

Appeal 2003-2004

 International Federation
of Red Cross and Red Crescent Societies

CENTRAL AMERICA REGION

Appeal no. 01.50/2003

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

	2003 (In CHF)	2004 ² (In CHF)
1. Health and Care	827,669	556,119
2. Disaster Management	624,171	450,610
3. Humanitarian Values	221,711	186,336
4. Organizational Development	1,804,684	1,296,568
5. Federation Coordination	284,920	239,460
6. International Representation	112,139	94,246
Total	3,875,323¹	2,823,333

Introduction

Due to the varying levels of development of the National Societies in the region - a direct reflection of the political and socio-economic diversity of the countries themselves - there exists a wide range of Red Cross realities and therefore a spectrum of priorities which guide each of them in their day to day work. *For details on each of the National Societies in the Central American region: Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua and Panama, please see the individual country strategy documents.*

Regional Context

Indicator	México	Guatemala	El Salvador	Honduras	Nicaragua	Costa Rica	Panama
Country ranking HDI	54	120	104	116	118	43	57
Total population (millions)	98.9	11.4	6.3	6.4	5.1	4.0	2.9
% of the population living below \$ 1/day	15.9	10	21.0	24.3	-	12.6	14.0
% of the population living below national poverty line	10.1	57.9	48.3	53.0	50.3	22	37.3
GDP per capita (US \$)	9,023	3,821	4,497	2,453	2,366	8,650	6,000
Infant mortality per 1,000 live births	25	44	34	32	37	10	20
Under 5 mortality per 1,000 live births	30	59	40	40	45	12	26

¹ USD 2,656,745 or EUR 2,630,556.

² These are preliminary budget figures for 2004, and are subject to revision.

Maternal mortality rate per 100,000 live births	55	190	120	110	150	29	70
% of births attended by skilled health staff	86	41	51	54	65	98	90
% of total population undernourished	5	22	12	21	29	5	16
% of population using improved water sources	86	92	74	90	79	98	87
% of population using adequate sanitation facilities	73	85	83	77	84	96	94
% of people living with HIV/ AIDS	0.28	1.00	0.60	1.60	0.20	0.55	1.50
Annual population growth rate %	1.2	2.4	1.6	2.0	2.4	1.8	1.3
% of population under 15 yrs of age	33.1	43.6	35.6	41.8	42.6	32.4	31.3
% of population aged 65 and above	6.8	3.5	5.0	3.4	3.0	5.1	5.5
Net primary school enrolment ratio %	100	83	81	-	-	-	-
Adult illiteracy rate % Male age 15 +	6.6	23.9	28.4	25.3	33.7	4.5	7.5
Adult illiteracy rate % Female age 15 +	10.5	38.8	23.9	25.5	33.2	4.3	8.7

Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua and Panama are characterized by medium to high human development. However, in comparison with the rankings in 2001, each of the countries is lower on the index in 2002. Modest economic growth in 2002 has tended to benefit the wealthy elite and has done little to reduce the major inequalities that have long characterized economies in the region. The chart below shows HDI rankings in 2002, as compared to those in 1975.

Source: Human development report 2002	HDI Ranking 2002	Rankings compared to 1975	Rankings compared to 1999	Human Development
<i>Costa Rica</i>	43	<i>down 3</i>	<i>up 2</i>	<i>high</i>
<i>Mexico</i>	54	-	<i>down 4</i>	<i>medium</i>
<i>Panama</i>	57	<i>down 1</i>	<i>down 8</i>	<i>medium</i>
<i>El Salvador</i>	104	<i>up 3</i>	<i>up 3</i>	<i>medium</i>
<i>Honduras</i>	116	<i>down 3</i>	<i>down 2</i>	<i>medium</i>
<i>Nicaragua</i>	118	<i>down 9</i>	<i>up 3</i>	<i>medium</i>
<i>Guatemala</i>	120	<i>down 1</i>	<i>down 3</i>	<i>medium</i>

A majority underclass of landless peasants and urban unemployed is expanding, with thousands migrating each year from rural areas to the cities. Currently more than 60% of the region's population resides in or around major cities, and the trend toward urbanization continues unabated. Furthermore, environmental degradation, particularly deforestation, increases vulnerability to natural disasters.

Along with the inevitable toll in deaths and property damages wrought by repeated natural disasters in the Americas, recent advances in social and economic development have also been disrupted, and in many cases, turned back completely. In Honduras, it is estimated that an additional 165,000 people fell below the poverty line due to losses in property and income resulting from hurricane Mitch. Health professionals in El Salvador claim that the 2001 earthquakes set back coverage for some water and sanitation services by 20 years. Likewise, fluctuations in the incidence of previously controlled infectious diseases such as tuberculosis, dengue and cholera reflect increased health risks and greater dispersion of services following disasters. The report on the global HIV/AIDS epidemic by UNAIDS warns, "the epidemic in Latin America and the Caribbean is well established and is in danger of spreading both more quickly and more widely in the absence of effective responses". It further states "among the factors helping to drive the spread of HIV is the combination of unequal social economic development and high population mobility". In Central America the epidemic is worsening chiefly among socially marginalized populations.

Central America is characterized by vast divides between different social groups: between rich and poor, men and women and between indigenous and non-indigenous populations. This inequity has led to extreme poverty and excluded many from access to social services and the benefits of development. Alongside major cities are vast zones of poverty and low productivity, generally in rural areas and along the borders.

For more in-depth information on the Red Cross' strategy in Costa Rica, please click on [Focus on Costa Rica 2003](#).

For more in-depth information on the Red Cross' strategy in El Salvador, please click on [Focus on El Salvador 2003](#).

For more in-depth information on the Red Cross' strategy in Guatemala, please click on [Focus on Guatemala 2003](#).

For more in-depth information on the Red Cross' strategy in Honduras, please click on [Focus on Honduras 2003](#).

For more in-depth information on the Red Cross' strategy in Mexico, please click on [Focus on Mexico 2003](#).

For a more in-depth information on the Red Cross' strategy in Nicaragua, please click on [Focus on Nicaragua 2003](#).

For a more in-depth information on the Red Cross' strategy in Panama, please click on [Focus on Panama 2003](#).

National Society Priorities

Health and Care

Health statistics for some of the countries in the region continue to be among the worst in the Americas. Acute respiratory infections, diarrhoea and malnutrition in infants and under fives are commonplace, rates of preventable diseases are high, access to water and sanitation systems is limited, and large segments of particularly rural populations do not have access to basic health services. The spread of HIV/AIDS is on the rise, and the threat of epidemic diseases like malaria, dengue and cholera is constant. Most National Societies in the region are developing primary health care initiatives at the community level to address these pressing health problems.

The *Mexican Red Cross* will focus on strengthening the community health programme, with a special focus on HIV/AIDS education, and modernizing its hospital, ambulance service and blood programme. The *Guatemalan Red Cross* will strengthen the capacity of branches and communities to respond to disasters, and will focus on finalizing response and preparedness plans at national and branch levels. The *Honduran Red Cross* aims to strengthen its health department, including its HIV/AIDS, blood and primary health care programmes and ambulance services. The *Salvadorean Red Cross Society* is setting up its community based health care programme, in addition to its ambulance services, blood and HIV/AIDS education programme, and being the leaders in the country in first aid. The *Nicaraguan Red Cross* will be forerunners in the region by piloting an integrated primary health care and disaster preparedness programme specifically for indigenous populations and ethnic minorities. The *Red Cross Society of Panama* will continue its various activities in the area of health and social welfare, such as a feeding centre for malnourished children, its visiting social and medical assistance programme that distributes food, clothing and medicines nation wide, and its primary health care

programme. The *Costa Rican Red Cross* will prioritize community training in first aid, prevention of epidemic diseases, sexual and reproductive health and health and the environment.

Disaster Management

Almost all of the countries in the region are vulnerable to natural disasters such as hurricanes, floods, landslides, forest fires and drought. Due to socio-economic and environmental problems, the majority of the populations in the region are vulnerable to disasters and disease. In this context, the disaster preparedness and response programmes of the National Societies in the region are of paramount importance.

The *Mexican Red Cross* is implementing a diploma course in administration of disasters at national and international level, with both Movement and inter-agency participation. The *Guatemalan Red Cross* faces the challenge of finalizing emergency response plans at national and branch levels. The *Salvadorean Red Cross Society* has prioritized community education in disaster preparedness, and disaster response. For the *Honduran Red Cross* the priorities are to disseminate its national disaster and contingency plans, to monitor and evaluate the contingency plans from all of the branches, and to establish protocols for cooperation with neighbouring National Societies. The *Nicaraguan Red Cross* will strengthen the disaster preparedness and response capacity of its branches as well continue working in disaster preparedness and mitigation with vulnerable communities. The *Red Cross Society of Panama* will continue its relief programme for displaced populations affected by the internal conflict in Colombia, in addition to its community based disaster preparedness programme. The *Costa Rican Red Cross* plans to update and evaluate its national relief plan and formulate local and regional emergency plans. It will strive to strengthen capacity and will set up a data base for the identification of resources. A further priority is the community disaster preparedness programme, promoting planning in the community in view of identified capacities and risks.

Humanitarian Values

In all National Societies in the region, the promotion of humanitarian values is a priority; the youth brigades' training work includes a component of humanitarian values and induction courses for volunteers also include sections on the Movement, fundamental principles and humanitarian values. Each of the National Societies in Central America launched an HIV/AIDS anti-stigma and discrimination campaign on World Red Cross Day and the Red Cross Society of Panama, in particular, is working in the area of non-violence and conflict resolution.

Organizational Development

All of the National Societies of the region are committed to strengthening their capacity to effectively and efficiently implement programmes, particularly at the community level, that improve the lives of vulnerable populations.

