

Appeal 2005



International Federation
of Red Cross and Red Crescent Societies

CENTRAL AMERICA

Appeal no. 05AA043

The International Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. The Federation is the world's largest humanitarian organization, and its millions of volunteers are active in over 180 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project.

This document reflects a range of programmes and activities to be implemented in 2005, and the related funding requirements. These are based upon the broader, multi-year framework of the Federation's Project Planning Process (PPP). For further information concerning programmes or operations in this or other countries or regions, please also access the Federation website at <http://www.ifrc.org>

Click on figures below to go to the detailed budget
Click on title to go to programme narrative

	2005
Programme title	in CHF
Strengthening the National Societies	
Health and Care	1,143,230
Disaster Management	805,034
Humanitarian Values	248,872
Organizational Development.	984,699
Coordination and Implementation	709,873
Total	3,891,708

The Americas

Latin America and the Caribbean continue to face many challenges, particularly widespread poverty, inequality, migration, urbanization, social unrest and vulnerability to natural disasters. The Federation's Appeal objectives for the Americas for 2005 focus on the core programme areas of health, disaster management, humanitarian principles and values and on organizational development. These objectives are in harmony with the Millennium Development Goals seeking to "eradicate extreme poverty and hunger", to "promote gender equality and empower women" and in the area of health aiming to "reduce child mortality" to "improve maternal health" and to "combat HIV/AIDS, malaria and other diseases".

Over the last decade, the frequency of natural and man-made disasters has increased in the Americas and although the number of victims has decreased significantly, the number of those affected continues to rise steadily. The 2004 hurricane season in the Caribbean has proved to be one of the most deadly. Hurricanes Charley, Frances, Ivan and Jeanne have caused catastrophic levels of damage to infrastructure, resulting in the loss of homes and livelihoods for hundreds of thousands of people, posing threats of food insecurity and raising levels of vulnerability. In the Americas an integral disaster management system continues to be developed in order to ensure effective response to disasters through global mechanisms, the Pan American Disaster Response Unit (PADRU) and regional resources. A key element of this system are the Red Cross National Societies which, through their branch network, are striving to reach vulnerable communities to help prepare them in the event of disaster, to avoid loss of life and livelihoods, and to mitigate the potential effects of common hazards. A major focus of the Appeals is working together with communities in order to strengthen them in the face of potential disasters.

Socio-economic trends are fuelling the spread of the HIV/AIDS epidemic in the Americas, particularly in the Caribbean where the Red Cross is playing a key role in raising awareness and placing the fight against the disease at the top of humanitarian agendas. Uneven distribution of wealth and marginalization of ethnic minorities increase levels of poverty in certain layers of the population, which has a direct impact on access to health services. In line with the initiative towards "scaling up in health", Red Cross Societies are working to enhance capacities of their health departments in order to reach those in need and increase equity in health. In addition, Red Cross anti-stigma campaigns and advocacy efforts speak out against discrimination and marginalization, particularly associated with HIV/AIDS related stigma. Innovative projects seek to reduce youth violence and gender discrimination as well as to reach ethnic minorities.

The Red Cross in Latin America and the Caribbean is evolving in order to meet the humanitarian challenges and to better target its work. A major focus on networking and peer support aims to promote best practices and to enhance organizational learning. The Communications Forum, promoting capacity in communications, is an example of such a successful initiative together with the regional health networks, the youth network and the organizational development practitioners' networks. The Inter American Regional Conference has developed a Plan of Action in order to reflect the undertakings of the Santiago de Chile Commitment of April 2003. The Plan of Action reiterates the priorities laid down in Strategy 2010. It also stresses the need for achieving strategic alliances with partner organizations and for National Societies to engage in change processes and outlines the significance for the Americas of the concept of integrated community programmes which seek to reach vulnerable communities through strengthened branch networks and enhanced mobilization of volunteers. Implementation of the plan of action will be monitored by the National Societies in the Americas through newly-developed web-based evaluation tools.

The Federation Secretariat's permanent structure in support of the National Societies in the Americas is based on two Regional Delegations: the Panama Regional Delegation, with a Sub Regional Office in Port of Spain, Trinidad, and the Lima Regional Delegation, with a Sub Regional Office in Buenos Aires, Argentina. The Pan American Disaster Response Unit (PADRU) ensures technical support and coordination of disaster management in the entire region. Support to finance and reporting is ensured by the respective regional units based in Panama. There is a fully-fledged Federation Delegation in Haiti and Federation representatives are present in Colombia and Guatemala.

Regional Context

The Federation's appeal for Central America includes seven countries: Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua and Panama. This region is, in 2004, in a better economic, social, and political situation than in the early 1990s, thanks to efforts to achieve political, social, and economic stability, and to

complete democratic transition. The importance of ending decades of authoritarianism and armed conflict cannot be overestimated in terms of the region's ability to resume the path toward economic growth. In recent years, Central America has been the only region in the world capable of peacefully resolving long-standing civil wars through a combination of regional and national actions, avoiding the intervention of international political and military forces.

Global financing and foreign trade are encouraging the governments in the region to work regionally and to strengthen regional mechanisms for development; the plan "Puebla Panama", the free trade agreement (ALCA) and Central American Parliament (PARLACEN) and the Central American Integrated Committee are being strengthened and are setting the stage for future economic activities in the region.

In spite of the advances cited, the economic and political achievements won are precarious and, in terms of social equity and environmental sustainability, negative for the region, though not necessarily for all of the countries. Within Central America and Mexico there are several regional divides: first among the regional divides are differences in human development between countries. Only two countries in the region, Costa Rica and Mexico, are considered to have a high level of human development, according to the Human Development Report published by the UNDP. The majority of the Central American population lives in the five nations rated as having medium human development: El Salvador, Guatemala, Honduras, Nicaragua and Panama. Wealth between countries is also unevenly distributed; Costa Rica and Mexico both have a GDP that is more than two times the average GDP of the other five countries.

Country	Human development index (HDI)	Population (millions)	Urban Population (% of total)	Life expectancy at birth	GDP per capita (PPP USD)	GDP per capita annual growth rate (%)
HIGH HUMAN DEVELOPMENT						
Costa Rica	45	4.1	60.1	78.1	8,840	2.7
Mexico	53	102	75.2	73.4	8,970	1.4
MEDIUM HUMAN DEVELOPMENT						
Panama	61	3.1	56.8	74.7	6,170	2.5
El Salvador	103	6.4	59.3	70.7	4,890	2.3
Honduras	115	6.8	45.2	68.9	2,600	0.3
Nicaragua	118	5.3	56.9	69.5	2,470	1.5
Guatemala	121	12	45.9	65.8	4,080	1.3

Source: UNDP Human Development Reports 2004

Human development gaps within individual countries form a second regional divide, as each country has areas of high and low human development. In Guatemala, for instance, the HDI value of the highest rated province is 2.3 times that of the lowest rated province. In Honduras, it is 2.1 times the lowest value, and in El Salvador, 1.6 times (these are the only countries with HDI measurements disaggregated by province). The evidence for Costa Rica, although not with HDI values, suggests a similar situation (see the table below).

Country	Best-rated province	Lowest-rated province	HDI differential	Location of lowest rated province
Guatemala	Guatemala (82.9)	Alta Verapaz (35.5)	2.3	Rural, non border province
El Salvador	San Salvador (72.1)	Morazán (45.8)	1.6	Rural, border province
Honduras	Islas de la Bahía (78.7)	Lempira (36.8)	2.1	Rural, border province
Costa Rica	Flores (91.6)	Talamanca (10.5)		Rural, border province

Source: UNDP Human Development Reports 2004

A third regional divide is represented by the differences between social groups within countries. Beyond national differences in human development, all of the countries show, to a greater or lesser degree, similar patterns of inequality. Examples are as follows:

- Traditional export activities, especially agriculture and assembly plants, and above all textiles, continue to be sources of wealth for the owners, but not necessarily for the workers.

