

Appeal 2001-2002

 International Federation
of Red Cross and Red Crescent Societies

Honduras (Appeal 01.282001)

Click on programme title or figures to go to the text or budget

	<i>In CHF</i>
1. Institutional Development	810,947
2. Disaster Response	95,506
3. Disaster Preparedness	632,906
4. Health & Care	71,851
5. Humanitarian Values	97,098
6. Co-ordination & Management	315,830
Total	2,024,137



Introduction

National Context

Two years after Hurricane Mitch hit Central America, Honduras continues to be faced with the challenge of improving its capacity to respond to the many disasters that regularly but silently affect its people. While improving its capacity to respond to disasters, Honduras simultaneously must reduce the exposure of its vulnerable people to the risk of disasters by continuing to build on local capacities in disaster preparedness. Nevertheless, development, the process of strengthening capacities and reducing vulnerabilities, is at stake due to the ongoing process of urbanization which is creating new poor. This factor is coupled with the economic consequences of the damage caused by Hurricane Mitch and the negative effect on production and exports. These are critical factors that must be taken into account when considering the dynamics of this country of approximately 6 million people that only recently has regained its political stability and real autonomy after a long period of indirect military rule.

National Society Priorities

The Honduran Red Cross (HRC) has, since the early days of the hurricane, gained a central place on the humanitarian scene in Honduras. The capacity of its volunteers in responding to disasters, coupled with the major international support it received in the aftermath of the hurricane, proved instrumental in saving thousands of lives. The scale of the disaster and its effects drove the HRC to reconsider its intervention capacity, and to seek the support of the Federation in order to fulfil its humanitarian mandate under much broader circumstances.

The HRC, in the period since the hurricane, has undergone a major self-analysis as part of the redefinition of its strategic position within the new national and regional context. The process of strategic planning, underway, has produced a rehabilitation plan, a Country Assistance Strategy and sectoral plans. A development plan is being worked on in a highly participatory way within the National Society. Strategy 2010 underpins the entire process. In the meantime, the HRC has strengthened its presence in the departments through its active 48 local branches.

Priority Programmes for Federation Assistance

- **Disaster Response** - While looking to the future, the HRC retains a commitment to the final stages of the Hurricane Mitch relief and rehabilitation effort. During 2001, the HRC will need support to assist some 4,000 to 5,000 people who will continue to live in temporary shelters until they receive a permanent home.
- **Disaster Preparedness** - Disaster preparedness has become a clear priority on the agenda of the HRC. This is seen as an interactive process involving all departments and volunteer bodies of the National Society, in order to strengthen acceptance of the core concepts of prevention, mitigation, preparedness and vulnerability reduction within the structure of the National Society. In particular, the change that the disaster preparedness programme requires in the overall performance of the National Society is a key point that requires a strong interdisciplinary approach, especially between institutional development and disaster preparedness. The decision of the governance of the HRC to fully support the establishment of a new disaster preparedness department (OPADE) has yielded immediate results in the development of a contingency plan and the integration of community based disaster preparedness (CBDP) activities as a key component of the future disaster preparedness plan.
- **Health** - The strategic planning process has given clear indication that health and care, a core area of intervention as defined by the Strategy 2010, needs major restructuring. As part of this process, the HRC has established a new health and care department, which will need ongoing technical and methodological support throughout 2001. Major attention will also be given to the harmonization of existing external co-operation supports.
- **Humanitarian Values** - The Federation is moving to better support HRC initiatives in the promotion of humanitarian values. The HRC will establish school brigades in municipalities with high rates of violence. These youth brigades, through a series of workshops, will promote knowledge and respect of the humanitarian values of the Movement.
- **Institutional Development** - Institutional development has been identified as the first priority of the HRC. The Federation will support the ongoing change process, which is focusing on: governance and management; development and strategic plans; human resources; financial systems and fundraising; public image and communications; and branch development.
- **Coordination and Management** - The delegation aims to manage Federation-supported programmes and support the HRC through technical advice and follow-up, providing an effective and efficient framework through coordination and optimization of the available human, financial and technical resources.

1. Institutional Development

Background and progress to date

Strengthening the capacities of the Honduran Red Cross was considered an integral part of the Federation's response to Hurricane Mitch in 1998, however the immediate needs of the relief operation absorbed most of the resources during the first months. A more structured approach to assist the Honduran Red Cross in capacity building took form towards the middle of 1999 when the National Society formally requested the Federation to support its capacity building and strategic planning process. At that time, both the delegation and the Participating National Societies present were carrying out a wide range of activities directed at supporting institutional development both at the branch level and at headquarters. However, based on the experience gathered, the National Society identified a clear need for a more comprehensive approach to capacity building.

Based on the pledge made by the Honduran Red Cross at the International Conference of the Movement in 1999, the delegation established a memorandum of understanding with the HRC to formalize the institutional development process. The Participating National Societies accepted to integrate efforts through coordination with the delegation. The update of the information on the status of the rehabilitation projects implemented by the HRC with support from the Participating National Societies, as well as the results of several workshops, with representatives from the branches and staff and directors from headquarters, were the tools that permitted the development of the institutional development programme. The arrival of the institutional development delegate in early 2000 sped up the process of capacity building in the HRC.

