

Appeal 2001-2002

 International Federation
of Red Cross and Red Crescent Societies

NICARAGUA (Appeal 01.29/2001)

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| 1. Institutional and Resource development | 1,313,865 |
| 2. Disaster Preparedness | 233,968 |
| 3. Health and Care | 209,236 |
| 4. Coordination and Management | 264,942 |
| Total | 2,022,010 |



Introduction

National Context

Nicaragua, which remains amongst the poorest nations in the hemisphere, is divided into 15 departments and two autonomous regions. Throughout its history the country has suffered from political instability, civil war, poverty, foreign intervention and natural disasters.

The most recent catastrophe to affect the country was Hurricane Mitch in 1998. The devastating effects of the hurricane will continue to have a substantial impact on the economy of Nicaragua in the coming years, as a result of damage to some of the country's most productive agricultural lands and key transport routes.

Approximately 70 percent of households lived below the poverty line in 1999, with nearly 50 percent of the population unemployed or underemployed. Access to safe drinking water and basic public services is generally low, especially in rural areas and on the Caribbean coast. 38 percent of the population is without access to safe water and 65 percent lacks access to sanitation. Health indicators in Nicaragua are generally poor: malnutrition is widespread, and there is a high incidence of infectious diseases, mainly enteritis, malaria and tuberculosis. The health care system is inadequate despite modest improvement during the 1980s. The quality of housing is poor in urban shantytowns, with acute housing shortages in the capital. Rapid urbanization requires expensive investment in transportation and sanitation infrastructures.

The most common natural hazards in the country are destructive earthquakes, volcanoes, landslides, and occasionally severe hurricanes. Environmental problems are related to deforestation, soil erosion, water pollution and the damage from Hurricane Mitch.

National Society Priorities

The mission of the Nicaraguan Red Cross (NRC) is to prevent and alleviate suffering with complete impartiality, making no discrimination as to race, religious beliefs, nationality, sex, class or political opinions. In addition, it strives to promote peace and strict respect for human rights.

In addition to the headquarters in Managua, the NRC has 15 departmental committees which function autonomously, and 21 local branches. The society has 500 women volunteers, 900 first aiders and 1,200 youth volunteers. At headquarters and in the branches, the Society has over 250 employees, with a further 60 employees at the blood bank. Programmes such as youth, relief and health are directed by salaried personnel but are based on volunteer services.

Although the NRC is currently implementing a five year national development plan (1997-2001), designed to renew its structures, increase its volunteer base and extend its services throughout the country, many of its initiatives were brought to a halt by the Hurricane Mitch relief and rehabilitation operation. In a reassessment of its priorities following the disaster, the Society has given precedence to human resource training, modernizing the administration, setting up planning systems and assuring its financial recovery.

The main activities at the national level are the blood bank services. Other programmes, including health, dissemination and actions to promote peace, as well as youth and development and administration, depend on donor financing to reach their full potential and have yet to become sustainable.

Priority Programmes for Federation Assistance

In its role as coordinator of Hurricane Mitch assistance within the Movement, the Federation is stressing the strengthening of the National Society's response capacity and its institutional development, particularly through the implementation of its national development plan.

In keeping with the National Society's priorities, the Federation will support the participation of all levels and all branches of the Society in shaping and implementing the plan. It will encourage the development of the Society's financial self-sufficiency and its administrative services and promote community-based programmes.

- **Disaster Preparedness** - Hurricane Mitch highlighted the need for the NRC to be better prepared for disasters and to reinforce its response capacity. The disaster preparedness programme will support the further strengthening of the NRC, focusing on support to capacity assessments, strengthening policies and procedures, standardizing and upgrading training at headquarters and branch levels, and rehabilitating and improving the NRC relief post and volunteer corps. The Federation will also assist the NRC in moving ahead with the community-based disaster preparedness programme, as it has been confirmed that communities involved in the programme were better prepared to face Hurricane Mitch. Internal and external relationships will be promoted, improving efficiency and coordination.
- **Health** - The Federation will continue to support the Nicaraguan Red Cross in the planning, preparation and implementation of effective and efficient health programmes aimed at target communities. In addition to strengthening the capacity of the National Society's health department, the programme will provide technical support to ongoing and new health initiatives in line with *Strategy 2010*. These include the *Golfo de Fonseca* project and an integrated branch development project, as well as regional campaigns focusing on voluntary blood donation, HIV/AIDS and mother and child health. The Federation will also assist in the coordination of PNS-funded health activities.
- **Promotion of Humanitarian Values** - The NRC will be given assistance in promoting humanitarian values within the framework of the regional programme for Central America. Support to volunteer recruitment and training, plus strengthening of educational youth brigades, is included in the country institutional development programme.
- **Institutional and Resource Development** - In 2001 and 2002, the institutional development programme will focus on strengthening management and governance, strategic planning, fund-raising and income generation, human resource development, youth and image-building. A pilot project will

contribute to building the capacity of four NRC branches. The programme aims to strengthen the institutional capacity of the National Society, both at headquarters and branch level, in order to enable it to efficiently and effectively mobilize support and carry out its humanitarian mandate in favour of vulnerable groups.