The *Mexican Red Cross* (MRC) is focusing on disseminating its new Statutes throughout the National Society, strengthening the public image of the MRC within the Movement and internationally, and modernizing the administrative and human resource structures, both at headquarters and branch levels. The challenges for the *Guatemalan Red Cross* are to recover its financial self sufficiency, to move away from traditional services to more community oriented ones, to define programmes and target vulnerable populations, and to strengthen the governance structures. For the *Salvadorean Red Cross Society*, improving and reinforcing the branches are its priority. The *Honduran Red Cross* will disseminate its new Statutes and regulations throughout the organization, strengthen governance structures by continuing its leadership training for branch boards, implement the newly improved volunteer programme, and improve its fundraising abilities. The *Nicaraguan Red Cross* will complete its strategic plan, will update its Statutes, and has targeted 19 branches to receive management and leadership training to improve overall functioning, and will develop fundraising initiatives. The

organizational development priorities for the *Red Cross Society of Panama* are to continue the strengthen the ability for its branches to provide quality services to vulnerable populations. The *Costa Rican Red Cross* aims to improve communication and coordination between national, regional and local governance, ensuring participative decision-making also including volunteers. It also intends to promote representation of youth and women in its decision-making bodies and to strengthen training for governing boards. The National Society plans to standardize its accounting systems at the headquarters and branches and improve accountability at central, regional and local levels. In relation to volunteering, the National Society plans to implement an induction programme and a training plan.

Main strengths

The National Societies in the region benefit, on the whole, from a positive image. They have strong capacity in disaster response, with defined roles in the national disaster response system, and several are leaders in the provision of ambulance services, first aid and blood. The NSs benefit from committed volunteers and the concept of the “social volunteer” is currently being developed in the region.

Main challenges

There are a variety of challenges within the region’s National Societies. There is a need to ensure relevant training for paid staff and volunteers and to focus on motivating and retaining volunteers. In many cases, branches remain weak and communications between headquarters and the branches require strengthening. Sustainability remains a challenge and there is a focus on the promotion of effective fund-raising strategies and the forging of further strategic alliances.

Red Cross and Red Crescent Priorities

The table below shows the partners with which each National Society is working, and the areas in which support is focused.

Partner	Health	Relief	Disaster preparedness	Humanitarian Values	Organizational development	Others
ICRC		Panama	Guatemala	Guatemala Mexico El Salvador Costa Rica Panama Honduras Nicaragua	Guatemala Honduras Nicaragua	Guatemala Mexico El Salvador Nicaragua
Federation	Guatemala El Salvador Honduras	Guatemala Mexico El Salvador	Guatemala Mexico El Salvador Costa Rica	Guatemala Mexico El Salvador Costa Rica	Guatemala Mexico El Salvador Panama Honduras Nicaragua	Guatemala
American Red Cross	Guatemala El Salvador Honduras Nicaragua	Guatemala Mexico El Salvador	Guatemala El Salvador Honduras Nicaragua		Guatemala Honduras Nicaragua	Guatemala El Salvador
Netherlands Red Cross	Guatemala		Guatemala Nicaragua	Guatemala	Guatemala	
Spanish Red Cross	Guatemala El Salvador Costa Rica Nicaragua	Guatemala	Guatemala	El Salvador	Guatemala Honduras Nicaragua	Guatemala Mexico El Salvador Costa Rica Nicaragua
German Red Cross	Mexico Panama		Costa Rica		Costa Rica	Costa Rica
Canadian Red Cross	El Salvador Honduras Nicaragua				Nicaragua	
Italian Red Cross	El Salvador Nicaragua				Nicaragua	
French Red Cross	El Salvador		El Salvador			
Swiss Red Cross	Honduras				Honduras	

Priority Programmes for Secretariat Assistance

In 2003/2004, the following programmes represent priorities for the Federation Secretariat. *For further details, please see the individual country strategy documents.*

Costa Rica

Disaster Preparedness

- Contingency planning for relief operations.
- Community based disaster preparedness to be further developed in two communities.

Health

- Strengthening the area of community health and Red Cross youth programmes in prevention and awareness-raising amongst children and young people in HIV/AIDS.

Organizational Development

- Implementation of the strategic development plan.
- Management of human resources.

- Fund raising.
- Standardization of the National Society's accounting system throughout the country.
- Training of leaders in Red Cross history, humanitarian values, governance and management, in cooperation with the ICRC.

El Salvador

Health and Care

- Community health office focusing on mother and child health and primary health care in the community.
- Community first aid.
- HIV/AIDS prevention.
- Non-remunerated, voluntary blood donation.

Disaster Management

- National and branch contingency planning and disaster response.
- Community disaster preparedness through community brigades and school brigades.

Humanitarian Values

- HIV/AIDS campaigns focusing on anti-stigma and non-discrimination.

Organizational Development

- Branch development
- Resource development
- Volunteer management.
- Internal change process involving gradual decentralization.

Guatemala

Health and Care

- Reducing morbidity-mortality from preventable diseases.
- Promoting safe water use and hygiene and supporting increased water and sanitation capacity in disasters.
- Reducing the vulnerability of the population to HIV/AIDS.

Disaster Management

- Finalizing response and preparedness plans at national and regional levels.
- Establishing four regional response centres.
- Supporting community education in disaster preparedness and promoting related micro-projects.
- Helping the GRC to coordinate its actions and maintain networks and strategic alliances.

Humanitarian Values

- Establishing a national dissemination programme.

Organizational Development

- Strengthening the fundamental pillars of National Society development: the Statutes, the national development plan and the internal regulations.
- Improving management and retention of volunteers.
- Supporting resource mobilization.

Honduras

Health and Care

- Implementation of the HIV/AIDS pilot project which encompasses the areas of prevention, anti-stigma and building relations with organizations working with people living with AIDS.
- Support to the health department of the Honduran Red Cross.

Disaster Management

- Community based disaster preparedness within the framework of a DIPECHO proposal put forward by PNS and to be coordinated by the Federation.

Humanitarian Values

- Further development of the HIV/AIDS anti-stigma campaign.

Organizational Development

- Organizational development based on priorities identified during the change process and ensuring coordination of support through the CAS process.

Nicaragua

Health and Care

- Strengthening of the health department, at the same time reinforcing external partnerships.

Disaster Management

- Planning for response to disasters and contingency planning both at the level the headquarters and the branches.

Organizational Development

- Emphasis on the implementation of the change process involving all National Society stakeholders and resulting in the drawing up of a strategic plan and a national development plan.

Mexico

Disaster Management

- Reactivation of the community disaster education programme.
- Strengthening of the training centre through the establishment of a specialized course in administration of disasters with a national and international perspective.

Humanitarian Values

- Training of leaders in principles and humanitarian values in close coordination with the ICRC.
- Support and advice for the implementation of the programme to promote orientation and assistance for migrants in close collaboration with the ICRC.
- Promotion of consolidation of the pilot project in harmonization with the ICRC's regional delegation, Mexican Red Cross and the national societies in the region.

Organizational Development

- Revision of the National Society regulations.

Panama

Disaster Management

- Community based disaster preparedness project.

Organizational Development

- Integrated branch development.

1. Health and Care W [<Click here to return to the title page>](#)

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 report on the global HIV/AIDS epidemic by UNAIDS warns, “the epidemic in Latin America and the Caribbean is well established and is in danger of spreading both more quickly and more widely in the absence of effective responses”. It further states “among the factors helping to drive the spread of HIV is the combination of unequal social economic development and high population mobility”. In Central America the epidemic is worsening chiefly among socially marginalized populations.

Outbreaks of diseases such as dengue fever and malaria continue to occur on a regular basis in Central America. In the 1960s dengue fever was brought under control and the mosquitoes responsible for its transmission certified as eradicated between 1958 and 1963. The re-infestation of the mosquito in 1967 was followed in 1971 with the first new reported case. In 2002, Central America saw yet again a major epidemic of dengue fever with a state of national emergency issued in El Salvador and in Honduras. The Red Cross will need to develop strategies to work with the Ministries of Health to prevent and respond to such epidemics.

Central America continues to be beset by sudden onset natural disasters, such as earthquakes, forest fires, hurricanes, flooding, and drought. These natural events are further compounded by poor economic performance and corruption. The Red Cross is faced not only with post disaster assistance, but also needs to accompany communities in rehabilitation initiatives and to and empower them to be more resistant to such events.

At the beginning of the 1990s the Federation study “the challenges of human development” concluded that although certain National Societies in Central America gave priority attention to health, this was limited to medical services, hospitals, blood centres and ambulance services. At this time, health promotion and education activities were given a low profile within the National Societies of the region.

In learning from the experiences of the 90s, the Federation’s strategy 2010 defined as one of the four core areas “health and care in the community”. The Federation’s World Disaster Report of 2000 focused on public health, which had “fallen off the map”. Section 1 poses the dilemma that the chronic health crisis faced in many regions dwarfs the impact of natural disasters. The Red Cross is challenged to refocus its actions to fight against the HIV/AIDS pandemic and to join in partnerships to reduce the impact of preventable infectious diseases. The concept that “changing behaviour saves lives” requires an “investment in volunteers” in order to reach the vulnerable.

In the aftermath of hurricane Mitch which affected Central America in 1998, much important groundwork has been laid within the Red Cross Societies in the areas of health promotion and community health. The challenge still remains to institutionalize these projects as established programmes with unified methodologies and to consolidate partnerships with governments and with non-governmental organizations.

To this end, the American Red Cross formed a partnership with the Pan American Health Organization (PAHO), to support the implementation of the integrated management of childhood illnesses (IMCI) initiative to reduce child mortality. In 2002, the Federation signed a significant

agreement with PAHO to commit to the further development of joint health programming in the areas of:

- Community health based on IMCI.
- The fight against the HIV/AIDS epidemic.
- Increasing the safety of blood through the promotion of voluntary donation.
- Improving response in the area of health during emergencies.

For the Inter American Conference to be held in April 2003 in Santiago de Chile, health and disasters has been selected as the priority theme. Through partnerships and the promotion of “Red Cross Health Champions” to disseminate activities, lessons learned and success in health programming, it is hoped to consolidate past achievements and develop quality services targeted at reducing vulnerability.