The Federation Country Assistance Strategy (CAS) for Honduras was finalized in May 2000, and the first section (objectives and priorities) was adopted by the HRC's executive committee as the official strategy for the development of the National Society. Institutional development is identified as the first priority. A change management group has been established to oversee the change process, whilst the national presidency and the executive committee retain the overall responsibility for the programme.

The programme focuses on the following six key areas:

- Governance and management
- Development plan and strategic plans for the departments.
- Human resources (staff and volunteers).
- Financial system and fund raising.
- Public image and internal and external communication.
- Branch development.

Among the achievements of the process so far, the following can be mentioned:

- The formulation of policies and guidelines on selection and contracting of professional staff.
- The facilitation of a departmental planning process.
- The preparation of terms of reference for specialized studies and consultancies in the following areas: organizational development, revision of the Statutes, health and training.

The cooperative atmosphere and positive working relationship with all the Participating National Societies in the area of institutional development has strengthened the process. In spite of initial difficulties, the Red Cross partners have, together with the National Society, succeeded in establishing common objectives.

The starting point for the programme are two key Federation documents: *Strategy 2010* and *Characteristics of a Well-Functioning National Society*. In addition, it builds on existing policies and guidelines, as well as practices and examples from the regional institutional development programme. The role of the Federation will, above all, be one of promotion, coordination and technical support. Only where there is a clearly defined need, or in pilot projects which require prolonged technical support, will the role be operational.

Goal To strengthen the institutional capacity of the HRC to better comply with its humanitarian mission for the most vulnerable groups in the country, particularly in the ongoing Post-Mitch rehabilitation.

Objectives and activities planned

The identified objectives and activities planned to achieve the above stated goal are as follows:

Objective 1 To assist the National Society in strengthening its governance and management.

Activities to achieve objective:

- Review, update and implement organizational and management systems and procedures.
- Facilitate training on clarification of roles between governance and management both at central and branch levels.
- Strengthen management at both central and branch level through management training courses, exchange visits, consultancies.
- Revision of Statutes through participatory workshops, external consultancies, support to the general assembly, documentation of best practices/case studies.

Objective 2 To assist the National Society in the process of preparation, review and implementation of its development plan.

Activities to achieve objective:

- Technical visits and support through national workshops, consultancies, definition of National Society mission statement and long term vision.
- Participatory diagnostic survey of branches, including SWOT¹ analysis, leading to branch profiles and plans.
- Assist the HRC to finalize its national development plan.
- Support the HRC to implement its development plan through technical assistance and training, develop indicators for all programmes, promote participatory evaluations and reviews (both internal and external).

Objective 3 To promote human resource development and volunteering.

Activities to achieve objective:

- Support the human resources office in the National Society's headquarters.
- Assist in the implementation of a database for human resource management and development (staff and volunteers), provide adequate training, follow-up, give technical support (systems), and consultancies (implementation and evaluation).
- Contribute to the strengthening and development of the national training unit and its programmes.
- Support the development of a plan of action for training of volunteers and administrative staff.
- Support national meetings for volunteers.
- Provide training in leadership, human resource management and strategic planning.
- Promote participation in the regional volunteer conference.
- Through workshops, disseminate and provide training on Federation strategies and policies.

Objective 4 To strengthen the financial system and fund raising of the HRC.

Activities to achieve objective:

- Support the reinforcement of the financial management, establishing an external audit service.
- Support the establishment and development of a fundraising office in the HRC headquarters.
- Assist through technical advice the development and implementation of a long term strategy and plan of action for fund raising and income generation.
- Provide technical advice in the development of systems related to fund raising activities.
- Give technical support and provide training to directors, volunteers and administrative staff collecting funds.
- Assist in identification of potential strategic alliances through surveys and networking.

Objective 5 To strengthen the public image and internal and external communication of the HRC.

Activities to achieve objective:

- Give support through technical advice to regular monitoring of the National Society's public image.
- Support the HRC in the establishment of an efficient internal communication system.

¹ Strengths, Weaknesses, Opportunities, Threats

- Provide technical advice and adequate training in design and production of public relations materials.
- Fund an assistant for the public relations department, to support the public image campaign and other activities.
- Assist the HRC in the design and setting up of a web page.
- Support the training of Honduran journalists in the Movement's principles and humanitarian values, through regular workshops.
- Facilitate training on information in branches.
- Support the establishment of a national information network as part of the regional information strategy.

Objective 6 As part of a pilot project, to contribute to the strengthening of four branches.²

Activities to achieve objective:

- Assist in participatory diagnostic survey of the branches, including SWOT analysis.
- Provide training, technical support and follow up to two branch coordinators.
- Facilitate training on governance and management.
- Facilitate training of human resources and volunteers.
- Strengthening of management, financial and fund raising systems.
- In coordination with the disaster preparedness delegate, strengthen the response capacity through providing basic logistics equipment.
- Provide technical advice and follow up for four community-based micro-projects.

Expected results

- National Society governance and management strengthened, programmes increasingly based on realistic plans and budgets.
- More focused and integrated programme development, in accordance with Strategy 2010 and the Society's national development plan.
- The HRC has clearly defined and mutually complementary governing and management roles.
- Well planned financial resource development established enhancing sustainability and thus independence.
- Human resource management improved at national level, volunteerism increasingly promoted as a fundamental pillar of the Red Cross.
- Strengthened public relations department and improved public image resulting in increased number of volunteers and strategic alliances.
- Strengthened overall branch capacity to improve the situation of the most vulnerable communities.