- The situation of women is clearly more disadvantaged than that of men. In the entire region, the HDI value lowers when the inequalities that women suffer in education, health, and income are examined.
- The indigenous population rose to 6.76 million people in 1992, almost 20% of the total population of the region. Independently of the country in which they live, these populations have lower life expectancy and access to education, and greater rates of school desertion, mortality for preventable diseases, malnutrition, infant mortality, maternal mortality, and, in general, show a greater incidence of poverty than non-indigenous populations.
- Marginalized migrant populations as a group are subject to the highest risks as regards HIV infection, ill health and disease, lack of access to services, legal representation and exposure to violence.

In this context, widespread poverty persists in the region. Three of every five Central Americans live in conditions of poverty, and two of every five live in extreme poverty. To add to this trend, since the 1950s, Central America's population has quadrupled, reaching almost 40 million, with the likelihood of outstripping regional resources.

According to the 2004 report on the global HIV/AIDS epidemic by UNAIDS, "In Latin America and the Caribbean, the total number of people living with HIV continues to rise. It is estimated that 2 million people are living with HIV in these countries—a figure that includes the 250,000 who were newly infected in 2003. In the same year, AIDS claimed approximately 120,000 lives. In Central America, the epidemic is worsening chiefly among socially marginalized populations. As in other parts of the world, the stigma associated with the disease is prejudicial to those living with HIV and is hampering prevention and control strategies.

Region	Adults & children living with HIV/AIDS	Adults & children newly infected with HIV	Adult prevalence (%)	Adult & child deaths due to AIDS
Latin America	1.3-1.9 million	120,000-180,000	0.5-0.7	49,000-70,000
Caribbean	350,000-590,000	45,000-80,000	1.9-3.1	30,000-50,000

Source: UNAIDS 2004 Report on the global AIDS epidemic

The impact of disasters in Central America is affected by a complex inter-relation of socio-economic and political factors, together with natural phenomena. The latter, including hurricanes, tropical storms, flooding, landslides, volcanoes and seismic activity, have had a strong impact on the region's capacity for advancement. As illustrated repeatedly, the vulnerability of the region leaves it severely exposed to the long-term impacts of natural disasters. In addition, the damage caused by flooding and landslides increases each year as populations, deforestation and land use expand. In 2004 the Red Cross responded to flooding in Costa Rica, the Dominican Republic, Haiti, Mexico and Nicaragua, an earthquake in Panama and Costa Rica, and several major hurricanes and tropical storms in the Caribbean.

In the face of these threats, the emergency management community is experiencing a regionalization process through the creation of the Coordination Centre for the Prevention of Natural Disasters in Central America (CEPRENAC) following Hurricane Mitch. The armed forces have also increased their presence and participation in preparedness and response through regional exercises like FA-HUM (Allied Humanitarian Forces), and by advocating greater roles for the military in emergency management offices as part of civil protection.

In the Central American context, violence in all its forms continues to be a real and increasing challenge to the social fabric of the region. Despite peace accords, political/institutional violence has not been entirely eradicated. Extra-judicial killings by police officers and members of paramilitary organizations remain a problem, as do allegations of 'social cleansing'. In addition, the proliferation of arms in post-conflict Central America with cross-regional traffic is closely associated with high levels of activities such as kidnapping, regional and international drug trafficking, contraband activities, armed robbery and other types of crime committed both by organized groups and by individuals.

Organized crime, in particular, has been exacerbated by civil conflict, with demobilized ex-combatants forming armed gangs. Delinquents and gangs have highly visible profiles across the region, particularly in El Salvador and Honduras, with tremendous pressure to develop and introduce interventions to reduce the economic and social violence associated with them. Since the resolution of political conflict it is the 'maras', or 'gangs', that have come to dominate public attention.

Family member victim of robbery or assault in the last 12 months	
Country	Percentage of Population
El Salvador	47.1
Honduras	36.3
Nicaragua	35.7
Guatemala	54.9
Latin America Average	30

Source: Londoño and Guerrero (1999)

In direct contrast, inter-household social violence, including gender-based domestic violence and the abuse of children, is less visible with a very low profile. Despite its widespread nature, it is largely treated as a private family matter. Like domestic abuse against women, violence against children in the home is often invisible yet a worryingly widespread phenomenon, as are incidents of rape.

Red Cross and Red Crescent Priorities

Movement Context:

The Federation's structure in the region includes a Regional Delegation for Central America and the Caribbean located in Panama, a Sub Regional Office located in Port of Spain, Trinidad, and a country delegation in Haiti. There are also offices in Guatemala with a Federation Representative, and in Honduras, where the regional humanitarian principles and values coordinator is based. The El Salvador and Nicaragua offices managed by technical delegates in health and organizational development were closed in 2004. These changes reflect the implementation of the Secretariat's "regionalization process", which provides for increased decision making at the field level and a transfer of projects to National Societies. This field structure maximizes the use of Federation resources, allows for more targeted interventions, promotes ownership by National Societies of Federation-funded programmes, and encourages greater interaction among National Societies.

The main Partner National Societies (PNS) which provide support to the Federation are the British Red Cross, the UK Department for International Development (DFID), the Norwegian Red Cross and the Swedish Red Cross. However, given the number of bilateral Partner National Societies working in the region, the Federation continues to lobby for greater multilateral support.

The basis of Federation support to National Societies with bilateral support aims at working more effectively together to achieve maximum impact from collective efforts. The Cooperation Agreement Strategy (CAS) is a process of joint planning, coordinated action and joint review, coordinated by the Federation. The CAS process was launched by the Federation in 1999 to promote the maximum alignment of all partners (National Society, PNS, the ICRC, the Federation Secretariat and non Red Cross/Red Crescent partners) around the strategic priorities of a National Society. Guatemala's efforts in this area have produced an excellent basis for a Cooperation Agreement Strategy.

The "Harmonization Process" was initiated in 2002 to enhance coordination between the Federation and the ICRC, and has so far been successfully implemented in the Dominican Republic, Guatemala, Nicaragua and Panama. Through the harmonization process, the Guatemalan Red Cross completed the "Emergency and Institutional Rescue Plan of Action" (Plan de acción de emergencia y rescate institucional) (PAERI), which was established in 2003 as an emergency measure to assist the National Society's governance and management team to overcome the internal crisis that arose out of elections in May 2003. In Panama, the review of National Society Statutes and the formalization of cooperation for the Darien region were both major successes for the harmonization process. In addition, the Dominican Red Cross, through this process, developed a contingency plan leading up to the country's presidential elections, which allowed the National Society to build its response capacity as well as review its Statutes.

National Society Strategy/Programme Priorities:

During the XVII Inter-American Conference held in April 2003, the 35 National Societies of the Americas agreed to the “Santiago de Chile Commitment”, which details objectives in the areas of health, disaster management and National Society capacity building. These objectives were the basis for the 2003-2007 Plan of Action of the XVII Inter-American Conference. The conference recognized that health indicators in Latin America have generally improved, but that increasing disparities exist between the countries of the region and between different population groups within each country. In the area of disasters, the last decade saw large-scale natural disasters, often related to climatic change, greatly impacting the development in the poorest countries in the Americas. The challenges to raise National Society capacity in the areas of community volunteer networks, more representative volunteer groups, youth programming, communication, links with those living with HIV/AIDS and resource mobilization were identified as priority areas. Progress in the priority areas highlighted by the “Santiago de Chile Commitment” is being continually monitored and evaluated through the plan of action, as well as through a monitoring and evaluation toolkit that has been made available to all National Societies in the region.

During 2001, the XVII Red Cross Presidents’ and technical seminars meeting for Central America was held in Honduras, and the Regional Delegation continues to provide follow up and provide technical support to the commitments made by the National Societies during that meeting. In addition to the Presidents’ and technical seminars meetings, the Regional Delegation, together with the ICRC, organized a meeting of Central American Red Cross Society Presidents and Directors General in Panama in June 2004, which also included the participation of Partner National Societies working in the region. The meeting served as an opportunity for National Societies to outline their priority areas for 2004-2005, focusing on organizational development, health, disaster preparedness and response and dissemination of principles and values.

Strengthening the National Societies

All of the Federation’s programmes to strengthen the National Societies share a common goal:

Goal: Efficient, responsive, and focused programmes that contribute to reducing vulnerability are implemented by the National Societies in the region

Health and Care

Background and Achievements/Lessons to date

The seven Latin American countries in the region: Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua and Panama - face poverty, extreme inequality in the distribution of wealth and access to basic services in health and education, and little government capacity to cope with the rise of malnutrition and the spread of disease.

