

Appeal 2002-2003

 International Federation
of Red Cross and Red Crescent Societies

HONDURAS

(Appeal 01.21/2002)

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

	2002 CHF	2003 CHF ¹
1. Disaster Preparedness	347,079	0
2. Health and Care	87,865	113,708
3. Humanitarian Values	43,371	58,764
4. Organizational Development	336,854	67,865
5. Coordination & Management	175,056	88,652
Total	990,225	328,989

Introduction

National Context

Honduras, the third poorest country in Latin America, was hit by hurricane Mitch in 1998, with a toll of 5,657 dead and 8,058 people missing, affecting directly and indirectly more than one and a half million Hondurans. In 2001, a severe drought affected the southern parts of the country, as a result of which the Federation launched an international appeal in mid-September. It is expected that the effects of the drought will continue to be felt throughout the year 2002



The country is ranked 107 on the human development index; 40.5 % of the population lives on less than one dollar a day and 26 % are illiterate. 45 % of births are not attended by skilled health staff and the infant mortality rate stands at 33 per 1,000 live births².

Economic growth has slowed down dramatically, first in 1999 as a result of hurricane Mitch (- 1,9 %), and after a positive 4.8 % increase in 2000, a second time in 2001 (approximately 2%). Future perspectives seem unfavourable, especially due to a fall in global demand for Honduran exports; coffee

¹ These are preliminary budget figures for 2003 and are subject to revision in the course of 2002

² Source: Human Development Report, UNDP – 2001.

prices are at the lowest for seven years, there are high levels of corporate debt, and the severe drought is having a serious impact in the south of the country. On the positive side, Honduras will benefit from the October 2000 approval of NAFTA free trade agreement parity for Honduran textile exports. The unemployment rate is on the rise at 28.5 % in 2001, while inflation is under control at a rate of 10.1 %.³

Increasing concerns over security are largely due to youth gangs called “maras”, which appear to be growing at an alarming rate. Certain sources refer to up to 80,000 affiliates. Child abuse and domestic violence, often un denounced, are common, as well as sexual abuse. In addition, it appears that drug trafficking, especially in the sparsely populated department of Gracias a Dios, and money laundering are on the rise. Honduras has a weak social security system, whereby 25% of the population, especially in rural areas inhabited by indigenous peoples, has no access to health services. The AIDS epidemic is still largely underestimated, and is most prevalent in the northern city of San Pedro Sula. Increasing inequality of access to health, income, clean water and education generates new populations of vulnerable, in an highly disaster-prone country.

Elections held on 25 November brought the nationalist party to power; it is expected that this could bring changes in respect to national policies in education and health.

National society priorities

The National Society has 48 branches spread over 16 of the 18 departments which make up the national territory. The Honduran Red Cross (HRC) has 6,000 volunteers and more than 140 employees.

Until hurricane Mitch hit, the HRC mostly concentrated on traditional activities such as the blood bank, the ambulance service and small-scale relief operations in favour of refugees from neighbouring conflicts. The unprecedented scale of the Mitch disaster motivated the HRC to undertake a major role in the response to the emergency and in the rehabilitation and reconstruction phase. The HRC repaired dozens of schools and health centres, provided water and sanitation for thousands of families, and has built some 7,000 houses, which represents almost 14 % of the total number constructed nationwide.

The HRC responded positively to the enormous strain and challenges that its new role posed. Its leadership committed itself to an organizational development process, which led to strategic planning involving all levels of the National Society. At the same time, it invested in significantly improving its capacity to face disasters. Finally, the participatory process involving the vulnerable communities affected by the hurricane implied a radical shift both in the strategic positioning of the HRC, and the role of traditional volunteers. The HRC now focuses much of its work both on edge vulnerabilities: HIV positive persons and marginalized youth, and on vulnerable communities: ethnic minorities, rural populations and urban dwellers in depressed environments.

Besides these programme priorities, the HRC clearly defined the revision of its Statutes as a priority for 2002, the year in which it will hold its General Assembly.

Priority Programmes for Federation assistance

The delegation will focus on supporting the HRC to implement its national strategic development plan, while strengthening its links with vulnerable communities through its network of branches, and promoting a new dimension to volunteering. New focused programmes will tackle the stigma of HIV/AIDS and violence. In line with Strategy 2010, the programmes described below are interlinked and mutually supporting, and are in line with the regional strategic approach.