Indicators

- The Statutes have been revised.
- Strategic plans are available and being implemented.
- Clear division of roles and responsibilities between governance and management at both headquarters and branch levels.
- Audit being conducted according to plans, recommendations being followed.
- Increase in number of volunteers and decrease in turn over.
- General increase in income.
- Specific increase in the number of agreements and memoranda of understanding with partners within the Movement as well as external partners.
- Improved overall communication flow within the National Society, videos and journals available.
- The volunteers have an improved operational capacity to bring programmes to communities.
- Four micro-projects have been implemented and members from surrounding communities have received adequate training in the area of disaster preparedness.
- Programmes are being implemented according to established plans, timely and accurate narrative and financial reports are being produced.

Critical assumptions

- The firm commitment by the governing bodies of the HRC to the institutional development process continues.
- Resources needed, both human and financial, are made available.

² Copan Ruinas, Santa Rosa de Copan, Marcala and Camasca.

- No major natural disasters occur.
- The political and socio-economic situation in the country remains relatively stable.

Monitoring and evaluation arrangements

- Weekly meetings of the management group monitoring the change process.
- Monthly meetings involving relevant partners will revise and analyze progress against established indicators.
- Monthly progress reports from project managers, when needed special meetings with advisors.
- Monthly review and analysis of financial statements at the project level between National Society counterparts and the Delegation.
- Regular visits and meetings with the regional institutional development delegate.
- Regular progress reports from the HRC governance.
- Midyear participatory self-evaluation including all relevant partners will be carried out with an external facilitator, and if needed with assistance from the regional institutional development delegate.
- Quarterly narrative and financial reports to donors and monthly management reports from the institutional development delegate to the HoD.
- Minutes from quarterly meeting with the PNS analyzing progress, obstacles and achievements.

[return to top](#)

2. Disaster Response

Background and progress to date

When Hurricane Mitch struck Central America in November 1998, Honduras was the country hardest hit by the disaster, with the total damage caused estimated at approximately 70% of GNP. The official death toll was 5,657, while the number of people directly or indirectly affected by the hurricane reached 1.5 million.

Entire communities were destroyed and in their thousands, people who lost their homes and livelihoods were forced to move into temporary shelters. The Honduran government, supported by the International Organisation for Migration, set up three temporary housing centres in the capital, Tegucigalpa, housing over 5,000 people. Subsequently, a fourth shelter was set up to meet the needs of the homeless.

In February 1999, the government requested the Honduran Red Cross to take on managerial responsibility for three of the above mentioned shelters. According to a formal agreement between the government and the HRC, the National Society is also responsible for supporting the community support centres, and assisting in health education, food distributions and logistics. The government is responsible for providing the shelters with basic services (water, electricity and solid waste collection).

The development of permanent housing for the residents of the shelters has been seriously delayed due to slow negotiations related to donation of land. However, during the first part of 2000, several hundred families left the macro-shelters and have moved into their new homes. It is expected that this trend will be reinforced during 2001 and that all families by the end of the year will have obtained permanent housing.

In the meantime, around 4,500 displaced people continue to live in the three macro-shelters administered by the HRC, pending completion of housing projects. In order to maintain the ongoing provision of appropriate care for the basic needs of these people, the Federation will continue to support the National Society in this programme in 2001.

Goal To support the HRC in contributing to the well being of the homeless from vulnerable communities affected by Hurricane Mitch.

Objectives and activities planned

Objective 1 To support the Honduran Red Cross in the provision of efficient and effective overall management of the activities for the communities hosted in the macro-shelters.

The Federation will support the HRC primarily through the provision of financial assistance, coordination, advocacy and monitoring, to undertake the following activities:

- Management: overall responsibility for all activities related to infrastructure, maintenance, security and organization.
- Community support centres: training, initiation of social and cultural activities, coordination of information.
- Health education: training on issues related to hygiene and basic sanitation, with a focus on community participation.
- Logistics: food distributions and management of in-kind donations from various donors, including PNS.
- Coordination: regular meetings with partners to follow up on plans; regular meetings and exchange of information with governmental and non-governmental actors supporting the macro-shelters.

Expected results

- Effective and efficient management of the macro-shelters.
- Adequate co-ordination between governmental and non-governmental agencies that intervene in the macro-shelters.

- Improved health resulting from preventive actions taken by the communities in the macro-shelters.
- Increased self-sufficiency among beneficiaries.

Indicators

- Basic subsistence needs for all beneficiaries in the shelters are met.
- Assistance provided has not been duplicated and has been in response to real needs.
- Overall reduction in the most common diseases among the beneficiaries.
- Increased capacity among the beneficiaries in organizing themselves and to move towards self-sufficiency.

Critical assumptions

- Funds available.
- Housing projects under way are being finalized according to plans.
- Feasibility of housing construction projects for affected families.
- No major natural disaster affecting the country.
- The political and socio-economic situation in the country remains relatively stable.