The World Bank report on “HIV/AIDS in Central America: An Overview of the Epidemic and Priorities for Prevention” warns that “the HIV/AIDS epidemic in Central America is serious and is worsening.” Four of the six countries in Latin America with the highest HIV/AIDS prevalence are in Central America. The World Bank warns that “the epidemic threatens to run out of control unless prevention efforts are intensified.” Belize, Honduras, Panama and Guatemala are four of the six countries with the highest HIV prevalence in all of Latin America as of the end of 2001, and indications are that the situation is getting gradually worse. In El Salvador, Guatemala and Panama, projections indicate that if the current pattern continues, the epidemic could reach adult prevalence levels of close to 2 percent in these countries by the year 2010.

The XVII Inter American Conference held in Santiago de Chile and the resultant “Santiago de Chile Commitment” has presented Central American National Societies with a clear guide to assist Red Cross health programmes. Specifically the Red Cross is challenged to strengthen the four key areas that pose the greatest potential for increasing the impact on public health and serve to integrate the actions of the National Societies:

- Social mobilization through community education and the promotion of voluntary non-remunerated blood donation.
- Women and Child Health, remaining conscious that these must eliminate gender differences.

- Response to HIV/AIDS with interventions designed to overcome stigma and discrimination, to ensure access to medications, to prevent new infections and to initiate home and community activities, where appropriate.
- Response to public health in emergencies through the development of intervention plans for natural disasters, environmental emergencies, emerging and re-emerging diseases, and situations of armed conflict and violence, including areas of hygiene, water and sanitation, nutrition, psychosocial health and temporary shelters.

In 2004 advances in the area of health included:

In El Salvador, the Federation health delegate has worked closely with the Salvadorean Red Cross Society, assisting in the process of strengthening the Community Health Office. This office is now considered a model for the region and in 2004 the Federation supported the Salvadorean Red Cross in the production of manuals and guides on first aid, micro projects and community participation in community health projects. These guides will be used as regional resources in 2005, supported by the Central American Health Network (REDCAMP-SALUD). The Federation supported the Salvadorean Red Cross in writing and presenting a proposal to ECHO which led to the signing of a EUR 500,000 proposal on community health, latrine construction and disaster preparedness.

In Nicaragua, the National Society is working to restructure its health department, with the close cooperation of the American, Canadian, Italian and Netherlands Red Cross Societies. The Federation has played a key facilitation role through its health and organizational development delegates. In July, the Regional Delegation contracted an external consultant to facilitate the process, and a six-month transition period has been agreed upon with measurable benchmarks leading up to the next phase, which is due to commence in late January 2005.

In Panama, the National Society has taken the initiative and requested that the Federation assist in the restructuring of its health department, using the Nicaraguan Red Cross process as a guide. The Regional Delegation has facilitated discussions between the Red Cross Society of Panama's health coordinator and the Nicaraguan Red Cross counterpart.

A key part of the process of strengthening health department capacities is the reactivation of the Central American Health Network, which will provide National Societies with a means to share best practices, methodologies and lessons learned through a webpage and through regular meetings. The network is being supported by the Swedish Red Cross. In 2005 the regional health programme will work to strengthen the network and ensure that the webpage is updated and provides relevant information to all members and strategic partners.

All National Societies in the region are active in the fight against HIV/AIDS – particularly in the areas of prevention and anti-stigma and anti-discrimination. In 2004, the regional health team, which now includes a regional HIV/AIDS officer, supported National Societies in HIV/AIDS activities through a regional workshop on “Youth Peer Education” and has designed a youth peer education monitoring and evaluation toolkit, which has been piloted in Belize and Panama. The Regional Delegation also worked closely with networks of people living with HIV/AIDS, especially the Central American Regional Network of people living with HIV/AIDS (REDCA+).

The regional health programme also supported the Guatemalan Red Cross in the restructuring of its HIV/AIDS project and is assisting the Red Cross Society of Panama with its peer education project through the production of manuals and training of peer educators. In Nicaragua, the programme is supported by the Canadian and Italian Red Cross Societies, and in Honduras the Canadian Red Cross has launched an HIV/AIDS pilot project in prisons. Costa Rica has a successful youth peer education project and a highly visible anti-stigma project with the support of the Spanish Red Cross. In El Salvador, the National Society is working on youth peer education with the assistance of the Federation health delegate and the American Red Cross. The Red Cross Society of Panama has begun this project in two schools and has also started an HIV/AIDS pilot project in prisons.

Unfortunately, the regional programme for the promotion of voluntary non remunerated blood donation (VNRBD) was not specifically supported by donors in 2004. However, the regional health team did hold a regional VNRBD workshop in El Salvador in November. Most National Societies are involved in VNRBD in some form, and many National Societies have developed innovative campaigns in association with their respective Ministries of Health, the Pan American Health Organization (PAHO) and private industry.

In 2005 the regional health programme will continue to scale-up activities in all key health areas. In social mobilization, the health programme will encourage National Societies to build upon work already completed in voluntary non-remunerated blood donation and, through REDCAMP-SALUD, will provide a vehicle for National Societies to share best practice. The Federation tool “Making a Difference” will also be promoted in the region with National Societies, Ministries of Health and PAHO. In addition, the health programme will work with National Societies to improve their first aid services through regional harmonization of material. Through an integrated approach with disaster preparedness and the Pan American Disaster Response Unit (PADRU), the Federation will seek to improve its capacity in health in emergencies. In addition, a particular focus will be placed on strengthening the capacities of the Guatemalan and Honduran Red Cross Societies.

In HIV/AIDS, the regional health programme will focus on prevention campaigns using the youth peer education methodology “Together we Can,” with a particular emphasis on impact. The health programme will support National Societies through technical advice and the production of materials and tools. The NGO Code of Practice and the UNAIDS “HIV/AIDS Competency” self-assessment tool will also be promoted. Social mobilization through mass-media campaigns in collaboration with REDCA+ will also be a focus, as will targeted anti-stigma and anti-discrimination campaigns in association with the regional humanitarian principles and values coordinator.

With the presence of a regional water and sanitation delegate as of late 2004, the Federation is seeking to address the ongoing needs in this area through the harmonization of policies, tools and methodologies being used by the National Societies currently working in water and sanitation. As several National Societies already have knowledge and expertise in this area, it is hoped that in 2005 information and knowledge sharing will allow the Red Cross to take a lead role in water and sanitation in the region.

Health and Care Programme Objective:

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

Project Objectives under this programme are:

1. The capacity of the National Society health departments is strengthened and effective partnerships secured in line with Strategy 2010 and the Santiago de Chile Commitment.
2. The response of National Societies in Central America to the HIV / AIDS epidemic is refined and scaled up in the areas of prevention, care and the fight against stigma and discrimination.
3. Integrated health interventions in the area of mother and child health, VNRBD, and health in emergencies, in partnership with the Pan American Health Organization (PAHO), the Ministry of Health (MoH) and other partners (including vulnerable communities) are implemented by National Societies.
4. The capacity of the Guatemalan Red Cross health department is strengthened in line with Strategy 2010 and the Santiago de Chile Commitment.
5. The capacity of the Honduran Red Cross health department is strengthened in line with Strategy 2010 and the Santiago de Chile Commitment.
6. The capacity of National Societies to carry out high quality water and sanitation interventions using standard methodologies is improved and strategic alliances with relevant partners are formed.

Expected Results under each project objective are: ([click here for detailed information and log frame](#))

Strengthening Red Cross Health Departments

1. *The Central American Health Network (REDCAMP-SALUD) is operating with support from all seven regional National Societies.*
2. *National Societies' health strategies and plans of action are integrated.*
3. *Pilot projects to strengthen National Society health departments are implemented in El Salvador, Guatemala, Nicaragua and Honduras.*

4. Strong partnerships with PAHO, UNICEF, Ministries of Health and other organizations working in health are developed and agreements exist.

5. The Red Cross local network (branches) is strengthened through health programming linked to the regional organizational development network.