The National Societies of the region presently face four main challenges in the area of health and care:

- To prioritize health programmes and focus on specific vulnerable groups to avoid dispersion and poor quality.
- To develop sufficient technical competence within the areas of both health and planning to ensure relevant, successful and sustainable projects and programmes.
- To promote strategic partnerships and support networks.
- To assist the development of volunteer networks at community level to deliver services.

In 2001, the Federation supported the placement of a regional health delegate dedicated solely to support Central America. Some of the key achievements to date include:

- The establishment of an integrated pilot project, covering community health, disaster preparedness and branch development in the Golfo de Fonseca region. The project was evaluated after its first year with many successes in health: reduction of disease, trained community volunteers, cleaner communities and the implementation of micro projects. However, the evaluation also pointed to the need to enhance branch development tools. Several new projects have been drawn up based on the Golfo de Fonseca model, including components of disaster preparedness and branch development, together with health programming. In the appeal 2003 - 2004, this pilot project will be placed under organizational development and the experiences and lessons learned will be built into integrated branch development initiatives.
- Health departments in several National Societies have developed community health teams to develop health partnerships, strategy and programming and to ensure that projects have appropriate tools and implement monitoring and evaluation. In El Salvador, the American Red Cross and the Japanese Red Cross have guaranteed funding support for the development of a community health team until 2005, with financial responsibility for the project being incrementally transferred to the Salvadorean Red Cross Society and its local partners. In Guatemala and Honduras, similar initiatives have been started. The development of community health departments reflects a growing commitment and ownership of National Societies in the region to this priority area. These health departments will need to be supported regionally to consolidate their long term funding sources.
- In June 2002, the Honduran Red Cross began implementation of a pilot project to respond to the HIV/AIDS epidemic. This project centres on awareness-raising in the fight against stigma and discrimination and similar projects are being prepared or implemented in Guatemala, Nicaragua and El Salvador. A Honduran Red Cross volunteer presently holds the position of regional HIV/AIDS coordinator. Costa Rica and Panama have also established HIV/AIDS programmes in partnership with their governments. Further development of the HIV/AIDS response in the areas of

prevention, reduction of stigma and social care for those living with HIV will continue in 2003 and 2004 through the establishment of a Red Cross network. The pilot project implemented in Honduras is focusing on branches in areas with the highest rates of HIV/AIDS infection. To date, the headquarters and 13 branches have been fully involved. The project is currently undergoing evaluation with the participation of PNS in order to ensure that lessons learned are incorporated into continuing project activities. The results of an internal knowledge, attitudes and practices (KAP) survey undertaken within the Honduran Red Cross are currently under analysis, and data is under compilation.

- The “Making a Difference” tool kit for the promotion of voluntary non remunerated blood donation developed by the Federation has been translated this year into Spanish as an initiative between the Federation and PAHO. The joint implementation of the tool kit will provide support to an increase in the safety of donated blood.
- Continual progress has been made with regard to the strengthening of National Society health departments in the region. The Guatemalan Red Cross has established a water and sanitation technical unit in the health department. This initiative has concentrated on strengthening the unit and the in depth training of technical staff. By the end of 2002 it is hoped that the GRC will also implement a latrine project, linking these activities with IMCI. In Honduras, the health department of the National Society has been strengthened and coordination of activities significantly improved; as a result, at branch level, the quality and impact of projects have been increased. A national director of health is due to be appointed before the end of 2002. The Salvadorean Red Cross Society has set up a community health office, staffed by a community health coordinator, a health education specialist and an IMCI coordinator, and a health strategy for the Salvadorean Red Cross has been formulated. A five year funding plan has been established for the department. However, in Nicaragua, progress has been limited and, although links with PAHO and the Ministry of Health are positive, improvement of coordination and planning of health projects remains a major priority.

Since hurricane Mitch, many participating National Societies (PNS) have partnered National Society health programming in the area of community health. Presently, the Canadian Red Cross is supporting initiatives in Nicaragua and Honduras, based on the SICAPS methodology developed in Columbia and is preparing a project for El Salvador. The Swiss Red Cross is supporting a community health project in the south of Honduras with a similar methodology as that employed in the Golfo de Fonseca project. More recently, National Societies prepared integrated community health projects in Nicaragua, Honduras, Guatemala and El Salvador, using the experiences gained from Golfo de Fonseca, in which the PNS will support the project with a consortium approach.

In the aftermath of the El Salvador earthquakes, the Red Cross health response included new areas of expertise such as psychological support to affected communities, the provision of safe water and hygiene promotion, in addition to the more traditional areas of first aid, rescue and medical brigades. In the drought operations in 2001 and 2002, nutritional and hygiene education as well as growth monitoring were introduced to support the distribution of food and seeds. In the recent epidemic of dengue fever, the Red Cross contributed to the response through working at community level through schools, focused on education and clean up campaigns in partnership with PAHO and Ministries of Health.

Overall Goal

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

Programme Objective

The National Societies of the region are contributing to a significant improvement of health conditions and are empowering vulnerable groups and communities to reduce vulnerability to ill health and disease.

Expected Results

The programme is based on four projects that will have the following overall results:

1. Red Cross / Red Crescent partnerships in health have been developed and strengthened, and the capacities of National Society health departments in Central America have been reinforced in line with Strategy 2010.
2. The response of National Societies in Central America to the HIV/AIDS epidemic has been refined and scaled up in the areas of prevention, care and the fight against stigma and discrimination.
3. High quality integrated health interventions with the participation of Ministries of health, partners and vulnerable communities are being implemented by the National Societies.
4. The Federation's response capacity in Central America in the area of emergency health has been increased.

Projects	Mexico	Guatemala ***	El Salvador	Honduras	Nicaragua	Costa Rica	Panama
Health Capacities and Partnerships		X	X	X	X*		X
HIV / AIDS		X	X	X	X*		
Community Health		X	X**		X**		
Emergency Health	X	X	X	X	X	X	X

* As part of the change process

** As part of Golfo de Fonseca

*** Included as part of the regional appeal

The projects will seek to have the following specific results:

Project 1 - Health Departments and Partnerships
<ul style="list-style-type: none"> • A Pan American health strategy including the Federation, PAHO and the Ministries of Health has been approved by all partners and put into action.
<ul style="list-style-type: none"> • National health plans in line with the Strategy 2010 have been developed in partnership with all National Societies in Central America and are being jointly implemented with Ministries of Health and other partners.
<ul style="list-style-type: none"> • Enhanced, effective and efficient cooperation and coordination within the Movement and with external partners has been achieved in the Central American region.

Project 2 - HIV/AIDS
<ul style="list-style-type: none"> • Regional partnerships in HIV/AIDS have been strengthened through the development of a Red Cross network.
<ul style="list-style-type: none"> • HIV/AIDS activities and project development within the National Society are coordinated through a regional HIV/AIDS network and lessons learned from pilot projects are implemented.
<ul style="list-style-type: none"> • Recommendations from the evaluation of the HIV/AIDS pilot project undertaken in Honduras have resulted in reinforcing the project and its impact on target groups.

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| <ul style="list-style-type: none"> • National Societies have integrated HIV/AIDS as a core project and have developed activities in the areas of prevention, care, and / or the fight against stigma. |
| <ul style="list-style-type: none"> • The youth peer education projects within the region have been strengthened and scaled up. |
| <ul style="list-style-type: none"> • Voluntary non-remunerated blood donation has been promoted to improve the safety of the blood supply within the region. |

Project 3 - Community Health

- | |
|---|
| <ul style="list-style-type: none"> • Regional guidelines and tools in community health have been established within the National Red Cross Societies in cooperation and coordination with PAHO, Ministries of Health and other partners. |
| <ul style="list-style-type: none"> • All community health activities are coordinated under the health strategy for the Americas and formulated by National Societies within their national health and development plans. |
| <ul style="list-style-type: none"> • An integrated health plan reflecting Strategy 2010 and including a community health component has been drawn up by each National Society, is disseminated and under implementation. |

Project 4 - Emergency Health Capacity
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| <ul style="list-style-type: none"> • Protocols, guidelines and tools to support health assessment and programming in emergencies have been established. |
| <ul style="list-style-type: none"> • Emergency partnerships and agreements covering coordination and methodologies have been agreed, disseminated and are implemented in disaster situations. |
| <ul style="list-style-type: none"> • The technical areas of emergency first aid, psychological support and water and sanitation have been further developed and explored within the National Societies. |

For more information on Red Cross activities in the following countries, click below:

[Costa Rica](#)
[El Salvador](#)
[Guatemala](#)
[Honduras](#)
[Mexico](#)
[Nicaragua](#)
[Panama](#)

2. Disaster Management [<Click here to return to the title page>](#)

Background and achievements/lessons to date

Disaster management in the context of 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 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. 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 Caribbean coast of Nicaragua and Honduras is among the most affected, with a thirty six per cent probability of being hit by natural disaster. In addition, the damage caused by flooding and landslides increases each year as populations, deforestation and land use expand.

While in recent years the armed conflicts that plagued the region throughout the eighties have largely abated, many of the underlying causes of social conflict remain unresolved. Much of the region continues to be characterized by a high incidence of poverty, poor health, under - or unemployment and illiteracy. These factors, in turn, increase the vulnerabilities and the risks experienced by much of the region's population.

The occurrence of drought, and the concomitant food insecurity affecting already vulnerable persons are also cause for concern. In addition, the high number of localized (sometimes frequently occurring) disasters resulting from the endemic vulnerability of the region's population account for a large percentage of lost productivity.

The Federation's World Disasters Report 2002 calls for the inclusion of disaster reduction in development plans and policies; and for more investment to enhance the capacity of local populations to manage risks. The 2001 General Assembly of the Federation recognized the importance of a multidimensional approach to reducing vulnerability, with the adoption of policies linking relief, rehabilitation and development initiatives.