Monitoring and Evaluation arrangements

- Quarterly meetings between the HRC, the Federation team and other relevant partners.
- Monthly narrative and financial reports by the HRC project co-ordinator to the Federation.
- Monthly field visits by representatives of the Federation to the macro-shelters including meetings with beneficiaries.

[return to top](#)

3. Disaster Preparedness

Background and progress to date

The normally difficult situation for the people of Honduras deteriorated further with the effects of Hurricane Mitch, which represented a national disaster for the country. Hurricane Mitch has become a benchmark of risk and hazard for Honduras, however, more common hazards pose constant danger to large numbers of people in this country. Major flooding occurs every year in the many river valleys of Honduras, and landslides are common in a country that is largely composed of mountain ranges. The mix of poverty, steep mountainsides, numerous rivers and persistent, heavy rainfall during specific periods of the year provides ample opportunities for disasters when coupled with the dispersion of the population in areas of risk. In the capital city of Tegucigalpa alone, current estimates place more than 200,000 people as living in zones at risk from disaster.

In June 2000 the executive committee of the Honduran Red Cross adopted the Federation Country Assistance Strategy which had as one of its main commitments to better prepare for disasters through the consolidation of the 'Oficina para la Administración de Desastres y Emergencias (OPADE)', the Office for Management of Disasters and Emergencies. The establishment of OPADE represents a significant step on the part of the Honduran Red Cross to overcome its reactive model and to put in place organized capacity to both prepare for, and respond to, emergencies and disasters. The office is responsible, on a national basis, for the implementation and management of all disaster preparedness, disaster response and community-based disaster preparedness activities.

The formal establishment of OPADE as an integral part of the Honduran Red Cross and the adequate staffing of its office has been followed by the transition of OPADE from an idea to an operational structure. This advance has been recognized by branches and PNSs, and has given OPADE the capacity to plan and execute activities in disaster preparedness. OPADE has prepared its strategic and operational plans, and is working with its PNS partners to align all existing and planned projects within this framework.

The efforts of OPADE to date have resulted in the development of local contingency plans in 38 branches which will facilitate the development of a national contingency plan and early in 2001 a national disaster plan. OPADE has also planned and prepared a nationwide disaster preparedness information campaign on "family emergency plans" which has been implemented with support from several strategic partners. The community-based disaster preparedness programme, implemented by OPADE with Federation and PNS support, included 422 workshops and reached 11,657 people in 272 communities. Finally, OPADE continues to participate with the governmental disaster preparedness coordinating body in the definition of the national disaster response plan.

During 2001, the main focus of the disaster preparedness programme will be to support the strengthening of the Honduran Red Cross capacity for overall coordination of disaster response and disaster preparedness activities, and the implementation of community-based disaster preparedness projects in ten branches. The methodology of intervention is based on the Federation's disaster preparedness policies and guidelines, especially the vulnerability/capacity assessment, and the preparation of a National Society disaster preparedness plan. An important component of the programme is strengthening the trend toward integration of the HRC into the overall regional disaster preparedness objectives of building National Society capacities for disaster response, community-based disaster preparedness and strengthened coordination within the Red Cross and with external partners. The projection for the programme in 2002 is to assist in the ongoing revision of disaster preparedness plans, the first step being the regular revision of the contingency plan.

The HRC has embarked on a process of self-evaluation and change in order to strengthen its capacities to respond to the needs of the vulnerable as part of its overall mandate. This process affects the area of disaster preparedness, as well as every other part of the National Society. Since the coordination of activities related to institutional development and disaster preparedness is essential to the success of efforts in both areas, a constructive relationship between these sectors is ensured both within the National Society and within the Federation Delegation in Honduras.

The programme is also closely coordinated with the regional disaster preparedness programme and will be supported by expertise and resources from the Federation's regional delegation and the Pan-American Disaster Response Unit (PADRU), as appropriate. The objectives and activities established in the regional and national programme are designed to be complementary and mutually supportive. The HRC seeks to contribute to the definition of strategies and policies at each level.

The National Society is a full member of the working and monitoring group dealing with disaster management and preparedness, established as part of the national follow-up committee of the Stockholm resolutions*³. The networking and strategic alliances that could result from these contacts are part of the solution to the challenges that the HRC faces in providing a better response to future disasters. In Honduras there is a propitious environment in which to approach risk management and disaster preparedness, as several donors such as the World Bank, USAID, the Swedish Government, OFDA, and the Inter American Development Bank have shown interest in long-term support to local institutions to enable them to better respond and prepare for disasters. This contributes to the long-term sustainability of the proposed intervention.

Goal To improve the overall efficiency and effectiveness of the response capacity as well as the disaster preparedness of the Honduran Red Cross Society, while building knowledge and capacities to mitigate and prevent disasters at the community level, thus contributing to reduced vulnerabilities in targeted communities.

Objectives and Activities planned

Objective 1 To assist the HRC to increase the disaster prevention and response capacity in identified communities, through coordination and training.

Activities to achieve objective 1:

- Development of 210 educational workshops and 60 micro-projects in the communities in ten branches (not otherwise assisted), reaching 6,300 households.
- Revise existing community-based disaster preparedness (CBDP) plans in order to strengthen the local preparedness process.
- Provide support to the national coordinator for community-based disaster preparedness, including transport, communication and administrative support equipment required.
- Contract, train and ensure follow up of two pedagogic advisers to provide necessary support to the development of national staff in the execution of nationwide field activities in CBDP.
- Consolidate and formalize the CBDP project in 2001 with further development of policies, procedures and training.
- Provide technical support and advice to the branch projects supported by the PNSs.