HIV/AIDS

1. Strong partnerships with REDCA+, PAHO, UNAIDS, Global Funds, Ministries of Health and other organizations working in HIV (especially those representing people living with HIV) are developed and agreements exist.

2. All National Societies have integrated HIV / AIDS as a core project and have developed activities in the areas of prevention, care and the fight against stigma.

3. Two more National Societies are part of their country coordinating mechanisms (CCMs) and are positioned to be able to access funds from the Global Funds.

4. Projects in pilot countries (Guatemala, Honduras, Nicaragua and Panama) are implemented and evaluated.

5. Tools and methodologies for HIV / AIDS are agreed and standardized, including the “NGO Code of Practice,” and are incorporated in HIV / AIDS programmes.

6. Anti-discrimination / anti-stigma campaigns are carried out throughout the year in all National Societies and a regional campaign is coordinated on World AIDS Day (1 December).

Community Health

1. The Santiago de Chile Commitment is operationalized at the regional and country level and is implemented by all Movement partners.

2. Strong partnerships with PAHO, UNICEF, MoH and other organizations working in community health are developed and agreements exist.

3. Projects in pilot countries (El Salvador, Guatemala, Honduras and Nicaragua) are implemented and evaluated.

4. Tools and methodologies for an integrated community health approach are agreed and developed, a system to collect lessons learned is established, and best practices are shared and incorporated in all projects.

5. In health in emergencies, the technical areas of first aid, psychosocial support and water and sanitation are further developed and are included in National Society emergency protocols.

6. The number of National Societies working on specific campaigns to increase the pool of voluntary non-remunerated blood donors (VNRBD) in their countries is increased.

7. The number of National Societies working in First Aid, with particular emphasis on harmonization of material and practices, is increased.

Development of the Guatemalan Red Cross Health Programme

1. Maternal and infant morbidity and mortality due to preventable diseases is reduced through implementation of the community IMCI strategy in the branches of Tecún Uman, Coatepeque, El Palmar and Retalhuleu.

2. The impact of HIV/AIDS in young people and vulnerable groups is reduced through preventive action and awareness-raising in the area of stigma and discrimination on the part of the branches of Tecún Uman, Coatepeque, Retalhuleu and Mazatenango.

3. *Communities have strengthened their capacity to provide follow-up and sustainability for water and sanitation projects supported by the Guatemalan Red Cross through branches identified as priorities in this area.*

Development of the Honduran Red Cross Health Programme

1. *The capacity of the health department to carry out high quality health interventions is improved, with a focus on community health.*

2. *The Honduran Red Cross' work in mother and child health interventions and community health projects in target communities is scaled up.*

3. *Strong partnerships with PAHO, UNICEF, Ministries of Health and other organizations working in community health are developed and agreements will exist.*

4. *The Honduran Red Cross' HIV/AIDS project is scaled up and more activities in the area of prevention, care and the fight against stigma are developed.*

5. *Strong partnerships with REDCA+, PAHO, UNAIDS, Global Funds, Ministries of Health and other organizations working in HIV (especially those representing people living with HIV) are developed and agreements exist.*

6. *The Honduran Red Cross' high quality water and sanitation interventions in vulnerable communities are scaled-up.*

Water and Sanitation

1. *National Societies' water and sanitation strategies, plans of action and tools and methodologies for water and sanitation are integrated into the community health approach and into community based disaster management (CBDM).*

2. *Pilot projects to strengthen National Society water and sanitation departments and the local Red Cross network (branches) are implemented and evaluated in El Salvador, Guatemala (see project 4), Nicaragua, Panama, Honduras, the Dominican Republic and Cuba.*

3. *Strong partnerships with PAHO and other organizations working in water and sanitation are developed and agreements exist.*

4. *A system to collect lessons learned is established and best practices are shared and incorporated in all projects.*

5. *Water and sanitation mapping exercises are carried out in the region to assess the availability of technical expertise amongst National Societies and Partner National Societies and a technical working group is developed in the region and is providing support to the National Societies.*

6. *Working closely with PADRU protocols, guidelines and tools to support water and sanitation assessments and programming in emergencies as well as protocols for the handovers from the emergency phase to the rehabilitation/reconstruction phase are established.*

Disaster Management

Background and Achievements/Lessons to date

Central America is vulnerable to a wide range of natural disasters, including hurricanes, tropical storms, flooding, landslides, volcanoes and seismic activity, which have had a heavy impact on the region's capacity for advancement in all spheres of human and social development. The region is located in one of the most active seismic zones in the world and has eighty active volcanoes. However, a large and growing proportion of risks in the region are associated with socio-natural hazards – where factors such as environmental degradation magnify the occurrence, frequency and intensity of natural disasters. As illustrated repeatedly, the vulnerability of the region

leaves it severely exposed to the long-term impacts of natural disasters. While this is true for all the countries of the region, certain areas are faced with serious potential threats.

The growing vulnerability of the Central American region to these hazards is focused in those social and economic sectors with least access to resources, and on populations living in hazardous areas under insecure living conditions. Recent years have also seen an increase in the number of human settlements in hazard-prone locations due to a lack of urban planning, inadequate design and construction of infrastructure, heavy economic dependence on sensitive sectors, poverty and political instability. This phenomenon is further magnified as a result of an influx of internally displaced persons and refugees. In addition to the loss of life, the high number of localized and often frequently occurring disasters resulting from the region's endemic vulnerability account for a large percentage of lost productivity and negative economic growth, which only serves to perpetuate the cycle of poverty and disaster. This situation is further aggravated by the effects of climate change, which favours the occurrence of natural phenomena such as El Niño, coupled with environmental pollution, over-exploitation and destruction of natural resources and erosion of biodiversity.

It is against this background that the Inter-American Conference adopted a plan of action which seeks to create an integrated framework for disaster management in the continent. This document provides renewed focus on the fundamental role of disaster reduction in development plans and policies and the need to enhance the capacity of local populations to manage risks. The conference also underscored the importance of a multidimensional approach to reducing vulnerability, committing National Societies to explore ways to link relief, rehabilitation and development initiatives.

In 2004 advances in the area of disaster management included:

- Training tools have been developed for use in community based disaster management (CBDM) activities and 22 CBDM Red Cross facilitators have been selected and trained.
- The Regional Centre of Reference on Disaster Preparedness and Risk Reduction was formally established in Costa Rica and has developed training materials that address risk reduction education, organization and preparedness, family-based disaster preparedness, school-based disaster management, and community first aid. Additional modules addressing shelter management and community based psychosocial support are expected to be ready by the end of 2004.
- The regional disaster management network has formally started with the participation of relief directors and CBDM officers. A plan of action 2004 – 2005 has been agreed by all the members of the network.
- National Societies have formed strategic partnerships with governments and NGOs, and Red Cross activities are being integrated in national disaster management systems. The ProVention consortium project has started in Honduras, Costa Rica, Guatemala and Belize in full coordination with the Organization of American States.
- The Salvadorean Red Cross Society has developed a national disaster plan, and has updated its “Serie 3000” Disaster Preparedness and Response Procedural Manual. The National Society has also carried out early warning activities in 26 communities.
- Increased collaboration and participation between the members of the Regional Disaster Risk Management Group (GRGRD) is promoting a more coordinated approach between the agencies members of the group.
- Active participation of the Central American region towards the world Conference on Risk Management to be held in Kobe, Japan, allowed the Red Cross to share points of view and recommendations for the proposed papers for the preparatory meetings for the Americas.
- An action plan to improve the level of knowledge, understanding and coordination between humanitarian organizations and military actors in the field of disaster risk reduction and disaster response was developed and agreed by 10 agencies, including the UN and the Federation.

Lessons learned during this period were:

- The knowledge and expertise from other regions are essential in order to ensure the applicability and appropriateness of tools developed.
- Increased coordination between the Regional Delegation and the Pan American Disaster Response Unit (PADRU) has promoted effective disaster response, in particular during the response to flooding in the Dominican Republic and mudslides in Nicaragua. A post disaster assessment was carried out jointly with

PADRU following the Dominican Republic floods, which proved to be an excellent experience. As a result of this work a comprehensive plan of action was created for the rehabilitation/reconstruction phase.