³ source: the Economist Intelligence Unit

Disaster Preparedness

Consolidation of disaster response capacity, both at national and branch level, with a focus on training, procedures, standards (SPHERE) and revision of existing emergency plans are priorities, as are ongoing community-based disaster preparedness activities, including disaster mitigation micro-projects. The programme will also look to the integration of the HRC in the Pan American disaster response/preparedness (DR/DP) system, comprising PADRU, regional intervention teams (RITs), national intervention teams (NITs), national DR/DP plans and departments (OPADE), branch emergency plans, community-based disaster preparedness (CBDP) programmes, and family emergency plans.

Health and Care

The delegation will develop a pilot project to be integrated into the HRC's successful AIDS prevention programme, specifically targeting the stigma relating to HIV + and AIDS affected persons. The focus is on youth, and activities are closely interrelated with those which fall under the promotion of humanitarian values.

Humanitarian values

Part of a wider regional programme implemented in neighbouring countries, HRC youth brigades will support the development of a culture of respect and non-violence, promoting the dissemination of Red Cross principles and good practices of tolerance throughout schools and youth groups. The programme is closely interrelated with the AIDS prevention initiatives under the health and care programme.

Organizational development

Supporting HRC to implement the priority areas of its development plan, the organizational development (OD) programme will focus on reinforcement of the capacity of governance and management of the HRC, and consolidation of the human resources programme for volunteers and staff. The aim is to systematize best practice and share experiences throughout the region.

Coordination and management

Given the anticipated reduction of the number of delegates, the Honduras country delegation will manage Federation-supported programmes and provide technical support to the HRC by providing an effective and efficient management framework through coordination and the optimization of human, financial and material resources.

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1. Disaster preparedness

Background and achievements to date

In Honduras, inequality combined with poverty exposes large sections of the population to natural hazards. The geography of Honduras, 70% of which is covered by mountains, and its large number of rivers, together with the effects of deforestation and persistent rain during certain periods of the year, makes it vulnerable to disasters such as flooding, landslides and food shortages. A large number of people live in high risk areas: in Tegucigalpa alone, an estimated 200,000 people live in areas which are constantly exposed to hazards.

Since hurricane Mitch, the Federation has been supporting the Honduran Red Cross (HRC) to reinforce its disaster response capacity, together with that of communities, emphasizing the application of Strategy 2010, the implementation of the plan of action of the 27th international conference and the strengthening of coordination mechanisms for improved performance. OPADE, the HRC office for the management of disasters and emergencies, has drawn up a five-year strategic plan, on the basis of which it prepared its operational plan for 2001 and 2002. Emergency plans have been developed in 44 of the 48 HRC branches. A national emergency plan has been drafted, and the HRC is working closely with the national authorities and international organizations, including UN agencies, in order to integrate its plan in the overall national response system. Through its branches, the HRC has trained 169 communities nationwide under the community based disaster preparedness programme. This was carried out in collaboration with other institutions, such as the Ministry of Health, the Peace Corps, WHO/PAHO. Moreover, the HRC has reached 11,000 families through its national campaign promoting the family emergency plan, the first ever in this part of the continent.

The HRC plans to develop decentralized warehouses in the country, which will serve as strategic reserves in initial response to disasters. 38 national and regional intervention teams members (NITs and RITs) were trained in management of small-scale, large-scale and complex emergencies. These teams form the link between the newly established Pan American Disaster Response Unit (PADRU) and the National Society. The Federation delegation, together with the HRC, has initiated and facilitated a national inter-agency workshop on SPHERE.

The HRC has developed new alliances with other entities. OPADE is presently implementing three disaster preparedness (DP) projects, one in the south co-funded by the WHO/PAHO office for Honduras; one in the north, co-funded by the World Bank, in favour of local ethnic *garifuna* communities; and another co-funded by OFDA and the American Red Cross, aimed at mitigation.

At the regional level, OPADE has taken an active role in the two DP regional conferences which took place in Honduras (2000) and El Salvador (2001). The recommendations and commitments issued at the close of these sessions were further developed during the regional Presidents and technical seminars meeting held in Tegucigalpa in September 2001. Challenges remain as regards regional cooperation in emergencies, and a new vision of volunteering including a new role for volunteers in emergencies.

In 2002, it is aimed to establish a clear functional link between OPADE and HRC volunteers: first aiders and youth and to design clear and efficient procedures that rationalize response capacity at all levels: community, branch, departmental, national and regional.