- **Coordination and Management** - The Federation's country delegation in Nicaragua will manage all Federation-supported programmes, and support the National Society through technical advice and follow-up, providing an effective and efficient framework through coordination and the optimization of the available human, financial and material resources.

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1. Institutional and Resource Development

Background and progress to date

The purpose of the institutional development programme is to assist the Nicaraguan Red Cross (NRC) in strengthening its institutional capacity at both headquarters and at the level of the departmental branches. This will allow the National Society to fulfil its humanitarian mandate effectively by assisting the most vulnerable groups, particularly important in the post-Mitch context when a large part of the population is suffering from deteriorating living conditions.

The National Society has a national development plan for the period 1997-2000, designed to ensure coordinated development in all its strategic areas. The plan aimed to assist the Nicaraguan Red Cross in achieving, or heading towards:

- More focused and integrated programme development, in accordance with *Strategy 2010*;
- A significant recovery and increase in its volunteer base;
- A clear, well-known and respected legal base;
- Efficiency as a factor of organizational development;
- Expansion of the society's territorial coverage, guaranteeing its social presence through active branches nationwide;
- Modernization, democratization and strengthening of the government and management bodies as well as its administration systems, supporting a policy of decentralization;
- A substantial improvement of its image;
- Financial resource development established as a core activity, enhancing its sustainability and independence.

However, due to the immediate and urgent demands of responding to Hurricane Mitch, many of the society's institutional development activities were halted. With the support of the Federation, the NRC is now in the process of restating its priorities, with a new perspective.

In 2001 and 2002, the institutional development programme will focus on strengthening management and governance, strategic planning, fund-raising and income-generation, human resource development, youth and image-building. So far, support to the society's planning and financial systems has proved successful and has resulted in an increased capacity.

Capacity building activities will focus on the NRC's branches as well as headquarters. The Participating National Societies active in Nicaragua will support institutional development in those branches where they are conducting rehabilitation or development projects, in coordination with the Federation delegation. The Federation will provide more active support in those departments without a PNS presence (Boaco, Chontales and Masaya), as well as providing technical advice to and supporting coordination of the bilateral actions. The close cooperation between the Red Cross partners in Nicaragua, with the ICRC and the PNS committed to the institutional development process of the National Society, is a key strength of the process. In all cases, the NRC will be responsible for the implementation of activities.

The starting point for the programme is two key Federation documents: *Strategy 2010*, and the Country Assistance Strategy. In addition, it builds on existing policies and guidelines, and is closely linked to the regional institutional development programme.

Goal To strengthen the Nicaraguan Red Cross' capacity in order to enable it to mobilize support efficiently and effectively and carry out its humanitarian mandate in favour of vulnerable groups, contributing to the building of civil society.

Objectives and Activities Planned

Objective 1 To assist in the strengthening of the management and administrative capacity of the Nicaraguan Red Cross.

Activities to achieve objective 1:

- Strengthen the planning and project unit office through training in management and project administration, and provision of technical advice and close follow up to counterparts.
- Support the revision and strengthening of management procedures related to administration.
- Support the implementation of administrative and financial control systems.
- Assist in the establishment of external annual audits.

Objective 2 To assist the Nicaraguan Red Cross in strengthening its governance and management bodies.

Activities to achieve objective 2:

- Review the NRC's institutional capacity through adaptation and application of CAPI 2.
- Support the clarification of roles, through workshops on governance and management and exchange visits with other National Societies in the region.
- Support workshops and exchange visits for the governance at the national and branch levels.
- Support the revision of the Statutes through participatory workshops at national and branch levels.
- Provide support to the National Assembly.

Objective 3 To assist in the development of a new national development plan.

Activities to achieve objective 3:

- Support national workshops and meetings with staff and volunteers to assist the NRC in defining its mission statement and long term vision.
- Support a participatory diagnostic survey of branches, including SWOT¹ analysis, leading to branch profiles and plans.
- Support the NRC to implement the development plan through technical assistance and training, develop indicators for all programmes, and promote participatory evaluations and reviews.

Objective 4 To promote the financial sustainability of the NRC through strengthening its financial capacity at the national level.

