizational Development.

- By the end of 2010, 100 per cent of volunteering activities focused on Disaster Management, Health and Care and Principles and Values are planned, coordinated and facilitated in collaboration with the Regional Representation and National Society Organizational Development programmes.
- By the end of 2011, 80 per cent of emergency related initiatives are promoted, planned, coordinated and facilitated in close coordination with Organizational Development, Principles and Values and Disaster Management programmes as well as with the Pan American Disaster Response Unit in order to improve the impact of Federation services and to promote a culture of integrated programmes within the National Societies.
- In 2010 at least three programme plans (Health and Care, Disaster Management and Organizational Development) make an explicit link with Principles and Values
- With the active participation of youth volunteers, the global initiative for youth as agents of change is being implemented with the seven National Societies that trained youth leaders in the context of the Solferino 2009 event.

The secretariat will promote a resource mobilization strategy in order to sustain Principles and Values interventions:

- The Principles and Values programme has a resource mobilization strategy and support tools as well as better capacity to identify donor funding trends.

Programme component 1: Promote Fundamental Principles and Humanitarian Values

Component outcome 1: The National Societies of Central America have enhanced internal understanding of Fundamental Principles and Values, caring out systematic work in the promotion of Humanitarian Principles and Values and integration into National Society operational programmes (Disaster Management and Health and Care) with the support of the secretariat.

Component outcome 2: The secretariat supports the National Societies in the promotion of internal capacity to tackle discriminatory practices, to ensure inclusive and egalitarian participation and to enhance work in gender, discrimination and violence.

Component outcome 3: The target population is aware of humanitarian values and is taking initiative to change behaviours with the support of the National Societies.

Component outcome 4: Increased capacity of the seven National Societies is achieved to work on programmes in the area of migration with support from the secretariat.

The secretariat seeks to significantly increase its work to promote respect for diversity and human dignity, and to reduce intolerance, discrimination, violence and social exclusion, as well as to promote the comparative advantage of the Movement by enhancing internal understanding of the Fundamental

Principles and Values and caring out systematic work in the promotion of Principles and Values and their integration into the National Society operational programmes.

In addition to being the oldest humanitarian network of trained volunteers able to reach the largest number of the world's vulnerable (a quantitative comparative advantage, intensified through scaling up), the secretariat has to demonstrate its qualitative comparative advantage.

The *modus operandi* for the secretariat's delivery of humanitarian services through the **operationalization and dissemination of Principles and Values will be promoted**. For instance, effective Red Cross treatment and care in HIV and AIDS incorporates anti-discrimination and eradication of stigmatization. Furthermore, Disaster Risk Reduction incorporates the Code of Conduct and respect of Principles and Values as a basis for Red Cross Volunteer work.

- By 2010, the Guatemalan, Honduran, Nicaraguan and Salvadoran Red Cross National Societies have trained 620 volunteers and technical staff, in the issue of anti-stigma and discrimination associated with HIV and AIDS (vs. 530 in 2009)
- By the end of 2010, 7 National Societies have increased the diversity of staff to be deployed during emergency operations with at least 20 NITs and 42 volunteers and staff trained accordingly to the volunteering management guide and the Code of Conduct in coordination with the Regional Representation's Organizational Development, Principles and Values, Health and Care and Disaster Management programmes.

The Regional Representation will significantly increase work to promote respect for diversity and human dignity, and to reduce intolerance, discrimination, violence and social exclusion internally and externally.

The secretariat will support National Society interventions by promoting positive behaviour change and advocacy to influence public policy and decision-making. These activities will be implemented in partnership with PNSs and with affected groups to reduce discrimination based on national and ethnic origin, age, social and legal status, gender, sexual orientation, disability, political opinion and religious beliefs. The priority will be given to reduce stigma related to HIV and AIDS, and to address the increasing problems related to all forms of violence. The Secretariat will seek to ensure that the Red Cross is inclusive and open to all, fully respecting the Fundamental Principles and Humanitarian Values.