It is envisaged that the direct technical assistance of the disaster preparedness delegate will be discontinued during the second half of 2002, from which time, the follow-up of support will be ensured through regional Federation programmes.

For 2002, on the basis of the objectives of OPADE's strategic plan, the Federation will focus on technical assistance in two priority areas: strengthening disaster response, and strengthening the HRC's community-based disaster preparedness programme.

Goal To contribute to reducing the vulnerability of the communities in the most disaster-prone areas of the country, improving the efficiency and effectiveness of the preparedness and response capacity of the Honduran Red Cross.

Objectives and activities

Objective 1

To provide support in order to strengthen the capacity of the HRC to implement its response system quickly and effectively in the event of local and national disasters.

Activities planned to achieve objective 1

- Provide financial and technical support to OPADE.
- Facilitate consolidation of a data base and ensure optimum usage.
- Facilitate the development of regional relief warehouses.
- Draw up standard operating procedures in order to work better in emergencies and disasters.
- Carry out a revision of the 44 branch contingency plans and draw up the contingency plan for the four remaining branches.
- Design the national disaster response plan.
- Organize inter-agency events with the media and with the government to ensure exchange of experience.
- Organize NITs training for volunteers and staff in order to strengthen the response capacity of the Honduran Red Cross.
- Monitor and promote the use of minimum standards and the application of the humanitarian charter in the design of projects and National Society and PNS response.

Objective 2

To strengthen the capacity of the communities within the HRC CBDP programme to better respond to local disasters, diminishing their vulnerability.

Activities planned to achieve objective 2

- Provide technical support to the coordinator of the programme for community preparedness for disaster.
- Participate in the revision and implementation of methodologies for the disaster preparedness programme at community level.
- Support the identification and implementation of pilot micro projects within the community.
- Support the drawing up and implementation of family disaster preparedness campaigns (wise family campaign).

Expected Results by end of 2002

- The HRC will have a decentralized disaster relief and response system.

- The HRC response system will be consolidated and recognized at interagency and state government level.
- The branch and regional levels will be adequately integrated in the national and international response system to be engaged in times of disaster.
- The HRC and the PNS in the country apply the humanitarian charter and the minimum standards in their daily work in accordance with the SPHERE Project.
- The Honduran Red Cross will have implemented the recommendations on methodology put forward as part of the revision of the CBDP programme.
- The HRC will have introduced community disaster preparedness within its permanent programmes.
- CRH will have acquired the capacity of identifying and implementing micro projects with identified vulnerable communities

Indicators

- Number of branches with revised, approved and tested contingency plans.
- Number of branches providing information for entry into the database.
- Number of decentralized, equipped and functioning warehouses.
- Number of trained regional and national intervention team members.
- Quality of relations established with local and international relief agencies.
- Number of HRC representatives at the branch, departmental and national level in COPECO, the state disaster relief agency.
- Level of integration of the response systems.
- Extent of application of the minimum standards in disaster response in accordance with the SPHERE project.
- Number of mitigation activities and micro projects approved, implemented and evaluated.
- New CBDP methodology is applied, monitored and evaluated.
- Family emergency plan campaign has been implemented and evaluated.

Monitoring and Evaluation Arrangements

- Monthly meetings among the OPADE team, the HRC Director General, the Federation DP delegate and the head of delegation.
- Monthly reports by the disaster preparedness delegate.
- Analysis of the operational context and overall progress through quarterly reports.
- Quarterly meetings of the OPADE team, the HRC Director General, the Federation disaster preparedness delegate and the head of delegation, as well as the regional DP delegate
- Reports from technical visits undertaken by the regional delegation.

Critical assumptions

- The Honduran Red Cross leadership continues its commitment to the programme.
- Human and financial resources needed at all levels are made available.
- The political and socio-economic situation across the country remains relatively stable.
- There is no occurrence of complex natural, technological, or man-made disasters.

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2. Health and care

Background and achievements to date

The Honduran Red Cross (HRC) has significantly strengthened its capacity to face the new health challenges affecting the vulnerable population of the country. Besides its traditional services: ambulance services and the blood bank, the HRC has capitalized on the success of its recent community health projects, and structured a new health department in which community health is the central focus. The HRC has three main community health projects funded by three PNSs: the American Red Cross, the Canadian Red Cross and the Swiss Red Cross and run at branch level. Most of the rehabilitation projects implemented in the past three years included a component of community health and health education.