- The Regional Delegation provided support to the Guatemalan Red Cross in the development of a contingency plan leading up to the presidential elections in that country. Based on these experiences, the Regional Delegation was able to support the Red Cross Societies of Panama and the Dominican Republic in developing similar plans.
- Coordination with UN agencies and national civil protection agencies has proven essential in improving disaster risk management initiatives.

The focus for the disaster management programme in 2005 will be:

The Federation's disaster management programme will continue to support National Societies to focus on reinforcing and developing the capacities of communities and branches, which will be complemented by the activities of the organizational development programme. Simultaneously, attention will be devoted to fortifying the link between communities and Red Cross branches, and between work in disasters and other developmental aspects of community work, such as health, water and sanitation and social processes in the community for peaceful coexistence. The work of initiatives such as the ProVention Consortium, the International Disaster Response Law project, the global mapping based on the Characteristics of a Well Prepared National Society, and the Climate Centre, will also contribute to the achievement of this aim.

The disaster management programme will also focus on community based disaster management including increasing the capacities of National Societies to implement vulnerability and capacity assessment (VCA) exercises, promote disaster mitigation activities and involve key stakeholders in risk reduction initiatives. A key part of this will be the work of the Regional Centre of Reference in Costa Rica, which will receive support from the disaster management programme in order to ensure that all its goals are met and it is able to work with other National Societies in the region.

Further support will also be provided to improve the current Red Cross relief structures in order to ensure more effective preparedness and response capacities with clear lines of coordination between the regional delegation, PADRU and Partner National Societies working in the region. There will also be ongoing cooperation with the ICRC in order to ensure coherence of Movement activities. Recognizing the importance of National Societies being able to fulfil their mandates as auxiliaries to their governments, the regional disaster management programme will work closely with other programme areas to support the development of capacity of the National Societies.

Disaster Management Programme Objective:

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

Project Objectives under this programme are:

1. The Federation's capacity to support the National Societies with a view to assisting disaster victims is enhanced through strengthened and standardized disaster response mechanisms.
2. Capacity to assist disaster victims in the region is enhanced through strengthened National Societies and scaling up of support and advocacy to improve national and regional disaster systems.
3. Vulnerability in high-risk communities is reduced through community based disaster management projects implemented according to methodologies developed through the CBDM models and the Centre of Reference.
4. The Guatemalan Red Cross capacity to assist disaster victims is enhanced through skilled human resources and effective planning.

Expected Results under each project objective are: ([click here for detailed information and log frame](#))

Strengthening Disaster Response Mechanisms

- 1. Regional response capacities are effectively implemented at regional and national level.*
- 2. Regional Intervention Teams are fully operational and, with disaster intervention protocols, are helping National Societies to save lives.*
- 3. The Pan American logistic strategy is implemented according to National Societies' needs during times of disaster using national and regional response capacities.*
- 4. The Central American Telecommunications Network is functioning with standard protocols and procedures by the end of 2005.*
- 5. Red Cross disaster management practitioners become specialists, who are familiar with current disaster management issues.*
- 6. Water and sanitation activities are included as part of the National Society disaster management capacities.*
- 7. Closer collaboration with regional and international disaster management agencies takes place to identify their available resources and specific areas of interest in order to reduce duplication of effort in the field.*

Disaster Preparedness

- 1. A regional Red Cross Disaster Management Network is contributing to save lives by strengthening a well-functioning support mechanism to develop key documents, agreements and decisions in order to improve the capacities of the Red Cross structure.*
- 2. The Red Cross role in disaster management issues is well defined by the governance and management of the National Society, and effectively disseminated to key actors in the region.*
- 3. National Societies' capacity to recruit, manage, train, motivate, support, and reward volunteers is enhanced by the end of 2005.*
- 4. National Society disaster response plans and contingency plans are updated and standardized.*
- 5. Closer collaboration with regional and international disaster management agencies is taking place to identify their available resources and specific areas of interest in order to reduce duplication of effort in the field.*

Integrated Community Based Disaster Preparedness/Risk Management

- 1. Community participatory approaches and VCA methodology are updated and expanded with training courses, field assessment work and Safer Access activities, the latter in coordination with the ICRC.*
- 2. Communities are better prepared and more organized to respond and recover from the effects of natural hazards and recognize potential mitigation needs.*
- 3. Disaster risk reduction information management is used effectively to increase awareness of identified hazards.*
- 4. Support is provided by National Society headquarters and branches to communities in border regions.*
- 5. The Regional Centre of Reference on Community Based Disaster Management is strengthened and is more influential.*
- 6. Strong operating linkages are created between the Red Cross and key local and regional partners.*

Disaster management – Guatemala

- 1. Communities and local committees are strengthened to better resist and recover in times of disasters.*
- 2. A quick response by the National Society saves lives, using an efficient coordination mechanism.*

3. Internal and external coordination reinforces the role of the Red Cross and is improving the lives of the most vulnerable people.

4. The National Society's disaster management office is strengthened.

5. An Integrated CBDM approach in Guatemala City promotes humanitarian values and helps develop the volunteer base and the training centre.

6. Strong operating linkages are created between the Red Cross and key local and national partners.

Humanitarian Principles and Values

Background and Achievements/Lessons to date

The World Health Organization's report on youth violence emphasises that the greatest incidence of youth violence occurs in countries with conditions of extreme poverty and drastic social changes, characteristics which many countries in Latin America share. In the last two decades, there has been an increase in the incidence of violence in Latin American countries and the current rate, which now stands at 36.4 per 100,000 inhabitants, is twice as high as the rate in Europe and Asia. Much of this violence is associated with organized gangs or "maras". El Salvador, Honduras, Mexico and Guatemala in particular have worryingly high rates of youth violence, but all countries in the region have been affected by youth violence, forcing governments to consider the problem as a matter of utmost importance. Unfortunately, the means adopted to combat the problem are predominantly punitive and repressive, and do not address the multiple causes of violence—the economic, political and social situation in the country, and the disintegration of the family, among others. New initiatives to advocate for respect for humanitarian principles and values have allowed the Federation, the ICRC and Partner National Societies to support pilot project such as the Honduran Red Cross's project "Increasing Opportunities" (Ampliando Oportunidades), which attempts to address the issue of youth violence. National Societies in the region are also promoting awareness-raising and training activities, principally through Red Cross youth.

Prejudices that result from ignorance and false social, cultural and religious beliefs have a direct and indirect effect on the spread of HIV/AIDS in the region. The consequences of discrimination on the one hand reduce the impact of HIV/AIDS education and prevention campaigns, and on the other hand promote violations of human rights. Red Cross National Societies in the region have demonstrated their commitment to act against discrimination by developing awareness campaigns such as "The Truth about AIDS...Pass it on," and carrying out educational projects that address large and diverse sectors of the population. Similarly, National Societies are strengthening and increasing alliances with local, national and international organizations and participating in the production and use of new tools and methodologies to be used in the fight against discrimination.

Another serious challenge faced by the region is the large number of migrants, both legal and undocumented. The Central America region is the corridor through which some 300,000 migrants from Central and South America travel on their way to the United States. Of every 100 people who migrate to the United States, 95 are male between the ages of 12 and 34 years with a sixth year educational level. Women in the region are then faced with the responsibility of supporting and maintaining the home while awaiting remittances from their spouses abroad for economic support. Migrants risk incarceration, physical injuries and even death; however, equally grave are associated problems, including trafficking of minors, abuse, rape, discrimination, prostitution and subjugation to slavery, humiliation and degradation. Red Cross National Societies in the region have expressed their desire to establish close links between border branches and National Society headquarters in order to address the most urgent needs of migrants, making available resources and cooperating with government authorities at the local and national level.

In 2004 advances in the area of humanitarian principles and values included:

In coordination with the ICRC and PNSs in the region, and in close collaboration with the regional health programme, humanitarian principles and values are being promoted in National Societies through the regional networks of health, dissemination, youth and communication. The youth network has promoted knowledge and training, developing two humanitarian principles and values fora; in El Salvador within the framework of the VII Regional Youth Meeting, and in Costa Rica as part of the national youth meeting. During these fora, a regional intervention strategy for reducing youth violence was defined. In addition, with the support of the National

Societies' communications departments, 72 radio messages were created to promote tolerance, solidarity, anti-discrimination, gender awareness and peaceful coexistence. The messages were produced to raise the awareness of the youth population with respect to the importance of creating a culture of peace and solidarity.