Activities to achieve objective 4:

- Assist in the development of a long-term fund-raising and income-generation plan.
- Support and assist in training of staff and volunteers working in fund-raising related areas.
- Provide technical assistance for the development of a database on donors.
- Provide general technical support to activities related to fund-raising and income-generation, with the assistance of external consultants when needed.
- Reinforce initiatives to obtain corporate sponsorships.

¹ *Strengths, Weaknesses, Opportunities, Threats*

- Promote income-generation, where appropriate, as part of both traditional and non-traditional Red Cross activities and services.
- Assist in the revision and development of systems based on cost-recovery.

Objective 5 To assist in human resource development with a special focus on youth.

Activities to achieve objective 5:

- Assist in the implementation of a volunteer database.
- Support the national training office through training, technical advice and follow-up.
- Assist in the development of training plans for staff and volunteers.
- Assist in the development and implementation of systems and procedures in areas such as selection, evaluation, insurance, and salary structure for staff.
- Provide training on Federation strategies and policies.
- Give technical advice on the design of a plan of action to strengthen the national volunteer programme.
- Together with the regional youth adviser, assist in the development of a work plan for the Red Cross youth.
- Give support to the educational brigade programme at the branch level.
- Promote participation in the regional volunteer conference.

Objective 6 To assist in the strengthening of the public image of the Nicaraguan Red Cross.

Activities to achieve objective 6:

- Assist in training of staff and volunteers in customer service and public relations.
- Provide technical advice in the design and use of dissemination material about the Nicaraguan Red Cross, its programmes, services and needs.
- Provide support to the NRC press and communications office.

Objective 7 As a pilot project, contribute to the strengthening of four branches.

Activities to achieve objective 7:

- Assist in a participatory diagnostic survey of the branches, including SWOT² analysis.
- Facilitate training on governance and management.
- Facilitate training of staff and volunteers.
- Strengthen the branch management, financial and fund raising systems.
- In coordination with health delegate, strengthen the capacity of the branches to play an active role in preventive health.
- Provide technical advice and follow up to four community-based micro-projects.

Expected results

- More efficiency in the management and administration of projects and programmes through the production and presentation of consistent and reliable narrative and financial reports.
- Roles and responsibilities (councils, staff, and volunteers) will be clearly defined.
- Increased transparency and participation in decision-making processes.
- The NRC's national development plan will have been approved and is being implemented.

² *Strengths, Weaknesses, Opportunities, Threats.*

- The mission statement and vision will have been clearly stated and disseminated amongst staff and volunteers.
- Fund-raising projects have been implemented and provide resources at an increasing rate together with pertinent income generation and the recovery of costs from services.
- The NRC will have a sound human resource management capacity.
- The society will have an acknowledged and respected public image.
- Strengthened branch capacity resulting in improved service delivery for vulnerable communities.

Indicators

- National development plan is available and being implemented.
- Audit being conducted, recommendations being followed.
- Increase in number of volunteers and decrease in turn over.
- General increase in income.
- Micro-projects have been implemented.
- The volunteers have an improved operational capacity to bring programmes to communities.
- Programmes are being implemented according to established plans.
- Timely and accurate narrative and financial reports are being produced.

Critical assumptions

- The programme is fully financed over the two-year period, and funds are available on a timely basis.
- Human resources needed are made available both from the Federation delegation and NRC.
- The NRC leadership continues their support to the programme.
- Support and active participation received from PNS present in the country.
- The Nicaraguan Red Cross is able to attract the staff and volunteers qualified to implement the project.
- The socio-economic and political situation in Nicaragua remains relatively stable.
- No major natural disaster or emergency hits the country.

Monitoring and Evaluation arrangements

- Programme progress will be monitored against defined indicators at regular intervals through narrative and financial reporting, field visits and joint meetings including relevant partners.
- Regular progress meetings will be held for all Red Cross partners.
- The programme will be evaluated internally on a yearly basis with assistance from the Regional Delegation in Guatemala and/or the Federation Secretariat in Geneva.
- An external evaluation will be organized towards the end of the programme.

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2. Disaster Preparedness

Background and progress to date

Over the course of the last thirty years or more, Nicaragua has been severely affected by both natural and social phenomena that have hampered the development processes of the country. Natural events such as tsunamis, volcanic eruptions, landslides, flooding, hurricanes and forest fires along with armed conflict, social instability and institutional vulnerability are all part of the burden that is born by the nation. The impact is such that Nicaragua continues to be among the poorest in the Americas. The economic effects of disasters form an objective obstacle for the development of the country, and have resulted in losses of more than 4 billion dollars in the last twenty eight years. Future growth and the consolidation of current achievements is threatened by these conditions.

Within this context the Nicaraguan Red Cross (NRC) has a tradition of relief and protection work in response to situations of armed conflict, a limited search and rescue response capacity in disasters, and a history of provision of certain health - particularly ambulance services. The Federation in its turn attempts to support the Nicaraguan Red Cross in the strengthening of its response capacity to disasters.