As a result of the above, the Federation's disaster management programme will continue to support National Societies to focus on reinforcing and/or developing the capacities of communities and branches, with the latter focus being complemented by the activities of the organizational development programme. Simultaneously, attention will be devoted to fortifying the link between these levels, 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 experience gained through the implementation of the Better Programming Initiative (BPI) within the region and the activities of the humanitarian values programme will greatly contribute to the achievement of this approach. This interdependence is necessitated by the complex nature of the vulnerabilities existing within the region, which require coordinated efforts (within and outside of the Federation's structure) in order to mitigate potential negative trends.

Consequently, the regional disaster management programme will adopt an integrated and coordinated approach to the capacity building needs of the National Societies of the region. This orientation has its base in the key areas identified in *Strategy 2010*, with emphasis on integrated community disaster management and National Society capacity building, including coordination among components of the Movement, and with other actors within the region. Coordination with actors outside of the region will also be pursued and initiatives of the Federation such as the Provention Consortium, and the work with the International Disaster Response Law and the Climate Centre, will also be infused as needed.

During the period covered by this appeal, more focus will be placed on increasing the capacity of National Societies to implement vulnerability and capacity assessment (VCA) exercises, in order to ensure programme relevance and to support and encourage the locally existing capacities and coping mechanisms. Greater efforts will be made to foster the culture of a learning organization, through the systematic implementation of disaster review exercises. Support will be provided to efforts aimed at improving the strategic planning skills of National Society personnel. 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 (led by the regional organizational developmental programme) to support the process of change in Nicaragua. Focus will also be placed on Costa Rica, Mexico and Panama.

During 2002, the achievements of the previous year were further consolidated. Furthermore, progress was registered in the areas of the 2002-2003 appeal, as illustrated below:

- A review of community based disaster preparedness (CBDP) projects was undertaken and a revised methodology based on evaluation, consultation with National Societies and PNS, is currently under finalization.
- A comprehensive set of training materials, incorporating the approaches used by various Participating National Societies throughout the region will be developed and ready for use by the end of 2002. Community based micro projects were implemented in Costa Rica, El Salvador and Guatemala.
- National Intervention Team (NIT) training was conducted for the National Societies of Costa Rica, Guatemala and Nicaragua. Personnel from Peru and Chile also benefited from this training.
- NITs members supported disaster response operations in Costa Rica, El Salvador, Honduras and Panama.
- Regional Intervention Team (RIT) training was carried out through the Pan American Disaster Response Unit (PADRU).
- A Better Programming Initiative regional training of trainers course was conducted. This has resulted in a network of facilitators across Central and South America, and an implementation plan of action for the six National Societies which participated in the training.
- SPHERE training for RITs members and other National Society staff resulted in the consistent application of the Humanitarian Charter and Minimum Standards in response and, increasingly, in preparedness activities.
- Additional personnel from National Societies within the region were trained as Field Assessment and Coordination Team (FACT) members.
- Further coordination both internally and with external organizations contributed to improved response, training, and planning through joint action, workshops and related fora.
- Dissemination of the regional agreement for mutual support, developed during the previous year, was carried out.
- Further work took place on the revision and/or development of national disaster preparedness and response plans, and the strengthening of disaster departments in key National Societies, including the Costa Rican Red Cross.

Lessons learnt during this period were:

- The full involvement of branches in CBDP activities is necessary to increase ownership of these projects.
- Disaster response operations involving NITs, RITs and PADRU personnel have worked well, but there remains the need for more clarity in terms of leadership roles.
- Regional meetings and other fora have been crucial to achieve coordination.

Overall Goal

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

Programme Objective and Expected Results

Programme Objective

The National Societies in the region are implementing effective disaster response and preparedness (DR/DP) programmes which contribute to mitigate the impact of disaster situations on the most vulnerable.

Expected Results

The programme is based on two projects that will have the following overall results:

1. The disaster response and preparedness capacity of the National Societies has been strengthened.
2. An integrated community based disaster preparedness programme model, complete with tools and guidelines, is under implementation.

Projects	Mexico	Guatemala	El Salvador	Honduras	Nicaragua	Costa Rica	Panama
Better prepared National Societies	x	x	x	x	x		
2. CBDP		x	x		x	x	x

The projects will seek to have the following specific results:

Project 1 - Well Prepared National Societies
• All National Societies have clearly identified structures for DR/DP.
• At least four DR/DP plans, which are consistent with the National Societies' development plans, and with clear links to their governments' DP/DR plans are developed.
• At least five National Societies have DR/DP departments which are functioning effectively.
• National Societies respond effectively to disaster events.
• Awareness has been raised in all National Societies regarding VCA, and at least two pilot exercises have been carried out.
• National Societies have implemented the better programming initiative (BPI) action plan, and an evaluation of the project has been carried out.
• The system of RITs and NITs continues to function effectively.
• A mechanism has been established to ensure that reviews of at least 50% of seasonal and other disaster events are undertaken, and resulting recommendations implemented.
• At least four National Societies have developed or supported a university course in disaster information.
• A network of journalists in the region has been trained in disaster management.
• Close coordination is ensured with the ICRC, PADRU, Participating National Societies and disaster management institutions and organizations for support of the development of National Societies.
• Experiences, lessons learnt and good practices have been shared with other regions, and those from other regions used to develop further the regional and National Society programmes.
• The funding base for the regional programme has been diversified.

Project 2 - Community Based Disaster Preparedness
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<ul style="list-style-type: none"> • A comprehensive training manual has been developed and is used in DIPECHO project areas, as well as in other National Society projects.
<ul style="list-style-type: none"> • National Societies have a clear, integrated methodology for working with communities.
<ul style="list-style-type: none"> • Tools and guidelines for working in different sectors (such as schools, communities, business and industry) are available to National Societies.
<ul style="list-style-type: none"> • Strengthened branch capacity has been achieved in at least four National Societies.
<ul style="list-style-type: none"> • The capacity of at least 12 communities in four countries in disaster reduction, response and recovery has been strengthened.
<ul style="list-style-type: none"> • The capacity at headquarters level of at least four National Societies to adequately support branch and community activities has been increased.
<ul style="list-style-type: none"> • The level of collaboration in community work with local authorities and other organizations is increased.
<ul style="list-style-type: none"> • A mechanism exists for the documentation of lessons learnt during the implementation of projects; and for the sharing of same.

For more information on Red Cross activities in the following countries, click below:

[Costa Rica](#)

[El Salvador](#)

[Guatemala](#)

[Honduras](#)

[Mexico](#)

[Nicaragua](#)

[Panama](#)

3. Humanitarian Values [<Click here to return to the title page>](#)

Background and achievements/lessons to date

The Rise of Violence in Society: El Salvador, Guatemala and Honduras rank amongst the most violent countries in the Americas, and street crime, domestic and political violence are commonplace throughout the region. High levels of unemployment, poor access to education and the virtual absence of a social welfare system coincide with easy access to a wide range of hand guns and other small firearms - partly as a result of armed conflicts, and partly given the prevailing gun culture. Armed attacks on banks and businesses, as well as highway robberies and kidnappings are a regular occurrence. Colombia's internal conflict is spilling over into Panama and migration issues are being equated with the rise of petty crime in the region, particularly in Costa Rica.

A large number of street gangs are active in the big cities, often involved in the trade in illegal drugs. Public lynching has become commonplace in Guatemala, especially in rural areas where an impoverished population has little confidence in the police and the judicial system. According to the Guatemalan government, its justice system can only provide 10% coverage of the entire country. As a result, law enforcement is left to vigilante groups. Discrimination against ethnic minorities, women, homosexuals and the poor are often the norm rather than the exception.

The dangers posed by unchecked violence are clear. Moreover, preventing the recurrence of mass violence often means addressing past abuses, and this confrontation with the past can be especially important when large parts of the civilian population must recognize its collective responsibility. Otherwise, tensions and grievances fester and can lead to renewed violence. Conditions of fundamental security and justice -- and importantly, their interrelatedness and interdependence -- not only ensure both social and economic well being, but also curb the tendency to resort to violence to manage differences and cope with change. Security is about safety -- safety from fear, threat of attack, or outright discriminatory practices that tend to exclude.

The Global HIV/AIDS Epidemic: The report on the global HIV/AIDS epidemic by UNAIDS warns, "the epidemic in Latin America and the Caribbean is well established and is in danger of spreading both more quickly and more widely in the absence of effective responses". It further states "among the factors helping to drive the spread of HIV is the combination of unequal social economic development and high population mobility, as Central America shows". "The epidemic is worsening chiefly among socially marginalized populations".

The access to HIV testing, counseling and treatment is relegated to those with the means to pay or the hospitalized with end stages of the AIDS syndrome. Where there is testing, confidentiality is often not respected and the infected face rejection or violence by employers, fellow workers or community members. For these amongst other reasons, the epidemic is very much under reported with national propaganda denying that the problem exists.

The development of HIV/AIDS laws at national level to cover issues such as confidentiality, workers' rights, access to testing (with counseling), protection from violence and social provision will be central if those living with HIV are to lead full and meaningful lives. Advocating for such laws, observing their implementation and internalizing their implications within the Red Cross will be a challenge for the Federation's response to the epidemic. The Red Cross will need to be more than an organization assisting those with HIV infection; it will need to contribute to ensure that people living with HIV can find fulfillment and purpose without discrimination.

The Rights of Indigenous Populations: There are presently between 6.5 and 7 million indigenous persons living in Central America (20.12% of the population) with 80% living in Guatemala (48% of the population of Guatemala). This significant population group has been marginalized within society, with poor access to basic services such as health and education. The highest indicators for poverty, literacy, morbidity and mortality exist amongst this group.

The cultural identity and language of many indigenous populations is being eroded systematically by systems that do not support this diversity of heritage. Indigenous populations continue to be poorly represented at the political and professional levels. Within many National Societies, there are very few indigenous volunteers and representation at Red Cross senior management levels is rare.

The Plight of Migrant Populations: During the 1990s, migration flows accelerated in Central America: Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua. Several factors have contributed to this trend, including: the weakening of the regional economy by the processes of globalization; political instability in the aftermath of civil warfare; natural disasters and the availability of cheaper transportation and communication services.