The alliance set up between the Guatemalan Mayan Language Academy and the Guatemalan Red Cross communications department made possible the translation of the Red Cross's Fundamental Principles into the Quechí and Kiché languages. Another cooperation agreement between the Universidad Rafael Landívar, the Guatemalan Red Cross and the Federation made possible the First Inter-Institutional Forum on Humanitarian Principles and Values, which included the participation of representatives of the national government and distinguished members of the academic, business and NGO sectors.

As a result of the alliance with the Centre for Development and Population Activities (CEDPA), the Red Cross in the region now has an "Advocacy Manual," which is used as a tool for training National Society personnel and community leaders in areas where the Red Cross is developing projects. Similarly, the regional humanitarian values training manual will be presented to the National Societies at the end of 2004, and will allow the Red Cross to train facilitators within National Societies and educational centres.

The Mexican Red Cross has established migrant care centres through the project "Food, Blankets and Messages without Borders" (Alimentos, Cobijas y Mensajes sin Fronteras). The National Society is also continuing its work on migrant support networks and ambulance services within Central American National Societies to transport sick and wounded migrants.

The focus for the humanitarian principles and values programme in 2005 will be:

The content of the humanitarian principles and values programme should be integrated into all of the programmes being developed by National Societies and the Regional Delegation. In order to strengthen the humanitarian principles and values programme, the Regional Delegation will promote a regional Centre of Reference which will integrate the capacities and resources of the humanitarian principles and values coordination office in Tegucigalpa and those of the National Societies. With the Centre of Reference as the regional focal point for humanitarian principles and values activities, the continued strengthening of the harmonization process with the ICRC, the participation of the regional networks, and the cooperation of all National Societies, the Federation considers the following to be priorities for 2005:

- Continued support will be provided for case studies and regional campaigns to explore the theme of non-discrimination and respect for diversity, based on the XXVIII International Red Cross and Red Crescent Conference. The Federation will work with National Society leadership in order to strengthen their capacities in this area and to prepare them for the Council of Delegates and the General Assembly. This activity will be carried out in close coordination with the regional health programme to support the activities in the fight against discrimination against people living with HIV/AIDS.
- Promotion of new strategic alliances with academic centres and universities in order to increase the resources available to support the National Societies in their activities to promote principles and humanitarian values.
- Provision of support to the monitoring and evaluation of the Honduran Red Cross's youth violence prevention pilot project "Increasing Opportunities," and sharing of lessons learned with other National Societies in the region.
- Support of the development of regional violence prevention strategies designed by the youth network.
- Promotion of the use of the manuals "Defense and Advocacy" and "Training in Values."
- Promotion of the use of awareness materials in indigenous languages and promotion of the humanitarian principles and values radio campaign in Mayan languages.
- Addressing of the needs of vulnerable populations in Guatemala, such as rural, indigenous women and migrants passing through the country on their way to the United States.
- In coordination with the regional health programme and the regional health network, promotion of the use of regional tools to support awareness activities, such as manuals, videos and radio messages.
- Sharing with National Societies experiences and lessons learned from the "Food, Blankets and Messages without Borders" project developed by the Mexican Red Cross, and provision of technical support to National Societies to strengthen cooperation in border regions in order to provide humanitarian assistance to the vulnerable migrant population.

Humanitarian Principles and Values Programme Objective:

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

Project Objectives under this programme are:

1. The capacity of the National Societies in the area of humanitarian principles and values and advocacy is strengthened through the regional networks, using the Centre of Reference for principles and humanitarian values in Honduras.
2. National Societies in the region promote awareness and carry out advocacy in the areas of youth violence, non-discrimination and the rights of migrant populations.

Expected Results under each project objective are: ([click here for detailed information and log frame](#))

Regional Networks and Humanitarian Principles and Values

1. The capacity of the National Societies' dissemination and communication departments and of regional networks is strengthened to support the promotion of humanitarian principles and values.

2. Vulnerable communities in which the National Societies work have knowledge of, and are actively promoting, humanitarian principles and values.

Youth Violence, Non-Discrimination and Migrants

1. The Movement components in the region have an improved understanding of the social impact and humanitarian needs arising from youth violence, discrimination and migration.

2. Orientation campaigns developed for the border area of Guatemala and Mexico are put in place, benefiting vulnerable migrants.

Organizational Development

Background and Achievements/Lessons to Date

As countries in the region try to adapt to the forces of globalization, they are still faced with a broad spectrum of social and economic problems, compounded by the regular occurrence of natural disasters. However, development efforts, whether implemented by international aid agencies, government ministries, NGOs or the private sector will not make significant contributions to a country's development unless attention is paid to strengthening and sustaining effective organizations. The leadership of the seven Red Cross Societies of the region is aware that if their National Societies are to make a difference then they must be able to design and implement efficient, responsive, and focused programmes and projects that contribute to reducing vulnerability. This point was reinforced during the XVII Inter American Conference in Santiago de Chile. This means, in some cases, that a National Society must transform itself in order to adapt not only to the changing times, but to become more aligned with the Federation's *Strategy 2010* and the Inter American Conference *Plan of Action 2003-2007*.

To manage the National Society of the 21st century requires a constant improvement of governance and management in line with the "characteristics of a well-functioning National Society." This includes revising outdated Statutes; developing, monitoring and evaluating mechanisms to measure progress in programmes and projects; building or reinforcing the capacity of governance and management; and ensuring a management system that is efficient, transparent, credible, and accountable to the vulnerable groups served by the Red Cross. National Societies need to improve their capacity to organize volunteers and paid staff alike to implement effective programmes and to develop a more diversified and sustainable financial resource base. National Societies are also under increasing pressure to establish strategic alliances with other organizations in order to ensure sufficient resources to meet the needs of vulnerable people.

Today's complex problems give rise to the need to focus on enhancing the impact of National Society programmes on vulnerable groups. As a result, the organizational development programme seeks to ensure that: National Society governance and management take full ownership of policies in the area of integrated programming; the

capacity of branches is strengthened to respond to the needs of vulnerable groups; and Partner National Societies' strategies take into account the need for integrated programming in project work at community level.

The exchange between the Panama Regional Delegation and the Lima Regional Delegation in order to promote familiarization with monitoring and evaluation tools with respect to the Plan of Action of the Inter American Conference has proved positive; further support will be required from Central America for the dissemination and application of the tools within the National Societies of the Central America region.

In 2004 advances in the area of organizational development included:

Governance and Management

- Through the first combined meeting of Presidents and Directors General held in Panama in July 2004, the National Societies of the region identified achievements made to date and current priorities, both as a region, and individually, for the year 2005. National Societies had an opportunity to share their experiences and lessons learned, in the Federation's four core areas – health and care in the community, disaster response, disaster preparedness, humanitarian principles and values, together with organizational development.
- Advocacy and advice regarding revision of Statutes continued to be provided, resulting in revised Statutes of the Red Cross Society of Panama and the Dominican Red Cross; all regulations of the Guatemalan Red Cross were revised. In addition, as a result of the change process launched by the Nicaraguan Red Cross, the revision of the Nicaraguan Red Cross Statutes was concluded and approved by the National Board.
- The Guatemalan Red Cross made significant achievements in implementing a change process and firmly assumed a leadership role in developing a Cooperation Agreement Strategy with the Federation, the ICRC, and Participating National Societies active in the country.
- The Salvadorean Red Cross Society revised its national development plan (NDP) to ensure that it was in line with the Plan of Action 2003 - 2007. The Honduran Red Cross also carried out a mid term review of its NDP, and published the manual "A branch model," which compiles best practices in organizational development at the branch level.
- The Red Cross Society of Panama has started a process of revision of its national development plan and will make this a priority to be accomplished in 2005.