- By the end of 2010, 9,500 volunteers from the National Societies of El Salvador (4,000), Guatemala (2,000) and Nicaragua (3,500) will benefit from an overall study on active participation and diversity of the volunteering network enabling the National Societies to develop an internal policy on promotion of the Fundamental Principles and Humanitarian Values within National Society volunteering in coordination with the Organizational Development programme.
- At the end of 2010, the National Societies of Costa Rica, Honduras and Nicaragua have a national policy on gender which includes a specific activity to tackle gender discrimination or gender-based violence.
- By 2010 the National Societies of El Salvador, Honduras, and Nicaragua will benefit from an effective Commission of Ethics and Discipline with mechanisms in place to ensure participation and/or feedback from Red Cross members (for example: reporting and complaint procedures against abuse).
- By the end of 2010 at least three National Societies: El Salvador, Honduras and Nicaragua have adapted their legal base in line with the Federation Constitution and global policies

Operationalization of Principles and Values:

- By the end of 2010, global road safety guidelines and tools have been disseminated to the seven National Societies and national partners and two National Societies: Honduras

and El Salvador have reached 14,000 people with road safety messages in pilot road safety initiatives

- By the end of 2010, 100 persons living with HIV who lead auto support groups in Honduras are reached and trained as agents of behavioural change in anti-stigma and anti-discrimination by the Honduran Red Cross.
- By 2010, ten targeted youth volunteers from the Nicaraguan Red Cross participate in a Principles and Values training as agents of behavioural change within indigenous communities Miskitos, Mayagna and Sutiaba.
- By the end of 2010, 50 per cent of the targeted population express that they have changed behaviour due to Red Cross broadcasted programmes in indigenous languages disseminating and promoting Principles and Values at the grass roots level with the support of volunteers from Guatemala (3,500) and Nicaragua (3,500).
- By the end 2010, 35,000 are people reached by anti-stigma and anti-discrimination messages in Costa Rica, El Salvador, Guatemala, Honduras and Panama.
- By the end of 2010, at least 210,000 fans (30,000 per country) are reached by key messages related to prevention of violence during the preliminary soccer match in the context of the World Cup to be held in South Africa through a campaign prepared by 4 National Societies: Costa Rica, El Salvador, Honduras and Mexico in coordination with the CONCACAF Board.
- The National Societies of Panama and Costa Rica have defined strategies for their interventions in the theme of violence in cooperation with the Spanish Red Cross
- By 2010, all the National Societies in the region have participated actively in the global conference on anti-discrimination held in the Americas

The National Societies agreed that migration issues should be a priority for the Red Cross in the region even though this is a sensitive area. The secretariat supported by ICRC and PNSs (in particular, the Spanish Red Cross) will continue to promote these issues with the National Societies and with local authorities.

The secretariat will advocate for unconditional access to migrants, and strengthening of work in tracing, restoring family links, and family re-unification. It will also work towards reducing all forms of discrimination against migrant workers and their families, provide support for the adaptation and roll-out of the Federation policy on migration, and improve cooperation between National Societies in countries of origin, transit and destination.

- By 2010, 100 per cent of the permanent staff and members of governing boards of the 7 National Societies are aware of the Federation policy on migration and its contextual application. By 2010, 14 communities (at least 100 people in each community) will have benefited from community-based interventions with migrants on the part of 7 National Societies in accordance with the global policy on migration.

b) Potential risks and challenges

The promotion of Principles and Values is regarded as a cross-cutting area which needs to be integrated into all of the programming areas. The programme is emphasizing this aspect in its plan in order to promote an integrated approach within National Society programmes.

Central America has focused its efforts on awareness-raising in the area of HIV and AIDS related to stigma and a regional anti-violence strategy developed with the support of the Spanish Red Cross.

Even though there is a clear recommendation from the Study of the Americas and the consultation of the National Societies, priorities to scale up dissemination of Principles and Values, promotion of tolerance, non-violence, non-discrimination, migrants', displaced persons' and minorities' rights, the

sustainability of the programme is at risk in terms of funding. The challenge in 2010 and 2011 will remain in the sustainability of the Principles and Values programme and the results of the planned resource mobilization strategy.