Objective 2 To assist the HRC in the strengthening of its response capacity.

Activities to achieve objective 2:

- Provide support and technical advice in the areas of monitoring, statistics and specialized information.
- Provide basic relief equipment and disaster response training to 13 branches in the western part of the country.
- Contract a consultant to work with the HRC on the development of a national strategy, policies and manuals for relief and logistics. Support their subsequent publication, distribution and dissemination.
- Conduct national relief and logistics workshops drawing on the resources of the Regional Delegation and PADRU.

Objective 3 To improve the effectiveness and efficiency of the HRC's disaster programmes by strengthening coordination, exchange of knowledge and inter institutional analysis.

Activities to achieve objective 3:

- Conduct a workshop for inter-institutional coordination in disaster response.
- Conduct a national disaster response simulation in order to test and strengthen disaster response coordination within the HRC and between the HRC and partner organizations.
- Support the editing and publication of inter-institutional reports and procedures.
- Limited dissemination of policies, strategies and field manuals among public and private institutions.
- Participation in national and international forums and congresses.

³ * Meeting held in May 1999 between governments, international agencies and donors with the countries affected by Mitch to collaborate towards the reconstruction and development process.

- Organization, execution and follow-up of meetings for coordination and updates between the different Red Cross partners.
- Obtain memberships and subscriptions to networks of other institutions on disaster response and preparedness.

Objective 4 To assist the HRC to improve its management of information in disasters, and to conduct disaster preparedness public awareness campaigns.

Activities to achieve objective 4:

- Conduct an information workshop on disasters at the national level.
- Continue to support the “Family Emergency Plan” educational campaign in order to extend the coverage of and to reinforce the effect of the initial campaign launched in 2000.
- Support the development and implementation of a new educational campaign with a different disaster prevention focus.
- Contract a technical consultant to review the awareness campaign material and to undertake impact surveys and monitoring of campaigns and advertisements.

Expected results

- 60 micro-projects will have been executed in vulnerable communities of ten branches.
- 210 communities will have a communal disaster preparedness plan and the skills to implement it.
- Emergency committees will be active in 210 communities and will have elaborated risk maps.
- The structure of the OPADE will be fully recognized and empowered by the governing bodies of the National Society.
- Disaster response and preparedness policies and strategies of the HRC will be established, adopted and disseminated nationally.
- Relief and logistics manuals will be developed, adopted and being disseminated nationally.
- 13 branches will have the capacity to provide an effective and efficient first response to disasters.
- The HRC's national contingency plan for disaster response will have been reviewed, accepted and disseminated in the headquarters and branches.
- 60 participants of the HRC will have been trained in logistics and relief.
- HRC relief coordinators will have been trained in policies, strategies, plans and manuals on disaster assistance.
- The public and private institutions concerned with disaster preparedness and response will have held a coordination forum for disaster response.
- There will be improved disaster response coordination, locally and nationally.
- Policies, manuals of HRC on disasters will have been disseminated and distributed among public and private institutions.
- There will be improved mechanisms within the HRC for exchange, training, update and monitoring in case of disasters as a consequence of its membership in existing networks offered by other institutions.
- The HRC will have improved coverage in the mass media and the Honduran population will have received information on how to adequately confront disasters.
- A significant percentage of the target population (25%) is aware of the “Family Emergency Plan” campaign's recommendations.

Indicators

- Evaluations carried out by participants and trainers of trainers.
- Increased number of participants of HRC certified as disaster supervisors.
- Increased number of subscriptions, memberships and participants of the HRC that attend meetings and events on disaster preparedness and response.
- Increased number of participants of HRC certified in information management in case of disasters through workshops.
- Increased number of articles in mass media on HRC actions regarding disasters.
- 10% of the target population takes measures and recommendations disseminated through the “Family Emergency Plan” campaign.
- Results of impact surveys and monitoring of campaigns and advertisements by external advisers.

Critical assumptions

- The HRC maintains its firm commitment to the change process
- The management capacity of the HRC at the national and at the branch level grows to meet the project needs.
- The political and economic stability of the country remains stable.
- The funding for the project is sufficient to support the needs of the project.
- Ability to avoid the cancellation or suspension of activities due to emergencies, particularly during the winter period, August to November.

Monitoring and Evaluation arrangements

Monitoring of this programme will be carried out by the Federation in Honduras in the following ways:

- Site visits.
- HRC narrative and financial reports of the Honduran Red Cross.
- HRC documents such as strategy documents and implementation plans.
- Minutes of meetings.

Evaluation of this programme will be carried out by the Federation in Honduras in the following ways:

- Two external monitoring visits will be carried out by the Federation regional disaster preparedness delegate, one at four months and one at nine months, plus an evaluation visit at twelve months.
- An internal evaluation will be conducted by the HRC with the Federation disaster preparedness delegate and the regional disaster preparedness delegate.