However, as in many regions of the world, this migratory development has been accompanied by a rise in clandestine activity, involving the trafficking of women and children, human smuggling rings and increased irregular migration. There are therefore serious consequences related to the protection of rights of migrants.

Over the past five years, the migrant populations of Mexico and Central America primarily employed in the clothing production industries, have risen to more than 30% of the total population. These migrant workers are mostly adolescent girls and women. As a group, they 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.

The National Societies in the region are keenly aware of these four pressing issues and, in many cases, have begun discussions with government agencies and non-governmental organizations (NGOs) on possible responses, particularly through the use of strategic alliances, and have requested support from the regional delegation. Efforts to meet these challenges are fully in accordance with the priority expressed through the plan of action of the international conference developed in 1999 which urges the Movement and governments to ensure that “National Societies take initiative to reduce discrimination and violence in the community”. Resolution 12 of the General Assembly 2001 echoes this, requesting that “all National Societies to commit themselves to advocate actively to protect the basic rights of groups and individuals at risk in their countries and, where necessary, to work with partners, including government agencies, to create conditions of safety for persons endangered by violence or discrimination”.

The Red Cross in Central America, together with partners in civil society, confront four main challenges.

- Consolidation of the success of recent campaigns within the National Societies and the development of longer term programmes and partnerships with donors, advocacy groups and support groups for the marginalized.
- The internalization of humanitarian issues within the National Societies through information and internal advocacy initiatives.
- Setting the example at National Society level by ensuring the right to full participation and representation of vulnerable groups within the Red Cross at all levels.
- Identification of the National Societies’ internal and external challenges regarding an expanded role in advocacy and agreeing on the best ways of moving forward.

The regional youth consultant, in addition to dealing with volunteer support issues, has been a regional focal point with the communications department for the development of awareness campaigns and advocacy within the National Societies of the region.

The recent achievements in the area of Red Cross advocacy in Central America include:

The world wide anti stigma campaigns carried out on Red Cross / Red Crescent day - 8 May - sent out a strong message regarding the growing commitment of the Red Cross / Red Crescent to contribute to combating the HIV / AIDS epidemic and the stigma that surrounds the disease. As part of the regional delegation's commitment to this vital issue, a regional volunteer coordinator for HIV/AIDS, based in Honduras, was appointed in 2002.

In addition, a project has been designed by the regional youth delegate and the Honduran Red Cross to identify the causes of discrimination against HIV-infected persons through a videotaped public forum, involving prominent Honduran journalists, HIV-infected persons, and others. The forum will take place in three Honduran cities before the end of December 2002. The videotape will be presented on television and made available, along with a study kit, to National Societies throughout the region. The project will serve as the basis for a regional, anti-stigma project in 2003 and a long-term, sustainable approach to this pressing issue.

The National Societies' youth departments have, to date, been the most advanced in moving into the field of humanitarian values. Clearly, young people, through their flexibility, can often serve as agents of change within their National Societies and within civil society as a whole. Dedicated and active youth volunteers now constitute 42% of all Red Cross volunteers within the region and have become active through their network of school brigades in the areas of HIV/AIDS, principles and values, anti violence (Costa Rica and Panama), gender (Nicaragua) and the profitable use of free time. The methodology used for these initiatives is youth peer education, which now needs to be supported with improved training of trainers and curriculum development. The importance of youth within the Red Cross, both as a vulnerable group and a resource base, will continue to be developed as a regional priority through the continuing placement of a regional advisor.

During its organization-wide change process initiated in the summer of 2002, the Nicaraguan Red Cross developed a strategy for a national programme for indigenous peoples and other ethnic groups.

During the recent drought, which affected much of Central America, educational sessions on hygiene promotion for rural populations of Guatemala were given in local languages and the training material and posters were translated into three of the main Mayan languages.

The ICRC is promoting humanitarian values in schools through its "Exploring Humanitarian Law"(EHL) courses in El Salvador, Guatemala and Honduras. These courses center on training teachers to facilitate these issues as part of the school curriculum, with the ICRC providing the material and initial training and with the Ministry of Education of the country concerned as the main partner leading the process. The National Societies are participating in this process to provide the link between the schools and the Red Cross network. Once trained, the teachers will provide the sustainability of the initiative and it is hoped that humanitarian values, including anti violence will become a mainstream subject within the education system.

In addition, through the dissemination department of the National Society, the ICRC in Guatemala is disseminating humanitarian values within civil society in indigenous areas of the country where disputes are often still settled through lynching and gangs. Furthermore, the ICRC is supporting tracing

activities of the Guatemalan RC through training and provides advice to the organisations involved in the issue of missing persons.

Also, the Guatemalan Red Cross is providing first aid services and transport to hospital for the marginalized population of migrant workers and immigrants.

The Federation's regional communications delegate took up his post in Mexico in mid 2002. Located in the regional ICRC office, part of the delegate's responsibilities is to facilitate the pilot harmonization project between the Federation and the ICRC. The delegate also worked with the ICRC and the Mexican Red Cross regarding the strengthening of that National Society's capacity in both dissemination and tracing.

Overall Goal

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

Programme Objective

Humanitarian values and principles are integrated into and form the foundation of all core areas and the programming of National Societies within the region.

Expected Results

The programme is based on two key projects, which will have the following overall results:

1. Long term programming responsive to the needs of vulnerable groups and integrated into the national development plan has been developed within the National Societies of Mexico, Costa Rica, Panama, and Guatemala, and pilot projects prepared and started by the end of 2004.
2. The need to respond to the issues of rising violence and human rights abuses has been recognized by the National Societies of El Salvador, Guatemala, Honduras and Nicaragua, and the Exploring Humanitarian Law" project launched by the ICRC in 2002 in El Salvador, Guatemala and Honduras, has been further developed by the end of 2003.

Projects	Mexico	Guatemala	El Salvador	Honduras	Nicaragua	Costa Rica	Panama
Advocacy for vulnerable groups	X	X			X	X	X
Anti-violence		X	X	X	X		

The projects will seek to have the following specific results:

Project 1 - Advocacy for Vulnerable Groups
<ul style="list-style-type: none"> • A training programme on advocacy and the issues surrounding vulnerability has been prepared, established within four National Societies, and is under implementation.
<ul style="list-style-type: none"> • Strategic alliances advocating for the vulnerable and vulnerable communities have been established.
<ul style="list-style-type: none"> • A regional coordinator for the humanitarian values programme and National Society counterparts facilitating internal / external advocacy have been identified.
<ul style="list-style-type: none"> • A pilot project in Nicaragua has been formulated, has received funding and is being implemented by the Nicaraguan Red Cross.
<ul style="list-style-type: none"> • A regional Red Cross conference to promote the development of a regional strategy for

humanitarian issues will have been held with the participation of external partners, and the recommendations will be under implementation.
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Project 2 - Anti Violence

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| <ul style="list-style-type: none"> • Strategic alliances with donors, groups working to resolve conflict and reduce violence and human rights abuses have been established. |
| <ul style="list-style-type: none"> • A regional coordinator for the humanitarian values programme and National Society dissemination officers and communicators have developed strategies for project implementation. |
| <ul style="list-style-type: none"> • A regional Red Cross conference to promote the development of a regional strategy for humanitarian issues will have been held with the participation of external partners, and the recommendations will be under implementation (see project 1). |
| <ul style="list-style-type: none"> • The lessons learned from the “Exploring Humanitarian Law” project will have been disseminated within the National Societies and the recommendations incorporated into Red Cross programming. |

For more information on Red Cross activities in the following countries, click below:

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4. Organizational Development [<Click here to return to the title page>](#)

Background and achievements/lessons to date

Hurricane Mitch not only wreaked suffering and devastation in Central America in 1998, but also buffeted the organizational development (OD) processes of many National Societies in the region. Most of the leadership of the seven National Societies are keenly aware that they must concentrate their efforts on strengthening their organizations - legally, programmatically, financially, and structurally. However, simply strengthening National Societies is no longer enough. If National Societies are to position themselves as the leading humanitarian organization in their country, they must transform themselves. The leadership of the Honduran Red Cross, the Nicaraguan Red Cross and the Mexican Red Cross have fully committed themselves to such a change process, both in words and, more importantly, in deeds. In El Salvador, the organizational structure of the National Society is being evaluated, with a view to making changes that complement the new five-year national development plan (NDP). However, in Guatemala, although the National Society has a revised NDP, the change process is currently in difficulties. Nevertheless, a new director general and other key personnel have recently been recruited, and with the help of the Federation Secretariat, it is hoped that the organizational development process within the Guatemalan Red Cross will be revived.

Today's complex problems -- whether they be endemic violence with roots in decades of civil war; drought; discrimination of HIV/AIDS infected persons and their families; disaster-prone communities; the continued neglect of indigenous peoples' communities; among others -- demand National Societies that are more focused and responsive. In many cases, traditional programmes and activities are no longer sufficient. For example, the Guatemalan Red Cross is publishing health pamphlets and other materials in the major indigenous peoples' languages of the country, while the Nicaraguan Red Cross has established a national indigenous peoples' programme. As part of the human development programme, funded by Nordic National Societies, the Guatemalan Red Cross has formed committees of "damas" (female volunteers) in several indigenous peoples' communities. The Honduran Red Cross is exploring innovative ways of recruiting and retaining volunteers, as well as playing a leading role in its country in the prevention of HIV/AIDS.

Complex problems require narrowing the gap between National Societies and vulnerable groups; implementing community-based projects; delivering high quality, needs-based services; and developing trained staff and volunteers. The Red Cross Society of Panama and the Costa Rican Red Cross have become leaders in designing and implementing community-based projects in partnership with vulnerable communities. Through its health and care programme, the Salvadorean Red Cross Society is committed to delivering high-quality services to the country's vulnerable communities. Even so, such complex problems cannot be addressed by Red Cross Societies alone, and require support from both Red Cross and non Red Cross partners.