Role of the secretariat

The secretariat's budget for its support role is CHF 590,988 (USD 467,250 or EUR 381,298).

a) Technical programme support

In order to provide closer attention to the National Societies and in alignment with the “moving forward together process”, the Regional Representation has anticipated integration into country offices in the National Societies. The country offices enable Regional Representation staff to influence activities within the National Societies. The Regional Representation for Central America and Mexico currently has three National Societies that benefit from country staff that are fully integrated in the National Societies to provide support and contribute to an increase in quality and work performance. Soon a Federation secretariat staff member will be included in the Guatemalan Red Cross, resulting in four of the seven National Societies of the region that will benefit from fully integrated secretariat representation. The country planning carried out for 2010–2011 will help to promote an integrated approach between secretariat and National Society programmes. In addition to the above, a small size regional representation will be fully operational in Costa Rica as of January 2010.

Continuous support from the Zone Office will be promoted in order to develop better capacity for the National Societies in communication, planning, monitoring, evaluation and reporting (PMER) and the identification of national fund-raising strategies. This technical support will help the National Societies with their advocacy and resource mobilization efforts.

b) Partnership development and coordination

The secretariat plays a central role in facilitating cooperation and coordination between National Societies and with the International Committee of the Red Cross aligning cooperation, resources and actions to ensure the most effective response to the needs of vulnerable communities.

The Regional Representation will coordinate “moving forward together” by promoting status agreements, the signature of memorandums of understanding with the National Societies and ensuring country projects are in line with the National Society's strategic plan. The Regional Representation will promote the CAS process where appropriate in order for partners to jointly define common goals and coordinated means of supporting the National Society and strategic alliances with Red Cross and non Red Cross partners.

In addition, the secretariat will promote the sharing of cumulative National Society expertise/knowledge, creation of a peer-led environment in which National Societies can support each others' development and strengthened bonds between National Societies. South-south cooperation will be promoted and increased during 2010, promoting mutual integration and support without depending exclusively on external cooperation. Technical networks such as REDCAMP-SALUD, REDCAMP-DESASTRES, REDCAMP Organizational Development, YOUTH, REDICOM will carry out internships that promote harmonization.

The secretariat will promote the application of Seville Agreement and the supplementary measures enabling a framework and identifying responsibilities according to which Movement components conduct international activities. Three tripartite agreements will be negotiated and signed between the ICRC, the Federation and the Red Cross National Societies of Guatemala, Nicaragua and Panama.

The secretariat will ensure coordination mechanisms in preparation for international disaster response support.

- 100 per cent of disaster response operations in the region are coordinated with PADRU, PNSs and/or other relevant organizations, following the guidelines and criteria developed by the Zone Office.

The Federation and ICRC will support the implementation, monitoring and evaluation of the Inter-American Plan with seven National Societies in coordination with PNSs and in accordance with the Zone Office's criteria.

The secretariat considers it to be essential for National Societies and the Federation to engage in non-Movement operational level coordination in order to develop strengthened partnerships, identify new financial sources, avoid duplication and gaps while at the same time strengthening the Movement's position and profile in the humanitarian sphere:

- a. Promote new partnerships within Global Alliance frameworks in Health and Disaster Risk Reduction.
- b. Promote the contact of the Federation with the Central American Integration System to encourage support to the National Societies in Central America.
- c. Support the Disaster Risk Reduction programme in the work towards securing partnerships with PNSs and the strengthening of relations with CEPREDENAC,
- d. Support external partnerships such as regional sports organizations (for instance CONCAFCAF) that are interested in mass awareness-raising and promotion of key messages on the Fundamental Principles and Humanitarian Values.

In coordination with the Americas Zone Office and PNS, the aim is to establish a sustainability strategy for the Regional Representation to be in a position to offer membership services and continue the medium and long term projects that are currently carried out by the National Societies, with particular emphasis on the Organizational Development and Humanitarian Principles and Values programmes to maintain their sustainability.

The Regional Representation will strengthen internal advocacy with the National Societies' Governing Boards to achieve the adoption and improvement of standards in the areas of integrity, accountability, leadership, resource mobilization and volunteer management; with the support of PNSs, the ICRC and universities.

c) Representation and advocacy

The advocacy support from the secretariat will be built into capacity-building itself in order to support the National Societies in strengthening advocacy work.