4. Health and Care in the Community

Background and progress to date

Honduras is one of the poorest countries in the Americas, and health care is still inaccessible to many sectors of the population. In order to meet some of the needs of vulnerable groups, the Honduran Red Cross has traditionally provided ambulance and first aid services and has a well-established blood programme.

In responding to the longer term effects of Hurricane Mitch, the National Society has over the last two years increased its involvement in providing health care at the community level. This development has been supported by the Federation, in line with the focus on community health proposed in Strategy 2010, and by other partners including the Ministry of Health and PAHO. Health projects are currently being financed by Participating National Societies.

The Country Assistance Strategy (CAS) for Honduras, which was approved by the HRC governance during 2000, identified restructuring of the National Society health sector as a priority. A National Society working group was established, with facilitation from the Federation and other partners, and one of its recommendations has led to the establishment of a dedicated health and care department with responsibility for all health-related activities. Previously, health projects had been overseen by a general planning and projects unit.

The Federation will focus its assistance over the next year on strengthening the new HRC health department, and on promoting coordination and the sharing of experience between the different health interventions that are being supported by PNS in the country, including the *Golfo de Fonseca* project.

The Federation has been supporting the HRC health programmes so far through the existing regional health networks, in which the HRC has been actively taking part; monitoring of progress was performed through regular visits by the regional health delegate. In 2001, a local health officer will be contracted in Honduras to support the programme, with assistance as required from the Federation health delegate in Nicaragua.

Goal To contribute to improving the basic health conditions of identified vulnerable communities by strengthening the HRC's overall capacities in basic health care services.

Objectives and activities planned

Objective 1 To strengthen the HRC health and care department.

- Contract a local Federation health officer with experience in planning and management of public health programmes. He/she will be supported by the health delegate in Nicaragua.
- Provide training and follow-up to relevant members of the health and care department.
- Provide the department with basic equipment.
- Participate in meetings and provide general technical advice in support of the development of a health and care plan of action.
- Support the development of contingency planning for health emergencies.

Objective 2 To support the National Society in improving the co-ordination amongst the Red Cross partners in health related issues.

- Monitor the existing and future Red Cross health interventions in the country.
- Ensure regular meetings are held including the health and care department, the Federation health officer and other relevant partners.
- Participate in meetings related to the *Golfo de Fonseca* project at regional and national levels.

Expected results

- A well-functioning health and care department.
- The HRC's health and care department will be an active partner within the Latin American health network

- The National Society will have increased its capacity to intervene in the case of a health emergency.
- An enhanced integration of health activities in the southern departments of the country between the HRC/Swiss Red Cross team and the other partners in the regional *Golfo de Fonseca* project.
- Increased ability of the HRC to co-ordinate all health related interventions.
- Improved capacity of the HRC to establish strategic alliances and networking

Indicators

- The health and care department has established its vision and is working according to an approved plan of action.
- The health and care department is recognized by the Participating National Societies as the focal point for all health and care interventions.
- Increased financial support to the health and care department.
- Increase in number of initiatives in the area of public health.
- The health and care department has established new strategic alliances and is participating actively in both formal and informal networks.
- The department has actively contributed to the regional health and care strategy.
- Monthly co-ordination meetings with PNS involved in health activities have been arranged.
- Increase in formal agreements with other institutions in the country.
- Increased communication with other National Societies in the region participating in the health network.
- Number of co-ordination meetings among relevant partners participating in the *Golfo de Fonseca* project.

Critical assumptions

- The firm commitment and support of the National Society management continues.
- The good relationship with the health authorities is maintained.
- Financial and human resources are made available.
- The National Society is able to attract and keep qualified staff and volunteers to implement the programme.

Monitoring and Evaluation arrangements

- Quarterly meetings with the HRC management to revise plans and budgets.
- Quarterly narrative and financial reports.
- Mid year informal participatory self assessment including all relevant partners.

[return to top](#)

5. Promotion of Humanitarian Values

Background and progress to date

Complex economic and social problems, aggravated by the impact of Hurricane Mitch, places Honduras within the lower levels of the UNDP Human Development Index for Latin America. Within this context, the country is experiencing a decline in the most elemental humanitarian values, most defined in a high incidence of social violence. Firearms and steel weapons are now one of the major causes of mortality and morbidity, following from a high rate of weapons ownership combined with problems such as alcohol abuse. In cities such as San Pedro Sula, the economic centre of the country and its second political centre, the rate of homicides and kidnapping approximates that in countries affected by armed conflicts, such as Colombia.

The national government and state institutions such as the Commissioner for Human Rights are promoting legislative and administrative measures to guarantee citizens' fundamental rights, whilst actors within the private sector and the multiple NGOs also promote awareness programmes and training on fundamental human rights. However, given the magnitude of the challenges faced, these efforts are not sufficient.

The Honduran Red Cross with its volunteer bodies and presence in 48 municipalities, has access to and credibility amongst the population and promotes the Fundamental Principles stressing a moral obligation to combat violent tendencies and activities in society. For more than a decade, the HRC has had a dissemination department with nationwide activities supported by the ICRC regional delegation in Guatemala. This department is directed by a law professional and has a team of people that disseminate humanitarian values in Tegucigalpa and in other branches. In this context, the HRC can effectively contribute to multiplying awareness and training in fundamental human rights, particularly among children and adolescents.