Success can only come by forming strategic alliances with government agencies, international organizations, local non governmental organizations (NGOs), and local businesses. The agreement among the International Federation, National Societies, Ministries of Health, and the Pan American Health Organization (PAHO) is a recent example. The Mexican Red Cross is outstanding in managing external partnerships. The Guatemalan Red Cross is seeking strategic alliances with non governmental organizations (NGOs) specializing in HIV/AIDS prevention.

As they continue along this path, the National Societies of the region will truly be able to make significant strides towards achieving the vision of their International Federation -- "reducing vulnerability through our voice, our presence and our action."

However, much work still needs to be done in building the capacity of National Societies. Accordingly, the regional organizational development programme is now faced with two key, inter-connected challenges:

- to strengthen National Societies through a holistic organizational development approach that focuses on building capacity simultaneously at three different levels: the national board, headquarters and branches, with an emphasis on human resource development; and,
- to assist National Societies in effectively coordinating all capacity building initiatives, whether from other Federation programmes; bilateral Participating National Society (PNS) projects, the ICRC, or organizations outside of the Movement.

Although constrained by the lack of a regional organizational development delegate for almost eight months in 2001 (from mid-April until the end of December), together with limited financial resources, the programme has achieved key milestones over the past two years which include:

Governance and Management

- All National Societies have undertaken workshops focusing on governance and management, planned and conducted jointly with the ICRC and involving personnel from National Society headquarters and branches.
- In Honduras, workshops focusing on Honduran Red Cross policies have been carried out with governance in all the branches.
- In Nicaragua, a series of courses in management skills have been carried out by the Nicaraguan Development Centre, a local non governmental organization (NGO), in at least 11 branches.

Volunteering

- The Guatemalan Red Cross has been working on establishing a volunteer department, as well as internal volunteer regulations.
- The Honduran Red Cross has introduced a new category of “programme” or “social” volunteer, and has developed new volunteer regulations. The National Society is sharing information and positive experiences, especially the introduction of a database for the registration of volunteers, during study tours to Tegucigalpa made by representatives of the Salvadoran and Guatemalan Red Cross Societies.

Self-Assessment

- Six of the seven National Societies in the region have completed self-assessments. These will serve as a point of reference for follow-up by the regional organizational development programme. In Nicaragua, the self-assessment was used by the National Society to help develop the national development plan.

Statutes and Regulations

- Five of the seven National Societies in the region (Mexico, El Salvador, Guatemala, Panama, and Honduras) have revised their Statutes and submitted them to the Joint Commission for approval. The Nicaraguan Red Cross is currently revising its statutes.

Communications and Information

- In El Salvador a network of journalists has been created, which meets monthly to discuss several Red Cross-related issues, while a Red Cross communicators’ network has been established in Costa Rica, Panama and Nicaragua.
- The following number of participants have graduated from the long distance education project in communications (LDEP): 55 from the Nicaraguan Red Cross, 23 from the Costa Rican Red Cross, and 35 from the Red Cross Society of Panama.

- A particular success in communications/information has been the teaching of a university diploma in communications and disasters, which was carried out by the Guatemalan Red Cross, training 30 university teachers within the communications/media faculties on the subject of communications in disasters.
- ◆ All seven National Societies in the region maintain web sites.

Integrated Branch Development

- The Golfo de Fonseca pilot project has contributed to significant awareness in the region of the need for branch development projects, as well as bringing the Salvadoran and Nicaraguan Red Cross Societies closer to their vulnerable communities and resulting in an increase in volunteers.
- In El Salvador, a National Society branch development pilot project, focusing on organizational and community development, is strengthening the capacity of four departmental branches, 18 local branches, as well as their governing boards.

CAS

- A Cooperation Agreement Strategy (CAS) process has been initiated in El Salvador, Guatemala, Honduras and Nicaragua.
- In Nicaragua, the stage has been set for the participation in a CAS of such external actors as the Inter American Development Bank (IDB), the United Nations Development Programme (UNDP) and the Pan American Health Organization (PAHO).

The National Societies of the region now need to build on these successes, with support from the Federation Secretariat. Guided by an open systems model of organizations, which stresses that an organization's various components (e.g., leadership, communications, service/product delivery) are interrelated, the Federation Secretariat is committed to supporting National Societies in achieving results in the following key areas: integrated branch development; sustainable National Societies; volunteer management; governance and management; and communications and information. In addition, the OD programme will continue to assist the Nicaraguan Red Cross with its organization-wide change process.

A key step towards implementing a more focused and responsive regional OD programme was taken in October 2002. At the initiative of the regional delegation, representatives of five National Societies: El Salvador, Guatemala, Honduras, Nicaragua, and the Dominican Republic; five Participating National Societies: the American Red Cross, the Canadian Red Cross, the German Red Cross, the Italian Red Cross, and the Spanish Red Cross; a representative of the Secretariat's OD department at the headquarters and a representative of the ICRC participated in a three-day meeting to discuss organizational development and capacity building in the region. Among the participants in the meeting were all four Directors General of National Societies of El Salvador, Guatemala, Honduras and Nicaragua.

Participants put together a regional OD action plan, of which some of the action points are as below:

- ◆ The Federation Secretariat will define an organizational development strategy for the Americas, with its respective tools and other supporting materials;
- ◆ Each National Society in the region will assume the leadership and responsibility for its own OD processes;
- ◆ The Federation's Secretariat will establish monitoring and evaluation mechanisms for OD processes in the region.
- ◆ Resources should be guaranteed for the timely delivery of required OD tools and methodologies in Spanish.

Guided by a common platform put together by representatives of many of the key stakeholders in OD, the regional delegation is committed to providing effective and efficient services and products, in partnership with the ICRC and PNSs, to National Societies willing to assume the responsibility for their own change processes.

Overall Goal

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

Programme Objective

Vulnerability-focused programmes and organizational development and change, led and managed by the region's National Societies, has resulted in constantly improved service delivery to and with vulnerable people.

Expected Results

The programme is based on six key projects, which will have the following overall results:

1. The capacity of National Society branches in El Salvador, Guatemala, Nicaragua and Panama to develop integrated programming is increased.
2. A resource development programme, based on strategic marketing concepts, is implemented in the National Societies of El Salvador, Mexico Nicaragua.
3. A process of planned change -- owned, directed, and carried out by the Nicaraguan Red Cross headquarters and branch levels -- is institutionalized.
4. An inclusive, modern, and innovative volunteer management plan is consolidated by the National Society of Honduras and strengthened in Costa Rica, Guatemala and Nicaragua.
5. The roles of governance and management are well-defined in practice by the National Societies of El Salvador, Guatemala, Honduras and Nicaragua.
6. The internal and external communications capacity has been strengthened in each of the seven National Societies and increased competence is gained in professional and dependable reporting during times of disasters.

Projects	Mexico	Guatemala	El Salvador	Honduras	Nicaragua	Costa Rica	Panama
Branch development		X	X		X		X
Fund-raising	X		X		X		
Change Process					X		
Volunteer Management		X		X	X	X	
Governance and Management		X	X	X	X		
Communications	X	X	X	X	X	X	X

The projects will seek to have the following specific results:

Project 1 - Integrated Branch Development
<ul style="list-style-type: none"> • Multi-sectoral teams at the branch level have been established and trained in designing, implementing, and evaluating participatory needs assessments. • The capacity of branches and their external partners to design, implement, and evaluate projects <u>with</u> vulnerable communities has been increased.

<ul style="list-style-type: none"> • Lessons learned from existing integrated branch programming projects (Golfo de Fonseca) are incorporated in similar projects in four of the seven National Societies in the region.
<ul style="list-style-type: none"> • Following the recommendations of the evaluation of the Golfo de Fonseca project, the organizational development component of the Golfo de Fonseca and the El Salvador integrated branch development projects has been reviewed and adapted.
<ul style="list-style-type: none"> • Common tools and methodologies are developed and shared throughout the region.

Project 2 - Sustainable National Societies
<ul style="list-style-type: none"> • National Societies have developed and implemented core marketing strategies.
<ul style="list-style-type: none"> • National Societies have successfully positioned themselves as dynamic humanitarian organization in their countries.
<ul style="list-style-type: none"> • National Societies have established and/or strengthened their resource development departments.
<ul style="list-style-type: none"> • National Societies have developed and implemented their fundraising plans.
<ul style="list-style-type: none"> • National Societies have incorporated volunteers into their resource development projects..
<ul style="list-style-type: none"> • National Societies have developed and implemented specific plans for partnerships with the private sector.

Project 3- Nicaraguan Red Cross Change Process
<ul style="list-style-type: none"> • The effectiveness of the national headquarters' leadership and strategic management has been increased.
<ul style="list-style-type: none"> • Programme coordination between headquarters and branches has been increased.
<ul style="list-style-type: none"> • Financial resource management at headquarters has become more effective, accountable, and transparent.
<ul style="list-style-type: none"> • Programmes and projects have been reoriented towards reducing the vulnerability of prioritized groups, in accordance with results of National Society assessments.
<ul style="list-style-type: none"> • Human resource management, especially of volunteers, has been improved.
<ul style="list-style-type: none"> • A resource development plan has been designed and implemented.

Project 4 - Volunteering
<ul style="list-style-type: none"> • The Federation's policies and workplan for supporting the development of volunteers has been understood and applied by National Societies.
<ul style="list-style-type: none"> • The need for volunteers, including non-traditional volunteers, has been defined by National Societies.
<ul style="list-style-type: none"> • National Societies have prepared themselves for recruiting and retaining volunteers that reflect their country's diversity.
<ul style="list-style-type: none"> • A strong and diverse volunteer work force has been developed by National Societies.
<ul style="list-style-type: none"> • Best practices in volunteering are shared among National Societies throughout the region.

Project 5 - Governance and Management
<ul style="list-style-type: none"> • Governance and management functions are clearly separated in practice.
<ul style="list-style-type: none"> • The leadership potential of national board members is developed.
<ul style="list-style-type: none"> • The management skills of director generals are increased.
<ul style="list-style-type: none"> • National Societies have reviewed and revised their Statutes and regulations.