Volunteering

- Revision of National Society Statutes and regulations has given rise to new models of volunteering, including incorporating volunteers in governing bodies and increasing their basic rights within the organization. A basic framework for volunteer management, based on best practices within the Red Cross and NGOs, was developed during a regional volunteering forum.
- The National Societies of El Salvador, Guatemala, and Nicaragua developed action plans with a view to implementing a basic volunteering framework through pilot projects in their countries in 2005.
- A regional youth meeting took place in July 2004 in El Salvador, at which 120 youth leaders received training to become project facilitators in the areas of CBDM, HIV/AIDS, Humanitarian Principles and Values and volunteer management. This meeting contributed to strengthening of relations with participating organizations such as UNICEF, the Special Olympics and World Vision.

Organizational Development Network

- A Regional Organizational Development Network, made up of members of the seven National Societies of the region, was established to provide technical assistance as mentors, coaches, trainers, and/or consultants to their own National Societies and others in the region. Lessons learned from the Organizational Development Network in the Caribbean were used to facilitate the establishment of the network in Central America.

The focus for the organizational development programme in 2005 will be:

- Governance and management, including harmonization with the ICRC, and monitoring and evaluation of the Plan of Action of the Inter American Conference and the National Society self assessment.
- Strengthening of the network of OD practitioners
- Strengthening volunteering and improving resource development.

- Support to integrated community programmes with a focus on strategic decision-making at governance and management level and follow up of best practices in the region with Red Cross branches including methodologies and tools from Central America and South America.
- Provision of organizational development support for the strengthening of capacities and structures of the health and disaster departments.
- In 2005 the Federation will continue to support the reform process of the Guatemalan Red Cross by focusing on the implementation of the new National Development Plan.

Organizational Development Programme Objective:

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

Project Objectives under this programme are:

1. Organizational structures and processes of National Societies are strengthened, and links between branches and headquarters are reinforced.
2. A regional network of National Society organizational development practitioners is established and functioning, supporting the National Societies’ “characteristics of a well-functioning National Society”.
3. National Societies’ capacity to diversify their financial resource base, and better organize their human resources, both volunteers and salaried staff, is improved.
4. The Guatemalan Red Cross has the characteristics of a well-functioning National Society in governance and management, both at the national and branch levels.

Expected Results under each project objective are: ([click here for detailed information and log frame](#))

National Society Structures and Processes / Governance and Management

1. *The National Societies of Guatemala, Honduras and Nicaragua establish corporate advisory boards, board fundraising committees, and strategic marketing teams.*
2. *The National Societies of El Salvador, Guatemala and Nicaragua establish volunteer management departments at the National Society headquarters or strengthen their procedures and regulations.*
3. *The branches of the Guatemalan Red Cross, the Nicaraguan Red Cross, and the Salvadorean Red Cross Society are structurally aligned with their headquarters’ national programmes and support services.*
4. *The board members and management teams of the National Societies of El Salvador, Guatemala, and Nicaragua receive leadership and management training.*
5. *The Red Cross Society of Panama has revised its National Development Plan to ensure improved prioritization, and has disseminated and implemented it.*

Regional OD Network

1. *National Societies’ access to quality technical assistance in organizational development is increased.*
2. *Members of the organizational development network increase their technical skills and knowledge through the Virtual Organizational Development Library.*
3. *Members of the organizational development network are trained to provide quality organizational development technical assistance to National Societies.*

Volunteer Management / Resource Development

1. *The National Societies of El Salvador, Guatemala and Nicaragua enhance their capacity to recruit, manage, train, motivate, support, and reward volunteers.*

2. The National Societies of Guatemala, Honduras, and Nicaragua are able to successfully manage strategic marketing campaigns.

Organizational Development – Guatemalan Red Cross

- 1. The governing board applies the policies and Statutes and is able to deal with integrity issues.*
- 2. The National Society secures a transparent and solid financial base.*
- 3. The National Society develops an updated and stable volunteer management system.*
- 4. The roles and responsibilities of the National Society headquarters and branches are well defined and implemented.*
- 5. The National Development Plan is reviewed to ensure improved prioritization and is implemented.*
- 6. The Cooperation Agreement Strategy is reviewed in light of the new National Development Plan.*
- 7. The above expected results are further reinforced by the regional organizational development programme's regional projects.*

Community Integrated Programming

Background and Achievements/Lessons to date

With the experience of such projects as Amazónico and Camalote in South America and Golfo de Fonseca and Integrated Branch Development in Central America, the National Societies of in Latin America are consolidating a more community focused approach, whereby the Red Cross and communities work jointly to identify problems, develop the means to address them and, subsequently, implement the resulting strategies and interventions. These initiatives serve to strengthen the capacities of both the Red Cross branches and the communities involved.

In 2004 the Golfo de Fonseca project in El Salvador and Nicaragua came to an end and the lessons learned were documented in a final project report. These lessons, combined with the lessons learned of Amazónico and Camalote in South America, among others, were shared at a forum organized by the regional organization development programme that was attended by National Societies, representatives of vulnerable groups, Participating National Societies, and other programme stakeholders. At this time, a recommended integrated community-based programming framework was presented by forum participants.

The Golfo de Fonseca project showed that when the Red Cross empowers vulnerable communities, these communities not only propose their own solutions to their problems but also organize themselves to implement their solutions. In addition, these communities become staunch supporters of the Red Cross in the process. The Integrated Branch Development project showed that marginalized and socially excluded members of society, such as commercial sex workers and indigenous peoples, are able to organize themselves and find their own voice at local and even national levels. In the process, the work of the Red Cross has been recognized by national NGOs and international organizations, which is often followed by offers of strategic alliances.

As a result, National Societies in the region continue to broaden the traditional role of the Red Cross, building partnerships to respond to an increasing marginalization of certain communities, groups, and individuals. National Societies are taking on a more prominent role in civil society, building alliances with local entities to ensure greater programme and project impact. National Society programmes that traditionally tended to address the needs of vulnerable people in isolation are now learning to become more integrated in their approach and, thus, more effective. The shift in the Red Cross way of working is manifested in the Santiago de Chile Commitment, approved by the XVII Inter-American Conference in April 2003.

In 2005 Integrated Community-Based Programming in the region will continue to develop this new paradigm through integrated interventions in three principal areas:

- Organizational branch development
- Strengthening relations between branches and headquarters

- Community interventions in disaster management, community health, water and sanitation, and advocacy on behalf of and with selected vulnerable communities

While the programme will seek to consolidate the gains made through the Golfo de Fonseca and Integrated Branch Development projects in Panama, Nicaragua, and Guatemala, new integrated interventions will be implemented through cross-border projects in the following countries: Guatemala-Belize, Honduras-Nicaragua, and Costa Rica-Panama. The programme will seek to strengthen working relations between one border branch and its cross border partner branch in each of the three regions. This will involve the coordinated, integrated capacity building efforts of the Federation's regional organizational development, disaster management, health, and humanitarian principles and values programmes.

Community Integrated Programming Programme Objective:

The National Societies in the region have improved their capacity to work in vulnerable communities through integrated programmes and projects, partnerships and branch networking which contribute to a reduction in community risks and promote empowerment.

The Project Objective under this programme is:

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

Expected Results under each project objective are: ([click here for detailed information and log frame](#))

Branch Development/Integrated Programming

1. *Waspám, Chinandega, El Real and Guatemala City branches are capable of replicating the project cycle using local resources.*
2. *The risks of vulnerable communities along the border of Nicaragua and Honduras are reduced through a community integrated programme.*
3. *The risks of vulnerable communities along the border of Panama and Costa Rica are reduced through a community integrated programme.*
4. *National Societies' headquarters institutionalize the branch development methodology as the way to manage their projects and provide technical assistance to the branches.*

Coordination, Cooperation, Representation and Strategic Partnerships

Background and Achievements/Lessons to date

The Secretariat's new 'operating model' for the International Federation has been implemented in the region with few challenges. The new role of the Secretariat from an operator to a facilitator has focused the attention on increasing activities in international cooperation and coordination. The location of the Regional Delegation in Panama alongside many international organizations has enhanced the visibility of the Red Cross and enriched the level of coordination and resources made available to National Societies in the region. Memoranda of Understanding have been signed with the Association of Caribbean States, the Decade of Disaster Reduction, the World Food Programme and CEPREDENAC. In addition, Memoranda of Understanding already signed with UNICEF and PAHO have been a framework upon which to build further and varied collaborations.