At the national government level the recognition of the need for a coordinated structure of disaster preparedness and response within the public and private sector led to the passage of legislation creating a national disaster prevention and mitigation and assistance system. The intention of this system is to establish structures with functional relations, methods and procedures for the ministries and institutions of the public sector and to develop coordination with the diverse social and private actors as well as departmental, regional and municipal authorities. This system should better allow these actors to carry out agreed upon activities in the field of disaster preparedness and risk reduction in order better to protect society.

The Nicaraguan Red Cross is an active member of the national disaster prevention, mitigation and assistance system. It participates regularly in the sectoral commissions of special operations (search, salvage, rescue, evacuation and first aid), basic supplies and health. In addition, it participates in the emergency operations centre which is coordinated by the Nicaraguan civil defence.

For the Nicaraguan Red Cross, as for other National Societies in the region, Hurricane Mitch clearly demonstrated the need to strengthen its disaster response capacity and improve its disaster preparedness programmes. Since 1999 the Federation has worked to support the establishment of a diagnosis of the actual and needed resources as well as the necessity to regulate the operational procedures which allow effective action. In the country assistance strategy for Nicaragua support for the strengthening of the NRC disaster preparedness and response is given priority, and this continues to be viewed as an area of primary focus. While progress has been made in these areas, the effort is by no means complete, and it is important that the process initiated in 1999 for standardization of procedures, capacity building of relief coordinators, improvement of first aid equipment and strengthening the branches and community-based preparedness be continued.

The Federation-supported disaster preparedness programme in Nicaragua will focus on the three essential activity or project areas contained in the regional disaster preparedness strategy: community-based disaster preparedness, strengthening the response capacity of the National Society, and developing strategic alliances and partnerships.

Current funding in disaster preparedness is concentrated in relief interventions, particularly the preparation of 4000 temporary shelters (including kitchens, latrines, drinking water and tools), support to the victims of the flooding in September 1999 and to the victims of the Masaya Earthquake which occurred in July 2000. In addition, there are currently resources available from USAID/OFDA and from the Japanese Red Cross that will allow the implementation of the community-based disaster preparedness programme during at least the first quarter of 2001.

The disaster preparedness programme has been formulated in coordination with the Participating National Societies and other international organizations and NGOs such as: ECHO, DIPECHO, OFDA/USAID, MSF, Movimondo, Aid Against Hunger, and Save the Children. Through the National Relief Committee joint work and coordination activities have also been undertaken with the civil defence, and the National Prevention, Mitigation and Disaster Assistance Secretariat.

The programme will be managed by the national relief office of the NRC with the support of the Federation delegation in Nicaragua and the regional delegation in Guatemala City. The project will be implemented by the NRO and the NRC branches with support from the disaster preparedness delegate.

Because of the constant recurrence of disasters in Nicaragua and the minimal human resources currently available at the NRO, there is a need for a disaster preparedness delegate, at least during 2001. The delegate will also support the NRC in the coordination with the PNS relief delegates in Nicaragua as well as link with other organizations that carry out disaster projects, especially after Hurricane Mitch.

Goal To strengthen the capacities of the National Society in disaster preparedness and response and to reduce the vulnerability of communities through community-based disaster preparedness programmes.

Objectives and Activities planned

Objective 1 To assist the NRC in the strengthening of its response capacity.

- Conduct a review of the NRC disaster preparedness and response capacity, working closely with the National Society and in coordination with Pan American Disaster Response Unit (PADRU) in its planned capacity assessments.
- Support the development, distribution and dissemination of risk maps and contingency plans for specific events.
- Support the development and dissemination of an NRC handbook: compilation of the necessary information for this will be achieved in part through a series of workshops with branch directors and other informants.
- Begin the development and dissemination of Series 3000 for the NRC.
- Support the review, standardization and upgrading of disaster preparedness and response training at headquarters and branch level.
- Conduct training for national intervention teams.
- Conduct specialized training and follow-up for members of national headquarters and branches. Courses may include: warehouse management (in emergency and everyday); transport management (in emergency and everyday); EOC management; SPHERE project; search and tracking; and confined spaces. These workshops will complement the capacity building in relief planned in the programme financed by the American Red Cross. In this manner the Red Cross volunteers will be integrally trained.
- Conduct branch and national simulations.

- Support the rehabilitation of the NRC relief post, through improvements to the building and infrastructure.
- Support volunteer recruitment and training to strengthen the NRC volunteer base.
- Assist in improvements to NRC ambulance equipment (the ambulance service of the Nicaraguan Red Cross is one of the oldest and most recognized within the community. By strengthening the service the NRC itself may be enhanced.)
- Renovation and strengthening of the central communications office in order to optimize its communication capacity at national level.