The HIV/AIDS epidemic is beginning to take its toll. AIDS has already become one of the leading causes of hospitalization and death in the public hospitals of Tegucigalpa and San Pedro Sula, the main cities in the country. The number of orphans and children abandoned as a result of the AIDS-related death of one or both parents has increased steadily. Honduras has a national strategic plan to fight AIDS, drafted in 1999. According to this document, projections made in 1997 indicate that the prevalence of HIV in the adult population of San Pedro Sula would remain constant at around 5.5% in the period 1996-2007. In Tegucigalpa, the prevalence of HIV in adults is expected to rise from 1.3% to 1.8%, and the national rate from 1.1% to 1.2% during the same period. According to data from the Ministry of Health, Honduras which makes up 17% of the Central American population, accounts for 60% of the total AIDS cases in the region. Population groups such as street children are vulnerable, given the practice of unprotected sexual relations at an early age and prostitution for money, drugs, food, and other needs.

The strategic plan against AIDS underlines the need not only to ensure the defence of human rights, but also to disseminate information on human rights, including non-discrimination. In spite of such clear statements, very little has been done so far in this area.

The health and care programme is made up of two components: the HIV/AIDS youth peer education programme and a pilot project focused on reducing discrimination and stigma faced by those suffering from HIV/AIDS.

The regional youth advisor based in Honduras is responsible for the coordination of the HIV/AIDS youth peer education programme which is being implemented together with the directors of the health and youth departments of the region's National Societies. The intention is to support the Honduran Red Cross, through the regional health programme, to expand the peer to peer (P2P) education programme, previously supported by the Spanish Red Cross, for a further three year period. This will be carried out through an agreement reached with UNICEF. For further details, please see the regional appeal for the health programme for Central America.

In order to expand AIDS prevention activities as outlined in the National Society's development plan and reflected in the cooperation assistance strategy, and taking into account the recommendations made by the national forum on community health in September 2000, the HRC will launch a pilot project, benefiting from the expertise of volunteers trained under the P2P programme. This aims to work in cooperation with national and local associations in order to deal with one of the most neglected aspects of the fight against HIV/AIDS: the stigma and discrimination faced by HIV+ people and those

who have developed AIDS. A locally-recruited health coordinator will be engaged to ensure successful implementation of the project.

Goal

To provide support to the Honduran Red Cross to contribute to the lessening of discrimination against HIV+ and AIDS affected persons and to reduce the stigma associated with HIV/AIDS.

Objectives and activities

Objective 1

To build on the youth peer to peer education programme through the implementation of a related pilot project to fight stigma and discrimination faced by HIV+ people and those suffering from AIDS.

Activities planned to achieve objective 1

- To map organizations working in the field of HIV/AIDS, particularly in relation to human rights, and to establish links with national/local associations of people living with HIV/AIDS.
- To adapt training material on stigma and HIV/AIDS using the Positive Development Book from the global network of people living with AIDS (GNP+) and the Action with Youth book.
- To carry out awareness sessions with the staff and volunteers of the Honduran Red Cross and to provide psychological support to HRC volunteers and staff who are HIV positive or who have developed AIDS.
- To stage a national inter-institutional forum on AIDS and STDs and the struggle against stigma.
- To design and launch a public awareness campaign.
- To train volunteers involved in the P2P education programme in issues of stigma and discrimination.

Expected Results by January 2003

- The Honduran Red Cross and the local global network of people living with HIV/AIDS will have signed a memorandum of understanding to work together in HIV/AIDS related activities.
- A positive environment exists within the HRC, allowing for overall support to HIV+ volunteers and staff.
- The pilot project managed by a locally-recruited coordinator will have been evaluated, experience as well as appropriate training material shared and disseminated throughout the region, and results will indicate the benefit of an extension into a second phase.

Indicators

- Families are coping better with HIV/AIDS related problems, are aware of, and benefit from, support networks.
- Peers have a better understanding of HIV/AIDS and actively fight against discrimination and stigma.
- Number of workshops carried out with the inclusion of an additional module relating to stigma and discrimination.
- Number of counselling and support sessions.
- Number of HIV-positive individuals participating actively in prevention campaigns.
- Campaigns, dissemination and awareness activities carried out in schools and other institutions to protect the rights of those affected.
- Number of cooperation protocols signed with state entities, UN agencies and NGOs concerning the struggle against discrimination and stigma.