The National Society therefore intends to increase its activities in promoting humanitarian values amongst young people, in line with Strategy 2010, the Santo Domingo Declaration and the Country Assistance Strategy (CAS). The Honduran Red Cross youth is active in 22 branches and is one of the strongest volunteer groups. The formation of school educational brigades to undertake social service activities including the promotion of humanitarian values is one of the strategic goals set out in the national youth plan approved by the Society's governing bodies.

The concept of school brigades has a long tradition within the Red Cross in Honduras, traditionally with activities mainly focused on first aid and the establishment of international friendships. The brigades are closely linked to the school system, the brigade members are students and the target group are fellow students; the activities take place during school hours. These young people then transmit knowledge and changed attitudes to their families and others in the community. This new initiative will reinforce the school brigades concept at the same time as the brigades address problems faced by vulnerable groups in their every day life through new activities.

The HRC dissemination department will, with technical support from the Federation institutional development delegate and the regional youth consultant based in Honduras, have the overall responsibility for the programme. The programme will be implemented through the school brigades organized by the Red Cross youth.

Goal To contribute to the development of a culture of peace, coexistence and peaceful solutions to conflicts through the promotion of humanitarian values and the Fundamental Principles.

Objectives and Activities planned

Objective 1 To reduce violence in the community through the formation of 16 educational brigades in the capital and in 7 other municipalities particularly affected by social violence.

The role of the Federation in this programme will above all be one of providing technical and financial support, advice, quality control and ensuring that narrative and financial Federation reporting standards are met.

The National Society will conduct the following activities to achieve this objective:

- Carry out eight workshops in the municipalities to train facilitators.
- Conduct 16 workshops to establish educational brigades in selected educational centres.
- Design, prepare and publish educational material.
- Hold regular meetings to provide support and follow up to facilitators and brigade members.
- Carry out special promotional events, aimed at the same time at recruiting new members.

Expected results

- Increased awareness amongst young people in the participating educational centres of humanitarian values.
- Facilitators have been trained.
- Eight branches are involved in the process of disseminating humanitarian values.
- 16 educational brigades are organized in 8 municipalities of the country.
- 240 adolescents are trained to disseminate the principles, humanitarian values and actions of the Red Cross (brigade members).
- Facilitators and brigade members are provided with educational and promotional material which they use and distribute actively.
- A national evaluation workshop is carried out.
- Several promotional events have been carried out.

Indicators

- The number of educational brigades promoting humanitarian values.
- Number of workshops carried out.
- Number of participants certified as brigade members.
- Number of people trained as facilitators.
- Increase in number of youth volunteers.
- Progress reports are available.

Critical assumptions

- The human and financial resources needed are available on a timely basis.
- The Honduras Red Cross leadership continues its support to the initiative.
- The socio-economic situation in the country remains relatively stable.
- No major disaster hits the country.

Monitoring and evaluation arrangements

- Mid year internal revision attended by all relevant partners.
- Quarterly narrative and financial reports.
- Regular meetings revising progress against narrative and financial plans.

[return to top](#)

6. Coordination and Management

Background and progress to date

The Federation delegation in Honduras was established in 1998, as a direct result of Hurricane Mitch, which devastated Central American countries, affecting Honduras the hardest. The Federation's response in the country has ranged from search and rescue operations, post emergency relief, recovery and rehabilitation to reconstruction and longer term capacity building, including disaster preparedness, community health and institutional development programmes.

The scale of the assistance was unprecedented in Honduras, and placed a major strain on the overall capacity of the Honduran Red Cross. From the first phase of the operation, the Federation was requested to assume leadership as well as to co-ordinate the Red Cross bilateral partners present in the country. Co-ordination has gradually improved with the finalization of a country rehabilitation plan and the signing of a memorandum of understanding between the National Society, the Federation and the bilateral Red Cross partners present in the country.

The starting points for all programmes are two key Federation documents: *Strategy 2010*, and the *Country Assistance Strategy* for Honduras. The latter was finalized in May 2000 and has been approved by the National Society and the bilateral Red Cross partners. The *HRC Country Plan of Action for Rehabilitation* is the operational basis for the longer term assistance by both bilateral PNSs and the Federation.

The priority in the coming year will be to support and supervise the Federation supported programme activities, as well as to promote the advocacy role of the Federation, the sharing of knowledge, the formation of new strategic alliances and to enhance the coherence of the overall Red Cross action in Honduras. The Federation will mainly adopt a role of promotion, co-ordination and technical support, and will be directly operational only when there is a clearly defined need, or in pilot projects which require prolonged technical support.

The Federation supported programmes, which have a one to two year time frame, will be implemented under the overall supervision of the head of delegation who will assign specific tasks to technical delegates together with the relevant counterparts in the National Society. It is envisaged that in 2001 the Federation team will consist of a head of delegation (shared with Italian Red Cross), an institutional development delegate and a disaster preparedness delegate. Support will be provided by three secretaries/assistants and one driver. As part of the decentralization of financial accounting from the Secretariat in Geneva to the field, the finance function will be fulfilled by a local member of staff reporting directly to the regional finance unit (RFU) which will have its office in the regional delegation in Guatemala.

Goal To manage Federation supported programmes and support the Honduran Red Cross, through technical advice and follow up, providing an effective and efficient framework through co-ordination and optimization of the available human, financial and material resources.