Objective 2 To reduce community vulnerability and enhance the relationship between the communities and the NRC.

- Deliver community workshops in community-based disaster preparedness, healthy homes and temporary shelters.
- Support the implementation of disaster mitigation micro-projects.
- Evaluate and systematize the experiences.
- Develop ongoing followup mechanisms within the programme.

Objective 3 To strengthen the internal and external relationships and improve the coordination within the Movement and with external actors.

- Establish strategic relationships with two other organizations working in disaster preparedness.
- Facilitate NRC participation in national emergency committee meetings.
- Attend regional disaster preparedness meetings.
- Participate in selected national and regional disaster fora.

Expected results

Objective 1

- The national relief office (NRO) will have a clear assessment of its capacities and of the areas of greatest risk and vulnerability, plus an up-to-date inventories of all resources under its responsibility.
- The NRC will have a complete set of operational procedures for emergency response in which the staff of the NRO will have defined functions and responsibilities in all their operational areas.
- Availability of national and branch emergency plans, as well as the corresponding contingency plans for each of the possible disaster events.
- The series 3000 will be in the process of being updated for the NRC.
- The technical team of the NRO is permanent and supported by volunteers registers at the NRO.
- In each of the 15 departmental branches there is an officially named and trained relief coordinator, supported by a technical-operative team clearly set up at branch level.
- In the year 2001 the NRO and the relief branch coordination actively participate in the national and departmental disaster committees.
- Each department and branch of the NRC will have enhanced knowledge and skill for disaster response.
- The national relief office has a stronger management capacity for the relief operations through its branches.
- The whole staff of the NRO and branches know and apply the Federation disaster policies

- The ambulance relief post will be renovated and have increased functionality.
- There will be renewed and strengthened volunteer capacity in the relief post.

Objective 2

- Participating communities will have leaders trained in areas of disaster preparedness able to provide direction.
- Communities will have reduced their vulnerability.
- The relationship of the NRC with participating communities will be stronger.

Objective 3

- The NRC will be better integrated into national disaster preparedness and response structures.
- The role and strategy of the NRC will be better understood.
- There will be greater coordination among the members of the Movement represented in Nicaragua and the region.

Indicators

- Assessment visits and meetings and written assessments completed.
- Presence of inventories of resources and capacities.
- Risk maps present and disseminated in the NRC.
- Completed contingency plans at national headquarters and in branches.
- Completed mitigation plans for specific events
- Complete production and distribution to all the branches of the relief delegate's handbook.
- The Nicaraguan Red Cross has defined and disseminated the role of the NRO and its relationship with other dependencies.
- EEOC meetings taken place - internal coordination with the assigned dependencies.
- Number of staff and volunteers in each branch capable of providing adequate response in case of disaster.
- Workshops in key disaster management areas will have been conducted with participation from the branches and various departments.
- The relief post will be physically renovated.
- The number of active volunteers and their level of motivation and involvement.
- Numbers of workshops held and persons trained.
- Number of families and communities that have conducted mitigation and preparedness activities.
- Functioning emergency committees and updated risk maps and emergency plans.
- Frequency of ongoing contact with the NRC after the workshops.
- Completion of the micro-projects in disaster mitigation.
- Didactic material produced for disaster training
- The level of integration and co-ordination achieved by the NRC and the NRO with the national emergency committee and other authorities.
- Level of knowledge and application of regional disaster preparedness strategy.

- Number and quality of contact with other disaster preparedness and response organizations and participation in disaster fora.
- Awareness by other organizations of Federation policy and roles in the region.

Monitoring and Evaluation arrangements

The monitoring of the project will be undertaken by the NRO with the support of the Federation delegate responsible for disaster preparedness, as well as the regional delegation in Guatemala. The disaster preparedness department in Geneva will continue to supply technical support and general monitoring for the coordination of the programme.

In order to follow up the programme a technical working group will be formed composed of NRC directors, PNS technical delegates and the Federation disaster preparedness delegate in Nicaragua. This team will be supported by the regional disaster preparedness delegate as well as by the Pan American Disaster Response Unit. Punctual evaluations are expected from each of the relief operations taken place in Nicaragua.

Critical assumptions

- Sufficient staff assigned directly to the NRO.
- The NRC leadership gives the political support for the development of the process.
- The NRC supplies necessary support for the good functioning of the NRO.
- The Federation maintains a disaster preparedness delegate in Nicaragua through 2001.
- Sufficient funding is available for the development of the proposed programme.
- The socio-political situation in the country remains relatively stable.
- There are no disasters on a scale that would divert all resources from the planned activities.