Monitoring and Evaluation

Following the first year of activities, the HRC through its department of health and its volunteers, will carry out an evaluation jointly with the Federation delegation. This will determine and identify adjustments for the drafting of follow up proposals and expansion of the programme

Critical Assumptions

- The Honduran Red Cross leadership continues its commitment to the programme.
- Human and financial resources needed at all levels are made available.
- The political and socio-economic situation across the country remains relatively stable.
- There is no occurrence of complex natural, technological or man-made disasters.

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3. Humanitarian values

Background and achievements to date

Violence is one of the main problems affecting Honduran society. The homicide rate is 50 per 100,000 inhabitants. Estimates from the Ministry of the Interior indicate that up to 80,000 youths and children make up 14 “maras” or gangs that operate nationwide and whose operations include armed robbery, drug trafficking, arms sales, rape, theft, and kidnapping. The lack of concrete policies to tackle the problem, the absence of State economic resources, insufficient fora to analyze the issue, the differing views between relevant organizations as to how to deal with the crisis, and last but not least, the high unemployment rate among the youth, contribute to the complexity of the problem.

The present programme seeks to assist young people through the formation of educational brigades which will work through education centres and existing youth associations, applying a peer-to-peer approach (P2P). Focusing on juvenile violence, gender violence and discrimination, the programme will advocate for the commitment of both the authorities and civil society to the improvement of the quality of life for youth and peaceful coexistence.

The programme will be developed through elementary schools, high schools, and youth groups in the following locations:

Central Region: Tegucigalpa, Department of Francisco Morazán; Juticalpa, Department of Olancho; Siguatepeque, Department of Comayagua.

Eastern Region: El Paraíso, Teupasenti, Department of El Paraíso.

Southern Region: San Lorenzo, Nacaome, Pespire, Department of Choluteca.

Western Region: Santa Rosa, La Esperanza, Departments of Copán and Intibucá.

Northern Region: Villanueva, La Lima, Department of Cortes.

The National Society will define the communities which will benefit from implementation of the project. Fifty education centres will be provided with information nationwide, as well as clubs and various youth associations. The target of the programme is to reach an initial 10,000 young people both in schools and in youth groups, 1,000 parents and 50 teachers by means of 100 trained volunteers.

Goal

To improve the social environment of youth through information and awareness on violence, discrimination, humanitarian values and of rights and duties in society.

Objectives and activities

Objective 1

To improve the capacity of human resources amongst Red Cross youth in knowledge of humanitarian values and principles for peaceful coexistence and conflict resolution

Activities planned to achieve objective 1

- Facilitate training and hold meetings of youth volunteers.
- Stage a training course for socio-educational instructors.
- To implement campaigns, communication and advocacy activities.

Objective 2

To create awareness in the population of youth and children on social disintegration, promoting social behaviour styles based on respect, equality, and the non-violent resolution of conflicts.

Activities planned to achieve objective 2

- Hold awareness sessions in school centres and organize meetings with parents.
- Stage theatre shows, concerts, conferences and debates with the participation of the media.
- Promote activities such as youth gatherings in order to convey key messages.

Expected Results

- Red Cross youth groups will gain an awareness of the problem of violence.
- Red Cross youth groups will draft and distribute educational and information material.
- Improved awareness and social conscience of target groups.
- Use of models for conflict resolution in schools.

Indicators

- Number of youth volunteers trained.
- Educational and informational material distributed and in use.
- Number of youth volunteers participating in the awareness sessions.
- Number of education centres and youth associations visited.
- 24 branches of the HRC involved.
- Number of communities covered by the programme.
- Increase in the number of youth and children participating in the programme.
- Increase in the number of education centres participating in the programme.
- Number of families involved in the project.

Monitoring and evaluation

- Monitoring by the regional youth coordinator through specific sessions and participation in activities.
- Monthly follow-up meetings carried out jointly by the technical counterparts of the delegation, the Red Cross youth council and those directly responsible for the programme.
- Biannual evaluations of monthly meetings and reports between the head of delegation and the national presidency.

Critical Assumptions

- School calendars are not interrupted or suspended.
- The Honduran Red Cross leadership continues its commitment to the programme.
- Human and financial resources needed at all levels are made available.
- The political and socio-economic situation across the country remains relatively stable.
- There is no occurrence of complex natural, technological, or man-made disasters.