Project 6 - Communications and Information
<ul style="list-style-type: none"> • Information contingency plans have been developed and or updated within each of the seven National Societies.
<ul style="list-style-type: none"> • The regional information network of the National Societies has been strengthened and regional strategies, agreements and programme development are coordinated.

<ul style="list-style-type: none"> • A professional web page information system has been further developed in all National Societies within the region.
<ul style="list-style-type: none"> • A national network of volunteer communicators has been established; partnerships with the local press and media have been developed; and professional bulletins and articles are produced.
<ul style="list-style-type: none"> • A network of information volunteers has been established at branch level in three National Societies and is providing information regarding vulnerability, local events and Red Cross activities to the headquarters level.

For more information on Red Cross activities in the following countries, click below:

Costa Rica

El Salvador

Guatemala

Honduras

Mexico

Nicaragua

Panama

5. Federation Coordination *<Click here to return to the title page>*

Background and achievements/lessons to date

Effective coordination with an increasing number of partners including Participating National Societies, external agencies and authorities, remains a major challenge for the Federation. There is a need for the Federation to agree on common objectives, criteria and methodologies that are firmly based on National Society development plans. The drawing up of all-inclusive cooperation agreement strategies (CAS) with the participation of all partners in the Movement is seen as a crucial step towards more effective cooperation at a strategic level. In close coordination with country delegations, all-inclusive CAS documents will be finalized in El Salvador, Honduras and Nicaragua by the end of 2003 and the process initiated in two further countries.

As a result of the depletion of Mitch funds, many PNSs have begun a process of proposal submission to different funding sources in the region -- the European Union and various cooperation agencies -- with some degree of success. This fractional approach has increased the need for coordination among Movement members, as this funding supports the presence of PNSs in the region. Strengthening of coalitions to present proposals with multiple partners and shared funding will help consolidate the coordination of all Movement members, while ensuring they are cohesive and complementary to National Society development priorities.

On a more practical "day-to-day" level, the regional delegation is promoting cooperation through more efficient Red Cross meetings at the country and regional level, as well as through joint operational planning. Networks that were established in health, youth, communications and disaster preparedness, are being reactivated. The appointment of regional volunteer chairpersons of programmes will provide additional support in programme areas, in addition to existing mutual support during disasters.

Effective coordination also plays a key role in ensuring a smooth transition from relief to development programmes. Accordingly, the Federation will take the lead in organizational development, while promoting the participation of PNSs in the programme areas, thus ensuring adherence to Federation policies and standards. The regional delegation's approach is to promote a more effective partnership with PNSs, taking advantage of their specific areas of technical expertise and ensuring a common

approach through joint visits, participation in technical task forces and so forth. Technical cooperation in all areas of each regional programme will also be promoted in various regional workshops leading to further exchange of experience and networking.

The Secretariat's support has been extended to the Regional Inter-American Committee (CORI), which developed a concrete plan of action (PoA) for the implementation of the Santo Domingo declaration. Progress on this PoA will be evaluated during the inter American conference in April 2003. The regional delegation will continue to give support to the regular CORI meetings where needed, and promote enhanced mechanisms for more effective follow-up. The regional delegation will provide technical support in the preparation, organization and facilitation of the next Inter-American Conference, to be held in Santiago de Chile in 2003.

The Federation's **Strategy 2010** states as one of its strategic directions: "The Red Cross/Red Crescent and its supporters work together effectively, through programme cooperation, long-term partnerships and funding, as well as more active advocacy." The Federation and the ICRC have chosen the Americas to pilot the "harmonization process", the aims of which are to coordinate the planning processes of each institution and to provide National Societies with coherent and unified support. As a means to facilitate this initiative, the Federation has placed a regional communications delegate within the ICRC regional office in Mexico City. In addition, joint Federation / ICRC workshops established in 2001 and which also took place in 2002, will continue, ensuring that priorities identified at National Society level are addressed.

In general, the National Societies in the region have developed limited links or partnerships outside the Movement. Regional coordination will promote the strengthening of existing partnerships and the development of new partnerships as a means of ensuring a broader base in civil society, sustainability, institutional learning and knowledge sharing. Every effort will be made to ensure the definition of roles and responsibilities between partners and the development of partnership agreements. Enhanced participation in civil society will enable the National Societies of the region to take a more proactive role in advocacy relating to Red Cross principles and in promotion of their networks of services within their countries as viable options for donors to reach the most vulnerable in their communities.

The regional delegation aims to promote strategic alliances with a variety of institutional partners, including agencies within the UN system whose work is closely aligned with the humanitarian mandate of the Federation: WHO/ Pan American Health Organization (PAHO), UNDP, the UN Office for the Coordination of Humanitarian Affairs (OCHA), as well as with the international donor community: the Inter American Development Bank, the European Union, Embassies and cooperation agencies. During the year 2002, a landmark agreement was made between the Federation and PAHO (May 2002), this agreement identifies four areas in health for the development of joint strategies and activities, and supports at a country level the formation of partnerships between the Red Cross and Ministries of Health.

In order to enhance learning in all its aspects, closer relationships with universities will be established, and training opportunities outside the traditional Red Cross workshops will be actively sought. Stronger relationships with NGOs acting in similar fields are being forged, particularly with the existing networks of NGOs in the region working with people living with HIV/AIDS.

The regional recruitment of delegates has taken on more importance in recent years. An increasing number of staff and volunteers from the National Societies in the region have been recruited as delegates for Federation and/or bilateral missions. Missions have been carried out in relief, for example following hurricane Mitch, the Venezuela floods and the earthquakes in El Salvador and Peru, and in development, both at a regional level and outside of the Americas. It has been recognized that the rapid

deployment of qualified delegates from the region has greatly contributed to the success of recent operations in the Americas. In addition, it is felt that regionally recruited delegates can contribute significantly to capacity building within their own National Societies upon return, having been exposed to a new range of experiences, methodologies, systems and organizations.

Particular attention will be given to the development of new initiatives in advocacy, once common priorities and methodologies have been agreed upon. One practical outcome of this has been to complete legal status agreements in five of the seven countries in the region. This procedure has allowed the Federation to expedite visas for Red Cross delegates, save value added taxes from purchases, and provide general protection to Federation members under the relevant clauses of these agreements guaranteeing immunity. These services will be consolidated through the master service agreement under negotiation at the Secretariat headquarters.

Overall Goal

The Red Cross, working through enhanced coordination and strategic Red Cross and external partnerships, is implementing effective programmes in the four core areas, reaching the most vulnerable.

Programme Objective

Effective coordination with strategic partners in planning and implementation of programmes has resulted in improving relevance and efficiency of activities, as well as impact on beneficiaries.

The programme is made up of four components and seeks the following specific results:

Federation Coordination
<ul style="list-style-type: none"> • A consolidated approach has been developed which maximizes the resources at the disposal of the Federation, together with the potential of external partnerships, in order to enhance the capacities of National Societies.
<ul style="list-style-type: none"> • Cooperation Agreement Strategies based on National Society development plans are in place and are utilized effectively to ensure a coordinated approach to programme planning and implementation.
<ul style="list-style-type: none"> • The Inter-American Regional Committee (CORI) is leading the implementation and evaluation of the CORI plan of action.
<ul style="list-style-type: none"> • The Federation Secretariat at regional level recruits, develops and coordinates the human resource potential in the region to strengthen National Societies in the implementation of their programmes.

For more information on Red Cross activities in the following countries, click below:

Costa Rica

El Salvador

Guatemala

Honduras

Mexico

Nicaragua

Panama

6. International Representation *<Click here to return to the title page>*

Background and achievements/lessons to date

The Federation Secretariat has key responsibility in leading strategy and setting policy standards, advocating on behalf of its members, in particular, the most vulnerable, while taking advantage of global opportunities in funding, communications and marketing. The Secretariat's global leadership will be coordinated at the regional level to ensure success in field operations and activities at both regional and country level. A new Federation regional office will be established in Panama which will cover Mexico, Central America and the Caribbean. Through significant fora of relevance to the region, the regional office will target its choice of contacts and lobbying efforts to advance the Federation's concerns and to advocate for the most vulnerable.

The Federation will focus its attention on such specialized fora as: the UN Economic Commission for Latin America and the Caribbean, ECLAC, the United Nations review of the Barbados Programme of Action, together with Caribbean Community, CARICOM, meetings at which health issues are prominent on the agenda, and will ensure liaison with the Organization of American States (OAS) and its members in specialized groups dealing with migration, gender representation, transparency and ethical governance.

International representation will also involve contacting governmental representatives, members of the diplomatic corps, as well as the representatives of cooperation agencies, to promote the role of the Federation as an effective coordinator of programmes through its extensive network of National Societies. The Federation will provide facilitation to promote National Societies' capacity to deliver quality services which are valued and strengthened through the recognition of international donors. This will be accomplished by leveraging funding and influencing policies to enhance National Society programming and capacity building.

Contacts in the region with such organizations as the Inter American Development Bank (IDB), the Pan American Health Organization (PAHO), the United Nations Development Programme (UNDP), among others, reveal that these organizations are welcoming the increased role of the Federation in influencing and drawing up international policies regarding vulnerable people.

The regional delegation will work closely the Secretariat's Humanitarian Advocacy Department at the headquarters and the ICRC to develop stances and/or policies, on behalf of marginalized and vulnerable groups. Where possible in the region, the Federation will gain observer status in key fora where **Strategy 2010** can be promoted. Significant dates throughout the year, such as International Red Cross and Red Crescent Day, World AIDS Day, International Women's Day, and the launching of the Federation appeal and the **World Disaster Report** will serve to present the aims of the Federation. Likewise, Federation-specific occasions, such as the launching of emergency appeals and campaigns, will be accompanied by representational activities intended to mobilize support for Federation aims.