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3. Health and Care

Background and progress to date

The armed conflicts that affected this region for extended periods of time, a succession of natural disasters, and the absence of short-term socio-economic improvements have had a negative impact on human development, with Nicaragua consistently ranking among the poorest countries on the continent.

The Nicaraguan Red Cross (NRC) has a long tradition in providing health services, which have included ambulance services, a blood bank, clinics and first aid. While it is widely recognized as the country's sole provider of ambulance services, sustainability and quality control remain important challenges in this area as in others.

The Federation is committed to supporting activities in accordance with *Strategy 2010*, and is seeking to promote community-based health initiatives that may provide a viable alternative, especially where such activities can be linked to other programmes in disaster preparedness and branch development.

The Federation's health delegate in Nicaragua has been supporting the NRC health department in the strengthening of existing health services, the coordination of PNS funded health activities, and in the development of new programme initiatives such as the *Golfo de Fonseca* project and an integrated branch development project (see regional health and care programme and Nicaragua institutional development programme).

The programme will focus on strengthening human resource capacities, improving operational response, and improving the Nicaraguan Red Cross's infrastructure and technical capacity, both at headquarters and among branch offices. Special emphasis is placed on those areas which are highly disaster-prone.

All health programmes will be implemented by the National Society, with support in coordination and technical advice from the Federation health delegate where necessary. The *Golfo de Fonseca* pilot project will be coordinated by a project manager based in El Salvador, in close collaboration with the National Societies in the region and the Federation health delegate.

Further, as part of the increased utilization of delegates as regional resources, the health delegate will, upon request, provide support and technical advice to Federation delegates in El Salvador and the Federation Delegation in Honduras.

Goal To support the Nicaraguan Red Cross in the planning, preparation and implementation of effective and efficient health programmes aimed at target communities.

Objectives and Activities planned

Objective 1 To strengthen the Nicaraguan Red Cross health department

Nicaraguan Red Cross activities in health have been stepped up significantly in the aftermath of Mitch. While initially the focus of NRC and PNS was on relief health and rehabilitation, programming now tends to

focus on the medium-to-long term. In order to coordinate multiple partners effectively, the (strategic and operational) planning capacity of the health department needs to be reinforced.

In addition, as a result of its high visibility during and after the disaster, the NRC is able to negotiate substantial funding for health programming with both local and international donors. However, this will require an increased capacity for project formulation and design, as well as project management.

The NRC also wishes to increase its revenue from traditional services in first aid, blood banks and ambulances, which will require the strengthening of administration and quality control in health.

Finally, in line with *Strategy 2010*, the Federation wishes to promote new initiatives in community health - an area in which the NRCS has limited experience.

A central health department, with colleagues in branch offices that are operationally strengthened, more responsive to community needs, technically prepared and adequately equipped, will contribute to the overall strengthening of the Nicaraguan Red Cross. The Federation's health delegate will work closely with the NRC health department in order to improve its capacity in all four areas, through training, exchange of experience, and technical support.

Activities to achieve objective 1:

- Together with the NRC, ensure coordination between the different Red Cross partners, and with NGOs, international organizations, MINSAs, and other potential donors.
- Provide technical assistance and on-the-job training to managerial and field staff working in the area of health.
- Together with the National Society, arrange training workshops for personnel at the headquarters and branch office levels, in technical health areas as well as project planning, administration and management.
- Assist the NRC in identifying training materials adapted to programmes underway
- Assist the NRC in identifying, designing and developing new health projects for submission to local and international donors.
- Assist the NRC in evaluating ongoing programmes and making proposals for changes, as required.

Objective 2 To promote and support other Red Cross health initiatives in line with *Strategy 2010*.

The Federation's health delegate will provide technical support to ongoing and new initiatives in health, in accordance with *Strategy 2010* as well as the regional health strategy. Regional campaigns will focus on the recruitment of voluntary blood donors, HIV/AIDS youth peer education, basic sanitation and vector transmitted diseases, and mother and child health.

Four branches of the NRC will be supported in an integrated project with components in institutional development, health and disaster preparedness. The project is described in more detail in the programme for institutional development and resource development.

The regional *Golfo de Fonseca* programme will be implemented in selected communities in Nicaragua. The Federation's health delegate will provide technical support to the project, in close coordination with the programme manager and the Guatemala regional delegation (for further details, please see the regional programme for health and care in the community).

Activities to achieve objective 2:

- Assist the NRC in national voluntary blood donation campaigns.
- Together with the National Society, ensure coordination of the health component of the integrated branch development project.
- Provide technical support to national and regional initiatives in HIV/AIDS youth peer education, IMCI, basic health education and sanitation, etc.
- Assist the NRC in design and production of relevant information, education and communication materials.
- Provide technical support through advice and follow up at both field, branch and headquarters levels to the *Golfo de Fonseca* project, as requested by the project manager.