The Regional Representation will increase Red Cross **Humanitarian Diplomacy** capabilities and skills by investing more in the Red Cross auxiliary role with regard to governments and improving the capacity to advocate on humanitarian matters. The secretariat will also advocate for supporting strong participation on local, national and regional coordination platforms. National Society leaders should have the capacity to position the Red Cross Societies within their own countries and should also ensure alignment for local, national, regional and global coherence.

The Regional Representation will advocate for global commitments: promotion of International Disaster Response Law and working with the National Societies on their stances regarding migration, prevention of violence and shelter issues. Advocacy with regard to shelter will be carried out with UN agencies at regional and national level with impact in at least in three countries: El Salvador, Guatemala and Honduras. In addition, advocacy will take place with government Ministries of Foreign Affairs in Costa Rica, El Salvador and Guatemala with regard to IDRL and the auxiliary role of public powers in disasters.

The Regional Representation will promote and advocate for the integration of National Societies of the region within Global Alliances to enable frameworks designed to mobilize capacities and resources to

provide harmonized and effective support to the National Societies for implementing programmes that will contribute to the achievements of the Global Agenda Goals.

Promoting gender equity and diversity

The operationalization of Principles and Values programme and their constant integration in other programmatic areas should promote the dissemination of Humanitarian Principles and Values and gender equity and diversity amongst beneficiaries.

Following a strong request from National Societies, an overall study will be carried out in El Salvador, Guatemala and Nicaragua by 2010 and be completed in 2011 in Costa Rica and Panama on the participation and diversity of volunteer networks from National Societies and the secretariat.

By the end of 2011, 1,000 volunteers from the Costa Rican Red Cross (500) and the Red Cross Society of Panama (500) will benefit from an overall understanding on active participation and diversity of their volunteering network, assisting the National Societies to develop an internal policy on promotion of the Fundamental Principles and Humanitarian Values.

Quality, accountability and learning

Every programme supported by the secretariat will be monitored and assessed with the support of the Organizational Development programme and the Planning, Monitoring Evaluation and Reporting (PMER) service unit from the zone.

The integration of secretariat staff within the National Societies' structure should also enhance the continuous review, adaptation and measurement of achievements.

In Health and Care programmatic areas, REDCAMP-Salud will be involved in order to promote joint work meetings to review progress of the plan, accountability, systematization and harmonization amongst National Societies, the secretariat and PNSs.

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 Central America and Mexico Regional Representation: Fabricio López, Regional Representative; email: fabricio.lopez@ifrc.org; phone +507 380 0250; and fax +507 314 1304. • In the Americas Zone Office in Panama: Xavier Castellanos, Head of Zone; email xavier.castellanos@ifrc.org; phone: +507 380 0250; fax +507 317 1304. • In the Americas Zone Office in Panama: María Alcázar, Resource Mobilization Coordinator; email: maria.alcazar@ifrc.org; phone: +507 380 0250; fax +507 3171304. 	

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	155,006		15,000			170,006
Land, vehicles & equipment		6,000	4,109			10,109
Transport & Storage	4,992	31,079	12,840	2,400		51,311
Personnel	361,042	178,104	123,000	46,692		708,839
Workshops & Training	356,250	913,095	188,003	34,500	22,000	1,513,848
General Expenditure	215,348	305,374	90,840	47,462	11,998	671,022
Depreciation						
Contributions & Transfers						
Programme Support	75,959	99,666	30,157	9,111	2,364	217,255
Services						
Contingency						
Total Budget 2010	1,168,597	1,533,318	463,949	140,165	36,362	3,342,389

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	127,754		15,000			142,754
Land, vehicles & equipment			4,109			4,109
Transport & Storage	4,095		12,840	2,400		19,335
Personnel	306,921	45,000	123,000	53,472		528,393
Workshops & Training	330,559	634,602	261,004	32,000	22,000	1,280,165
General Expenditure	152,728	192,651	74,340	23,804	11,998	455,521
Depreciation						
Contributions & Transfers						
Programme Support	64,100	60,638	34,085	7,764	2,364	168,950
Services						
Contingency						
Total Budget 2011	986,157	932,891	524,377	119,440	36,362	2,599,227