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4. Organizational development

Background and achievements to date

The Honduran Red Cross drafted its previous development plan in 1986 for a five year period. In 1999 the National Society requested the Federation's support in the process of institutional strengthening. In response to this request, the Federation made an organizational development delegate available to the National Society, and an agreement was reached with the HRC on the main objectives to be achieved.

Between February and July 2000 the HRC, with the technical support of the Federation and the PNS, achieved the following results: (1) Drafting and approval of an organizational development project for the National Society; (2) Participative drafting of the country plan; (3) Participative drafting of the cooperation assistance strategy for Honduras; (4) First steps towards the National Society's institutional self-assessment with the participation of 29 branches, governance, volunteers, and staff.

In August 2000, the HRC began a strategic planning process focusing on the following areas:

- a) national development plan;
- b) five year strategic plans (administration, dissemination, disaster preparedness and response, projects office, information, pre-hospital care, training and volunteers);
- c) 2001 operational plans;
- d) participation of the branches, volunteers, administrative staff, branch management entities, and support of the national presidency in the planning process;
- e) initial work towards the revision of the Statutes and regulations;
- f) organizational restructuring;
- g) formation of a volunteer support team for fund-raising, organizational development, volunteer coordination, human resources and auditing;
- h) strategic and operational planning in three branches;
- i) creation of a formal exchange forum and periodic meetings with the main staff members;
- j) the first meeting to monitor the advances of the 2001 annual operational plans.

The HRC also positively responded to the Federation Secretariat's request to perform an internal self-assessment. The results of such an exercise have been taken into due account in the process which is underway.

The majority of these results were obtained with a significant delay in respect of the implementation periods initially proposed. The main cause of these delays relate to difficulties inherent in the transition to formal organizational procedures that must be progressively understood and assimilated. On the other hand, the planning process and resulting tasks are immersed in the context of complex commitments the National Society has entered into as a result of the Mitch reconstruction programmes.

For the Federation, 2002 represents a challenge as regards the sustainability of the process. Strong and permanent monitoring and advisory systems are necessary; these can be ensured through existing Federation project funds and cooperation strategies with PNS within the framework of projects being implemented in the branches.

For the period 2002-2003, on the basis of the objectives of the HRC's national development plan, the Federation will focus on its role ensuring institutional reinforcement in two priority areas: governance and administrative entities, and volunteers and personnel (human resources).

Goal

To contribute to the fulfilment of the mission of the HRC in favour of the most vulnerable through the implementation of the priority areas of the development plan as it relates to organizational development.

Objectives and activities

Objective 1

To reinforce the capacity of governance and management of the HRC.

Activities planned to achieve objective 1

- Hold working sessions with the commission in charge of revising the Statutes and regulations; ensure the dissemination of the Statutes and regulations.
- Support the holding of general assemblies (ordinary or extraordinary).
- Create training modules: one training course for future instructors, five regional workshops (in cooperation with the ICRC); hold one national evaluation meeting.
- Draw up personnel training manuals at the central and branch level.
- Ensure continued provision of funding for carrying out internal and external audits; hold meetings with governance and staff to analyze results; carry out local field visits.
- Stage two national evaluation workshops.
- Ensure implementation of the plan and project monitoring software.
- Hold two training workshops in project formulation and evaluation.
- Create a database for follow-up with cooperating agencies and donors.
- Hold four regional workshops in fund-raising and income-generation for the HRC.
- Stage a workshop with the National Council and staff for the evaluation of strategy results.

Objective 2

Consolidate the human resources programme for volunteers and staff.

Activities planned to achieve objective 2

- Monitoring/evaluation of the process of continuous improvement of personnel.
- Holding of personnel and volunteer evaluation workshops.
- Continued funding of the national volunteer and human resources coordinator; local field visits.
- Printing, distribution, and dissemination of the new volunteer regulations.
- Holding of a workshop to evaluate the national training plan.
- Conducting of a training course for new instructors.

Expected Results

- The HRC has updated Statutes and national regulations.
- HRC senior staff are trained in governance functions and Strategy 2010.
- National accounting and budgeting systems are utilized for the programmes
- The HRC disseminates, monitors and evaluates the national development plan.
- The HRC applies the fund-raising strategy for income generation.
- The HRC applies personnel selection and welfare policies and procedures with a gender focus (volunteers and paid personnel).
- The HRC volunteers will have updated rules and regulations.
- The HRC will have implemented the new integral training plan.