Expected results

- A health department that possesses the necessary technical and material conditions to fulfill its responsibilities. The NRC health programmes are attractive to donors and (new) volunteers.
- Recognition of the NRC as a key and responsible actor in providing quality health actions, and that is capable of identifying, supervising, managing and requesting funds and providing full accounting for its own programmes.
- The provision of technical support by the NRC's health department and the Federation's health delegate to health programmes set up by the PNS in the Rivas, Chinandega, RAAN, Managua, León, Nueva Segovia, Madriz, Estelí and Jinotega Departments.
- The establishment, refinement and proven efficiency of a mechanism for technical consultations between the NRC, the PNS and the Federation.
- The *Fonseca* project is fully operational, and addressing basic health needs of target communities according to established plans.
- Improved coordination in the area of health within the Movement, and with NGOs and potential donors.
- Regional and national health initiatives in accordance with *Strategy 2010* are actively promoted and technically supported.

Indicators

- Coordination meetings for Red Cross and external partners are held on a regular basis.
- Planned training courses have been completed
- Training and information materials have been distributed and are actively used.
- Increase in project proposals by NRC in health prepared/submitted/funded
- Reports from NRC health department and branches available.
- *Golfo de Fonseca* - see regional programme for specific indicators
- Status reports or signed agreements regarding strategic alliances and agreements

Critical assumptions

- The NRC leadership continues their support to the programme.
- Human resources needed are available.
- The programme is fully funded, and funds are available on a timely basis.
- No major emergency or disaster hits the country.

Monitoring and Evaluation arrangements

- Monthly and quarterly reports.

- Monthly health team meetings reviewing the progress against plans.
- Use of a short-term external consultant if needed.
- Annual internal evaluations, if needed, with assistance from the Regional Delegation and/or Secretariat in Geneva.

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4. Coordination and Management

Background and progress to date

The Federation Delegation in Nicaragua was established in late 1998 in order to support the response to Hurricane Mitch. Since then, the Federation's assistance to the Nicaraguan Red Cross (NRC) has ranged from search and rescue operations, post-emergency relief and recovery and rehabilitation, to reconstruction and longer term capacity building. Currently, the Delegation is providing assistance to the National Society in the areas of disaster preparedness, health and institutional development, in close coordination with the Participating National Societies present and other agencies in the country.

The delegation is responsible for the careful management of all Federation programmes in Nicaragua, in all aspects of strategic and operational planning, finance, administration, and human resource management, reporting directly to the regional delegation in Guatemala.

In the event of a disaster in the country, the delegation may also have to assume additional responsibilities for Federation emergency relief activities. In such a situation, the delegation may be asked to play a more operational role, while maintaining overall responsibility for coordination between all partners in the Movement. Depending on the size of a disaster and the relief operation that follows it, the regional delegation and the Federation's Pan-American Disaster Response Unit (PADRU) may take the lead role during the first phase of such an operation.

The starting points for all programmes are two key Federation documents: *Strategy 2010*, and the Country Assistance Strategy. The latter was finalized in May 2000 and approved by the National Society. In addition, the Federation-supported programmes of the NRC build on existing policies and guidelines, as well as practices and examples from the region. All the Federation programmes in Nicaragua are closely linked, and also are connected to the regional Central American programmes.

The Federation will mainly adopt a role of promotion, coordination and technical support, and will only be directly operational where there is a clearly defined need and there are no other options, or in pilot projects, like the branch development component within the institutional development programme, which require prolonged technical support.

The delegation currently has four delegates: the head of delegation who is provisionally assuming disaster preparedness functions, plus institutional development, health and finance/administration delegates. With the establishment of a regional finance unit in the regional delegation in Guatemala, the current finance/administration delegate will be replaced by a local member of staff, reducing the number of delegates to three. There are a total of seven local staff.

As part of the appeal 2001-2002, the delegation in Nicaragua has presented programme proposals in the areas of disaster preparedness, health and care in the community, and institutional and resource development.

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

Objectives and Activities planned

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

Activities to achieve objective 1:

- Through regular meetings with the NRC management and relevant National Society counterparts, revise strategic and operational plans and budgets for Federation supported programmes.
- In coordination with the regional delegation and the team in the Americas Department of the Secretariat, liaise closely with all current and potential donors.
- Participate in regular meetings with the governance and management of the NRC.
- Prepare timely and accurate financial and narrative reports for all relevant partners.
- Participate in regular meetings with all the Central American country offices/delegations reporting to the regional delegation.

Objective 2 To promote the coordination between the Nicaraguan Red Cross, the Participating National Societies, the ICRC and the Secretariat, as well as with external partners, in line with the NRC rehabilitation and development plans and the Federation Country Assistance Strategy.