As a service to Participating National Societies (PNSs) in the region, the regional office will maintain a database of donors and the profile of their activities and operations throughout the region. Many of the representation initiatives will take place through visits to Embassies and cooperation agencies to identify sources of funding for in support of National Societies' programmes in the region. The regional office will, in coordination with the Federation Secretariat, ensure liaison with the Federation's United Nations' observers in New York and the European Union (EU) in Brussels. Lobbying efforts would gain privileges for the implementation of programmes with funding from the EU and other donors. The Federation's coordination of representation with various Foreign Ministries would allow the presentation of credentials of the members of the Federation working in the assigned country.

Overall Goal

A wider range of international support will be mobilized to further Federation aims at the national, regional, and international level.

Programme Objective

The Federation will have raised awareness of Red Cross aims and activities, and will have mobilized support for Red Cross activities at national and regional level in core areas of *Strategy 2010*.

The programme seeks the following specific results:

International Representation
<ul style="list-style-type: none"> • The Federation is recognized as a leading international humanitarian organization, representing and coordinating the network of Red Cross/Red Crescent Societies with influence on policy making and programme delivery at the national and international level.
<ul style="list-style-type: none"> • The Federation representation with governments, donor missions, development banks, regional development bodies, inter-governmental and non-governmental organizations has led to opportunities for funding and to influence policies for enhancing National Society programming and capacity building.
<ul style="list-style-type: none"> • The Federation has achieved participation or observer status in key fora and meetings relating to the 2010 core areas and is advocating jointly with the ICRC on behalf of marginalized and vulnerable groups.
<ul style="list-style-type: none"> • The Federation has gained legal status in six of the countries in the region and affords to all Red Cross members the benefits of its international mission status.

For more information on Red Cross activities in the following countries, click below:

[Costa Rica](#)

[El Salvador](#)

[Guatemala](#)

[Honduras](#)

[Mexico](#)

[Nicaragua](#)

[Panama](#)

7. Field Management programme

Background and achievements/lessons to date

The Federation Secretariat's support to National Societies in Central America has been provided by a regional delegation covering seven countries: Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Mexico and Panama and is also responsible for liaison with the American Red Cross and the Canadian Red Cross Societies. In accordance with the Federation's change strategy which promotes increased regionalization, as of December 2002, the delegation has gradually been taking on increased support for the Caribbean region with the cooperation of the sub regional offices in Trinidad and the Dominican Republic. The country delegations in Honduras and Nicaragua are being reduced in size and will be phased out, beginning January 2003, leaving a small Federation representation in both countries. As of June 2002, a Federation delegate was assigned to Mexico. In 2003, coverage will be ensured through the regional office which will re-locate to Panama in November/December 2002. The regional team consists of the head of regional delegation, a programme coordinator, and organizational development, disaster preparedness and health delegates. Regionally recruited staff continue to manage the information/communication programme with the youth programme advisor based in Honduras.

The Federation Secretariat in Central America has successfully been granted legal status in Costa Rica, Nicaragua, Honduras, Guatemala and El Salvador and it is currently negotiating the same for Panama. It is anticipated that legal status will also be secured for Mexico, thus enabling the Federation to provide a wider range of support services to PNS in the region and working towards reductions on administrative, logistics and human resources expenditure.

In 2002, the delegation made achievements in the following areas:

- Enhanced cooperation with PNS in the region has resulted in information-sharing and increased PNS participation in Federation planning, in particular the appeal 2003/2004 process.
- Initiatives in resource generation were begun and contacts with external agencies and foundations were promoted.
- A new concept of networks of practitioners in technical fields was initiated with encouraging results.

The pan regional finance unit (RFU) was established in January 2001 in Guatemala. Since October 2001 when the RFU also took on responsibility for South America, the RFU covers the three regions of the Americas, acting as the link between the Secretariat and the field delegations. Since the creation of the unit, the quality of work in finance at both country and regional delegation level has increased significantly, finance procedures are correctly adhered to and timeliness and accuracy have much improved. In addition, a number of long-standing pending finance issues have been resolved since the creation of the unit, and deficits reduced to a minimum. To date, extensive support has been provided to the delegations of El Salvador, Guatemala, Nicaragua and the regional delegation for the Caribbean.

As of early July 2001, a pan regional reporting delegate (RRU) was assigned to the Guatemala regional delegation with a view to improving the quality and timeliness of Federation standard reporting and specific donor reporting. By the end of the year, the delegate was covering the three sub regions in the Americas with strong support from the regional information and reporting delegate in the Caribbean, the regional organizational development delegate in South America and the regional information delegate in El Salvador. In 2002, the Federation's minimum reporting standards were met for the first time in many years and all specific donor reports were completed in accordance with requirements. A regional reporting unit will be developed in 2003, continuing the coverage of the three sub regions and working with a network of locally recruited reporting officers.

Given the need to keep pace with advances in information technology, a focal point for IT support will be assigned, working from the regional office in Panama as of January 2003. The mandate of the focal point will be to provide support to regional delegations, Federation offices and National Societies in information systems. Support will be provided in close collaboration with the web and information technology services to be developed in Lima in 2003.

Overall Goal

The Federation assists the National Societies of the region effectively in achieving their institutional and programmatic goals, in line with *Strategy 2010*.

Programme Objective and Expected Results

Programme Objective

The Federation's new structure, management and programmes successfully meet three key priorities: building National Society capacities, raising the international profile whilst increasing the resource base, and working together effectively.

Expected Results

The programme is made up of four projects which seek to achieve the following overall results:

- The new structure of the Federation is in place and relationships with the National Societies in the region are enhanced; sustainable and effective services are provided to the National Societies.
- The requirements established for the drawing up of narrative and financial reports are met in the region with the support of the regional finance unit and the regional reporting unit.
- Effective support to the delegations in the Americas in information technology has resulted in improved self-sufficiency in management of web sites and in the use of communications tools and standard Federation software.

The following specific results are anticipated:

Project 1 - management of regional programmes
<ul style="list-style-type: none"> • Consolidation of the regional management team and continuous improvement of team work through implementation of recommendations proposed during regular regional meetings have been achieved.
<ul style="list-style-type: none"> • Monitoring and evaluation of programmes and their impact is systematically carried out.
<ul style="list-style-type: none"> • Resources are maximized through partnerships with the PNS and with external organizations.
<ul style="list-style-type: none"> • Compliance with Federation financial and reporting procedures is achieved with the support of the regional finance unit and the regional reporting unit.
<ul style="list-style-type: none"> • Provision of operational support services for Red Cross partners is ensured through the implementation of master services agreements.
Project 2 - regional finance unit
<ul style="list-style-type: none"> • Finance staff are trained in finance procedures, guidelines and manuals.
<ul style="list-style-type: none"> • Orientation in financial systems and procedures for budget holders.
<ul style="list-style-type: none"> • Monitoring and follow up of the targets in finance set by the Secretariat for the Americas.
<ul style="list-style-type: none"> • Understanding of Federation financial systems is promoted within the National Societies.
Project 3 - regional reporting unit
<ul style="list-style-type: none"> • All reports are reviewed and edited, ensuring harmonization and correct use of formats.
<ul style="list-style-type: none"> • 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.

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| <ul style="list-style-type: none">• Major reports are translated into Spanish for posting on the Latin American and Spanish web sites. |
| <ul style="list-style-type: none">• PPP training for National Societies includes a component in reporting. |
| <ul style="list-style-type: none">• Awareness is constantly raised in the National Societies of the importance of quality reporting. |

Project 4 - regional IT support
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| <ul style="list-style-type: none">• Optimum use of electronic mail accounts has been promoted within the National Societies. |
| <ul style="list-style-type: none">• An analysis of existing systems is carried out and recommendations put forward. |
| <ul style="list-style-type: none">• Standardization of National Society IT systems is encouraged. |

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BUDGET 2003

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.50/2003

Name: Central America Regional Programmes

PROGRAMME:	Organisational Development	Health & Care	Disaster Management	Humanitarian Values	Federation Coordination	International Representation	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	74,745	20,988	42,000	500	0	0	138,233
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	0	0	0	0	0	0	0
Medical & first aid	2,000	6,300	0	0	0	0	8,300
Teaching materials	16,875	5,850	31,488	0	1,500	0	55,712
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	1,200	0	0	0	0	1,200
SUPPLIES	93,620	34,338	73,488	500	1,500	0	203,445
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	2,100	0	0	0	0	2,100
Computers & telecom	14,400	11,745	9,556	0	2,500	0	38,200
Medical equipment	0	9,000	0	0	0	0	9,000
Other capital exp.	5,400	4,000	0	0	0	0	9,400
CAPITAL EXPENSES	19,800	26,845	9,556	0	2,500	0	58,700
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	60,568	24,424	17,028	5,400	14,000	0	121,420
TRANSPORT & STORAGE	60,568	24,424	17,028	5,400	14,000	0	121,420
Programme Support	117,304	53,800	40,571	14,411	18,520	7,289	251,896
PROGRAMME SUPPORT	117,304	53,800	40,571	14,411	18,520	7,289	251,896
Personnel-delegates	419,040	288,000	168,480	72,000	180,000	0	1,127,520
Personnel-national staff	594,476	147,996	70,572	20,000	15,600	0	848,643
Consultants	12,388	7,208	6,648	0	0	10,000	36,243
PERSONNEL	1,025,904	443,204	245,700	92,000	195,600	10,000	2,012,407
W/shops & Training	290,440	124,164	145,900	80,000	0	40,000	680,504
WORKSHOPS & TRAINING	290,440	124,164	145,900	80,000	0	40,000	680,504
Travel & related expenses	49,808	37,508	27,908	12,000	24,000	15,000	166,224
Information	31,140	41,416	25,920	15,000	0	39,850	153,326
Other General costs	116,100	42,000	38,100	2,400	28,800	0	227,399
GENERAL EXPENSES	197,048	120,924	91,928	29,400	52,800	54,850	546,949
TOTAL BUDGET:	1,804,684	827,699	624,171	221,711	284,920	112,139	3,875,323