Objectives and Activities planned

Objective 1 Establish and apply criteria for efficient (cost-benefit) and effective (objectives-results) use of resources made available through the Federation for the implementation of programmes, in line with the priorities of Strategy 2010 and applying Federation procedures and guidelines.

Activities to achieve objective:

- Through regular meetings with the HRC management and relevant National Society counterparts, revise strategic and operational plans and budgets for Federation supported programmes.
- In co-ordination with the regional delegation and the team in the Americas Department of the Secretariat, liaise closely with all current and potential donors.
- Participate in regular meetings with the governance and management of the HRC.
- Prepare timely and accurate financial and narrative reports for all relevant partners.

- Participate in regular meetings with all the Central American country offices/delegations reporting to the regional delegation.

Objective 2 Promote co-ordination between the Honduran Red Cross, the Participating National Societies, the ICRC and the Secretariat, as well as with external partners, in line with the HRC rehabilitation and development plans and the Federation Country Assistance Strategy.

Activities to achieve objective:

- Participate in regular co-ordination meetings with all Red Cross partners present in the country.
- Organize meetings, including all relevant partners, for the update and revision of an inclusive Country Assistance Strategy.
- Promote, and assist (if needed and where appropriate) in meetings between the HRC governance and management and the main potential donors in the country.

Expected results

- Long-term commitment from the Red Cross partners to the HRC development plan, with a special focus on sustainability.
- A consolidated image of the HRC as a reliable partner, and thus enhanced relationships with the donor community.
- Effective co-ordination of all programmes implemented by the Movement in Honduras.
- Well-functioning programmes that meet Federation standards and guidelines.
- The existing Country Assistance Strategy has been revised and updated into an all inclusive form and approved by all involved partners.
- Overall management meets Federation standards.
- Compliance with Federation reporting standards.

Indicators

- Programmes being implemented according to plans.
- Approved budgets at all time.
- No financial deficit.
- Updated job descriptions, mission instruction and work plans for all delegates.
- Increased appeal coverage.
- Timely and accurate reporting.
- Revised and updated inclusive Country Assistance Strategy available.
- Increase in the number of agreements and memoranda of understanding with partners within the Movements as well as external partners.

Critical assumptions

- The human and financial resources needed are made available on a timely basis.
- The Honduran Red Cross leadership continues to give its support to the process.
- The political and socio-economic situation in the country remains relatively stable.

Monitoring and Evaluation arrangements

Monitoring and evaluation of the programme will be carried out in the following ways:

- Quarterly meetings involving all relevant partners will revise and analyse progress against the established indicators.
- Regular feedback on progress and development in form of written statements from the National Society governance.
- Regular meetings between the HRC, the Federation and Participating National Societies present in the country.
- Internal annual review by Federation team, if needed, with technical support from the regional delegation and/or the Federation Secretariat in Geneva.
- Analysis of operational context and overall progress in quarterly management reports.
- Regular field visits and discussions on an informal basis with participants and beneficiaries.
- An internal audit may be performed by the Secretariat's Internal Audit Unit.
- If and when formal evaluations of other Federation programmes in Honduras are carried out, this programme, providing the overall management and co-ordination, will automatically be included.

[return to top](#)

DELEGATION: HONDURAS							
PROGRAMME	Disaster response	DP	Health & services	Human. values	IDRD	Coord. & mgt	TOTAL
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0	0
Food & seeds	0	0	0	0	0	0	0
Water	0	0	0	0	0	0	0
Medical & first aid	0	0	0	0	0	0	0
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
Sub total supplies	0	0	0	0	0	0	0
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	38,300	0	0	0	0	38,300
Computers & telecom	0	0	6,651	0	0	0	6,651
Medical equipment	0	0	5,245	0	0	0	5,245
Other capital expenses	0	50,000	0	0	0	0	50,000
Sub total capital	0	88,300	11,896	0	0	0	100,196
Programme management	6,440	42,677	4,845	6,547	54,682	21,296	136,488
Technical services	1,928	12,775	1,450	1,960	16,369	6,375	40,857
Professional services	2,138	14,168	1,608	2,174	18,153	7,070	45,310
Sub total programme support	10,506	69,620	7,904	10,681	89,204	34,741	222,655
Transport & storage	0	15,966	0	2,328	11,640	11,629	41,563
Personnel (delegates & expatriates)	0	99,720	0	0	99,720	97,875	297,315
Personnel (local staff)	85,000	42,604	37,400	10,208	15,200	101,612	292,024
Sub total personnel	85,000	142,324	37,400	10,208	114,920	199,487	589,339
Travel & related expenses	0	12,222	10,000	2,037	10,185	20,766	55,210
Information expenses	0	96,859	0	29,976	111,531	1,496	239,862
Expert fees	0	1,496	0	249	1,245	1,495	4,485
Admin. - general expenses	0	36,176	4,651	8,131	38,264	46,216	133,438
Training workshops / seminars	0	169,943	0	33,488	433,958	0	637,389
Sub total travel, training, general exp.	0	316,696	14,651	73,881	595,183	69,973	1,070,384
Total budget	95,506	632,906	71,851	97,098	810,947	315,830	2,024,137