Activities to achieve objective 2:

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

Expected results

- Well-functioning programmes that meet Federation standards and guidelines.
- Relationships with the donor community are enhanced, and programme funding is increasingly committed for the medium to long term.
- Effective coordination of all programmes implemented by the Movement in Nicaragua.
- Compliance with Federation reporting standards.
- The existing Country Assistance Strategy has been revised and updated into an all inclusive form, and approved by all involved partners.

Indicators

- Programmes being implemented according to plans.
- Federation supported programmes have approved budgets at all times.
- No financial deficit on Federation-supported programmes.
- Updated job descriptions, mission instructions and work plans for all Federation delegates.
- Increased appeal coverage.
- Timely and accurate reporting.
- Revised and updated inclusive Country Assistance Strategy available.
- Increase in the number of agreements and memoranda of understanding with partners within the Movement as well as external partners.

Critical assumptions

- The programme is funded fully, and funds are available on a timely basis.
- Core delegates and staff are made available to the programme.
- The political and socio-economic situation in the country remains relatively stable.
- The Nicaragua Red Cross leadership continues to give its support to the Federation.

Monitoring and Evaluation arrangements

- Regular meetings are held between the NRC, the Federation and Participating National Societies present in the country.
- Internal annual review by a Federation team, benefiting, if required, from technical support from the regional delegation and/or the Federation Secretariat in Geneva.
- Analysis of the operational context and overall progress in quarterly management reports.
- Regular field visits and discussions on an informal basis with participants and beneficiaries.
- An internal audit may be performed by the Secretariat's internal audit unit.
- If and when formal evaluations of other Federation programmes in Nicaragua are carried out, this programme, providing the overall management and co-ordination, will automatically be included.

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| DELEGATION: NICARAGUA | | | | | |
|---|----------------|------------------------------|------------------|-------------------------|------------------|
| PROGRAMME | DP | Health & services | IDRD | Coord. & mgt | TOTAL |
| Shelter & construction | 0 | 0 | 40,988 | 0 | 40,988 |
| Clothing & textiles | 0 | 0 | 0 | 0 | 0 |
| Food & seeds | 0 | 0 | 0 | 0 | 0 |
| Water | 0 | 0 | 52,464 | 0 | 52,464 |
| Medical & first aid | 0 | 0 | 0 | 0 | 0 |
| Teaching materials | 0 | 0 | 0 | 0 | 0 |
| Utensils & tools | 0 | 0 | 0 | 0 | 0 |
| Other relief supplies | 0 | 0 | 6,558 | 0 | 6,558 |
| Sub total supplies | 0 | 0 | 100,010 | 0 | 100,010 |
| Land & Buildings | 0 | 0 | 0 | 0 | 0 |
| Vehicles | 0 | 0 | 0 | 0 | 0 |
| Computers & telecom | 10,952 | 0 | 10,712 | 0 | 21,665 |
| Medical equipment | 0 | 0 | 0 | 0 | 0 |
| Other capital expenses | 34,565 | 0 | 43,449 | 0 | 78,014 |
| Sub total capital | 45,517 | 0 | 54,161 | 0 | 99,679 |
| Programme management | 15,776 | 14,109 | 88,594 | 17,865 | 136,344 |
| Technical services | 4,723 | 4,223 | 26,520 | 5,348 | 40,814 |
| Professional services | 5,237 | 4,684 | 29,411 | 5,931 | 45,263 |
| Sub total programme support | 25,737 | 23,016 | 144,525 | 29,144 | 222,421 |
| Transport & storage | 1,900 | 11,640 | 11,640 | 11,640 | 36,822 |
| Personnel (delegates & expatriates) | 156 | 108,082 | 108,037 | 110,705 | 326,979 |
| Personnel (local staff) | 39,940 | 21,969 | 471,531 | 66,728 | 600,168 |
| Sub total personnel | 40,095 | 130,051 | 579,569 | 177,432 | 927,147 |
| Travel & related expenses | 4,858 | 18,296 | 20,297 | 7,706 | 51,157 |
| Information expenses | 14,253 | 5,328 | 98,862 | 9,181 | 127,624 |
| Expert fees | 0 | 0 | 222,366 | 3,279 | 225,645 |
| Admin. - general expenses | 7,637 | 20,904 | 82,434 | 26,232 | 137,207 |
| Training workshops / seminars | 93,971 | 0 | 0 | 328 | 94,299 |
| Sub total travel, training, general exp. | 120,719 | 44,528 | 423,959 | 46,726 | 635,932 |
| Total budget | 233,968 | 209,236 | 1,313,865 | 264,942 | 2,022,010 |