External partners are found to be very receptive to collaborations with the Red Cross. In particular, the Inter American Conference Plan of Action, and its long term strategic approach, has been well received by these external partners. Substantial ground is now being covered after the development of the Regional Strategy for Resource Mobilization where the Corporate Social Responsibility (CSR) programme started by the UN has been replicated internally. A programme will be needed in 2005 to cultivate these potential supporters of the Red Cross.

The harmonization process is recognized as a success, having graduated from a pilot project experience to a well cemented collaboration in the region. Administrative manuals of policies and procedures for accounting, human resource management, and resource mobilization have been produced and shared within the region. The social challenges and potential civil strife as a result of elections in Guatemala and Dominican Republic found two

National Societies well prepared. Two opportunities for the National Society presidents to meet provided the opportunity to be better prepared to discuss priorities while enhancing the messages for a stronger coordination role for Secretariat in the region.

Advocacy roles have gone beyond campaign launches. Materials are being developed and are being widely used by UNICEF and other allies. The main challenge remains in the development of region-specific Points of View about children, migrant and indigenous rights to enhance the humanitarian agenda.

In 2004 advances in this programme area included:

- The advances made in the Guatemalan Red Cross change process were evident in the National Society's renewed financial stability and the completion of the first Cooperation Agreement Strategy (CAS) draft. This included the signing of the Cooperation Agreement Protocol with all Movement members working in Guatemala.
- The Federation is participating in joint task forces with the UN Office for the Coordination of Humanitarian Affairs (OCHA), the Pan American Health Organization, the United Nations Children's Fund (UNICEF), the International Strategy for Disaster Reduction (ISDR), the United Nations Development Programme (UNDP) and the Coordination Centre for the Prevention of Natural Disasters in Central America (CEPRENAC). A number of joint proposals and sponsorships have increased the income streams to support programmes aligned with Strategy 2010.
- A software programme developed in Nicaragua for the management of Projects called Project System (SISPRO) is being designed to archive all historical proposals and projects as well as to generate new proposals using its existing data base.
- Ongoing meetings and training on the Framework agreements and the new status of the Federation with the European Union and the ECHO offices have vastly improved the relationship and credibility of the Federation. The Federation also provided inputs to the ECHO strategy for 2005.
- Meetings between the regional networks of dissemination/communications, organizational development, health and youth and international associations have produced new alliances and ways of cooperation for the National Societies of the region.
- The products developed by ISDR and UNICEF are widely used in the CBDM materials and have been translated into Mayan languages for use in Guatemala.

The focus for this programme area in 2005 will be:

The Federation will continue to create more opportunities for improved cooperation within the Movement with the promotion of cooperation agreement strategies. Externally, the Federation will convene a core group of strategic partners to seek to diversify the support and funding base for National Society programmes. Communication will be a focus as the Federation seeks to produce manuals and programme tool kits for National Societies. The Federation will also continue to be promoted through strategic partnerships with UNESCO, PAHO and ISDR. Exchanges and joint planning will continue to be reinforced and supported with the Lima Regional Delegation.

Coordination, Cooperation, Representation and Strategic Partnerships Programme Objective:

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

Project Objectives under this programme are:

1. Cooperation Agreement Strategies are in place and strategic alliances and National Society programme networks are reinforced.
2. The Secretariat and National Societies in the region actively participate in the Council of Delegates and in other key international fora of partners to influence the humanitarian agenda and consolidate the support base.

Expected Results under each project objective are: ([click here for detailed information and log frame](#))

CAS, Harmonization and Programme Networks

- 1. Cooperation Agreement Strategies are promoted and completed as the means to produce long-term support to National Societies, and as the means to coordinate Movement cooperation in the region.*
- 2. National Societies develop sustainable networks and partnerships to enhance regional cooperation and peer support in order to deliver their humanitarian mission.*
- 3. The Regional Delegation's cooperation with the ICRC is expanded and deepened, under the Strategy for the Movement, to further promote compliance with the pledges of the International Conference and advocacy of the Federation humanitarian agenda internationally.*

Strategic Alliances and Advocacy

- 1. Traditional allies, as well as new ones such as UNDP, Plan ROA, and World Vision, as prominent humanitarian partners, are engaged with the National Societies in the region in the provision of humanitarian assistance through cooperation and coordination within the four core areas of Strategy 2010 and the decisions of the XXVIII International Red Cross and Red Crescent Conference.*
- 2. At least two additional productive, long-term programme partnerships are established between individual National Societies and external partners, brokered by the Secretariat in the region.*
- 3. The Regional Resource Mobilization strategy is promoted in all National Societies in order to diversify and amplify income flows, in-kind support and the use of economies of scale in the region.*

Implementation and Management

The Federation will continue to implement the Strategy for Change in the Americas, striving to ensure efficient and effective coverage through a leaner structure, whilst ensuring adherence to the priorities set out in Strategy 2010 and strengthening coordination with the ICRC. Cuba and the Dominican Republic will be supported from Panama. A Federation delegation in Haiti will manage the country operations and a Sub Regional Office in Trinidad will support the English-speaking countries of the Caribbean. The Regional Delegation also maintains offices in Guatemala with a Federation Representative and the regional coordinator of Principles and Humanitarian Values is based in Honduras.

The Pan American Disaster Response Unit, the Regional Finance Unit and the Regional Reporting Unit are located in Panama. PADRU works in coordination with the Panama Regional Delegation, ensuring technical support and coordination of disaster management throughout the Americas. The Regional Reporting Unit provides technical assistance and support to the regional delegations, sub regional offices and country offices and seeks to ensure that quality Federation standard and donor-specific reports are submitted from the Americas on a timely basis and reporting is increasingly seen as part of the project cycle and as a monitoring/evaluation tool.

The Regional Finance Unit is well established and is ensuring coordination with the finance officers in the country offices, sub regional offices and regional delegations throughout the Americas. Quality financial accounting is ensured by the Unit through supervision, monitoring and training. The Unit also seeks to ensure that National Societies fully understand the Federation's requirements particularly in relation to procedures for working advances.

For further information please contact:

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BUDGET 2005

PROGRAMME BUDGETS SUMMARY

Appeal no.: 05AA043

Name: CENTRAL AMERICA REGIONAL PROGRAMMES

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	0	10,000	0	0	10,000
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	12,000	0	0	10,000	0	0	22,000
Medical & first aid	0	0	0	10,000	0	0	10,000
Teaching materials	33,500	75,000	0	0	2,000	0	110,500
Utensils & tools	2,000	0	0	0	0	0	2,000
Other relief supplies	0	0	0	0	0	0	0
SUPPLIES	47,500	75,000	0	30,000	2,000	0	154,500
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	0	0	0	5,526	3,918	0	9,444
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	11,000	0	0	0	0	11,000
CAPITAL EXPENSES	0	11,000	0	5,526	3,918	0	20,444
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	24,945	0	3,000	4,578	6,934	0	39,457
TRANSPORT & STORAGE	24,945	0	3,000	4,578	6,934	0	39,457
Programme Support	74,310	52,327	16,177	64,005	46,142	0	252,961
PROGRAMME SUPPORT	74,310	52,327	16,177	64,005	46,142	0	252,961
Personnel-delegates	244,476	140,000	0	108,000	188,537	0	681,012
Personnel-national staff	97,740	63,707	0	64,953	188,534	0	414,934
Consultants	61,800	14,000	0	42,804	29,898	0	148,502
PERSONNEL	404,016	217,707	0	215,757	406,969	0	1,244,449
W/shops & Training	286,042	151,000	153,805	488,805	77,964	0	1,157,615
WORKSHOPS & TRAINING	286,042	151,000	153,805	488,805	77,964	0	1,157,615
Travel & related expenses	74,980	40,000	8,550	99,374	68,450	0	291,354
Information	58,480	44,000	59,500	51,347	2,500	0	215,827
Other General costs	172,957	214,000	7,840	25,307	94,996	0	515,099
GENERAL EXPENSES	306,417	298,000	75,890	176,028	165,946	0	1,022,281
TOTAL BUDGET:	1,143,230	805,034	248,872	984,699	709,873	0	3,891,708