Indicators

- Percentage increase and rotation of volunteers (using the database).
- Performance level and rotation of paid personnel (using the database).
- Respect of regulations regarding human resources.
- Number of volunteers participating in essential programme areas of S-2010.
- Number of volunteers joining the Red Cross from non-traditional sectors.
- Number of volunteers and administrative personnel trained in accordance with the new training plan.
- Statutes and regulations will have been updated in agreement with the guidelines of the Federation model and the objectives of the development plan.
- 80% of the senior staff within the governance will have received training.
- Fulfilment of governance functions, with full separation from operational functions.
- Quality and timeliness of the periodic financial and budget reports.
- Accounting and budget system implemented in 30% of the branches.
- Quantity and quality of indicators fulfilled in respect of the national plan and the operational plans.
- Monitoring and evaluation plans and reports disseminated.
- Percentage increase in financial resources as compared with 2001.
- Number of economically sustainable income-generation projects.

Monitoring and Evaluation

- Analysis of the monitoring reports and the evaluation workshops relating to the national development plan, the sectoral plans and the annual operational plans carried out under the technical orientation of the organizational development coordination of the HRC, with the support of the General Directorate.
- Analysis of the results of the audits and the reports produced by the consultants hired in 2001 in charge of reinforcing the accounting and budget systems.
- Reports from those in charge of the continuous improvement of personnel.
- Participation in the evaluation workshops foreseen in the activities of each objective.
- Reports from the technical visits of the regional delegation.

Critical assumptions

- The Honduran Red Cross leadership continues its commitment to the change process.
- Human and financial resources needed at all levels are made available.
- The exit strategy of PNSs does not affect the process in the branches.
- The political and socio-economic situation across the country remains relatively stable.
- There is no occurrence of complex natural, technological, or man-made disasters.

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5. Coordination and management

Background and achievements to date

Established in 1998 immediately after Hurricane Mitch devastated the country, the Honduras delegation has been supporting the Honduran Red Cross in its transition from emergency response to rehabilitation as well as in the development of programmes which adhere to Strategy 2010. While the rehabilitation phase, coordinated through the HRC country plan of action, is underway, the process of strategic planning and programme support has proved instrumental in promoting a change process within the National Society. Thanks to a well coordinated mutual effort, initiated by the governance of the National Society, guided by the delegation and fully supported by the six PNSs present in the country, the HRC has now a five year national strategic development plan, a clear disaster preparedness vision, competent human resources, a standing role within the civil society, a strengthened volunteer resource, and new strategic alliances such as those with UNICEF, the World Bank and the Interamerican Development Bank.

Nevertheless, the Honduran Red Cross feels that the process continues to require direct support and monitoring from the Federation: the commitments of the strategic development plan require new resources to be sustainable and to produce the expected results; the rapidly-changing environment gives rise to a need for new strategic alliances; new vulnerabilities in the making require accurate monitoring; recognition of the HRC as the leading humanitarian agency in the country requires consolidation of the change process. For this reason, the delegation will be retained in 2002, gradually reducing its staff from three delegates (one of which is shared with the Italian Red Cross) to one Federation representative, and reverting to programme support from the regional delegation. According to needs and regional processes, the presence of a delegation in Honduras could be discontinued during the second half of 2003.

The delegation will continue to provide a facilitation and coordination role, liaising with the Participating National Societies, of which there are presently six, three of which share their offices with the delegation. The financial manager/administrator of the delegation receives support from the regional finance unit (RFU), based in Guatemala. Significant improvements were made in 2001 in the efficiency and effectiveness of the delegation, as confirmed in the internal audit.

Goal

To manage Federation supported programmes by providing an effective and efficient management framework through coordination and optimization of available human, financial and material resources.

Objectives and activities

Objective 1

To ensure efficient and effective use of resources made available through the Federation.

Activities planned to achieve objective 1:

- Together with the National Society and other relevant counterparts, prepare strategic and operational plans and budgets for Federation programmes, and revise them on a quarterly basis.
- Ensure compliance with Federation standards in financial management.
- Participate in regular meetings with all Central American country offices/delegations reporting to the regional delegation.
- Prepare timely and accurate financial and narrative reports for all relevant partners.

Objective 2

Promote, facilitate and lead improved coordination amongst the Honduran Red Cross, the Participating National Societies, the ICRC and external partners, including all present and potential strategic alliances.

Activities planned to achieve objective 2

- Hold monthly meetings with all partners within the Movement in Honduras, in order to ensure effective coordination, situation reviews, definition of operational criteria and priorities for (joint) action and to exchange information.
- Participate in regular meetings of HRC governance and management.
- Update and monitor the inclusive cooperation assistance strategy.
- In coordination with the regional delegation and the team in the Americas department of the Secretariat, liaise closely with all current and potential donors.
- Promote and attend meetings between the HRC governance and management, and the main potential donors in the country.

Expected Results

- Effective coordination of all programmes implemented by Red Cross partners, resulting in well-functioning programmes that meet Federation standards and guidelines.
- Overall management meets Federation standards.
- Compliance with Federation reporting standards.
- By the beginning of 2002, the revised cooperation assistance strategy will have become a management tool to tackle gaps in cooperation funding.
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Indicators

- Federation supported programmes are being implemented according to plans.
- Financial reports indicate funds are spent in accordance with plans.
- There is no financial deficit.
- Number of timely and accurate reports.
- Inclusive cooperation assistance strategy available.

Monitoring and evaluation

- Quarterly meetings between HRC governance and delegation staff to review and analyse progress
- Internal audit may be performed by the Secretariat's internal audit unit.
- Analysis of the operational context and overall progress through quarterly reports
- If and when formal evaluations of other Federation programmes in Honduras are carried out, this programme will automatically be included.

Critical Assumptions

- The programme is fully funded over the two-year period, and funds are available on a timely basis.
- Core delegates (HoD, disaster preparedness) and other human resources are made available to the programme.
- The political and socio-economic situation across the region remains relatively stable.
- The Honduran Red Cross leadership continues to support the change process.

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PROGRAMME BUDGETS - 2002								
Delegation HONDURAS								
PROGRAMME	Disaster Resp.	Disaster Prep.	Health & Care	Human Values	IDRD	Reg. Co-operation	Co-ord. & Mgmt	TOTAL
Shelter & Construction	0	0	0	0	0	0	0	0
Clothing & Textiles	0	0	0	0	0	0	0	0
Food & Seeds	0	0	0	0	0	0	0	0
Water	0	0	0	0	0	0	0	0
Medical & 1st Aid	0	0	0	0	0	0	0	0
Teaching Materials	0	0	0	0	0	0	0	0
Ustensils & Tools	0	0	0	0	0	0	0	0
Other Relief Supplies	0	0	0	0	0	0	0	0
Subtotal Supplies	0	0	0	0	0	0	0	0
Land & Buildings	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0
Computer & Telecom	0	0	0	0	0	0	0	0
Medical Equipment	0	0	0	0	0	0	0	0
Other Capital Equipment	0	0	0	0	0	0	0	0
Subtotal Capital	0	0	0	0	0	0	0	0
Programme Management	0	23'404	5'925	2'924	22'714	0	11'804	66'771
Technical Services	0	7'006	1'774	875	6'799	0	3'534	19'988
Professional Services	0	7'769	1'967	971	7'540	0	3'919	22'166
Subtotal Programme Support	0	38'179	9'665	4'771	37'054	0	19'256	108'925
Warehousing/Inspection	0	0	0	0	0	0	0	0
Transport & Vehicles	0	5'900	1'500	1'500	3'700	0	4'400	17'000
Subtotal Transport & Storage	0	5'900	1'500	1'500	3'700	0	4'400	17'000
Delegates & Expatriates	0	59'600	0	0	0	0	100'300	159'900
National Societies and Local Staff	0	51'300	7'600	8'000	164'300	0	24'400	255'600
Subtotal Personnel	0	110'900	7'600	8'000	164'300	0	124'700	415'500
Travel & Related Expenses	0	9'900	600	600	8'200	0	1'900	21'200
Information	0	200	100	100	200	0	200	800
Consultants	0	2'700	13'100	1'100	35'500	0	3'200	55'600
General Expenses	0	23'100	7'300	7'300	17'900	0	21'400	77'000
Training Workshops & Seminars	0	156'200	48'000	20'000	70'000	0	0	294'200
Security	0	0	0	0	0	0	0	0
Subtotal Training, Information & General	0	192'100	69'100	29'100	131'800	0	26'700	448'800
TOTAL BUDGET	0	347'079	87'865	43'371	336'854	0	175'056	990'225