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Period covered

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*The Bolivian Red Cross responded floods
in 2014. Source: BRC*



Overview

The Americas regional office of the Secretariat of the International Federation of Red Cross and Red Crescent Societies covers 35 countries from North American to South America and the Caribbean islands – countries and regions that are highly diverse in political and socio-economic terms, geography, demography and culture, as well as public health trends and proneness to natural disasters. Membership services and programme support to the National Societies are therefore to be adapted to the real needs and local specifics.

- In 2014, the violence prevention campaign, Friendly Stadiums, was successfully implemented reaching about 50 million people. Likewise, the initiative for social inclusion and violence prevention, Friendly Neighbourhoods, was carried out with success in three National Societies and is expected the number will grow in 2015.
- Migration activities in support of National Societies plans slowly progressed in at least four countries with the support of the Federation out of 12. Standard operational procedures for appeals and DREFs was established to include in the assessments migrant communities as a target group to always pay attention to.
- In early 2014, the CBHFA Module 8: Healthy Lifestyles was released. The module was presented and reviewed by 21 National Societies, and the training also considered training for the roll-out of the module in each country.

- The national programme to 'Reduce Diseases in Prisons' in the Dominican Republic, supported by the Federations, aims to provide decent conditions and ensure the health of the inmates in different prisons. So far, approximately 8,000 prisoners' medical history has been assessed and developed (La Victoria), and work has begun on activities for epidemic prevention and control.
- Technology systems for community assessments (ODK) and beneficiary registration (Mega V) were used by at least 16 National Societies in the Americas and were implemented in 12 disaster response operations. Further trainings were replicated in the Philippines, Sudan, Kenya and Nigeria.
- Formal meetings with government authorities, the respective Red Cross National Societies and the Federation took place during the year in different fields. Some were to influence government support to establish legislation that provide benefits to the National Societies; others were to offer logistic services to governments; disaster law related services were also provided; and finally for disaster response services and coordination with government authorities.
- The support of the Federation in the preparatory processes of Hyogo 2, the Global Humanitarian Summit, the International Conference on Climate Change and sub-regional inter-governmental conferences in the field of humanitarian action, allowed positioning the work of Red Cross National Societies within the different resolutions from these events.
- In order to increase and ease possibilities to access training, a specialized training of how to produce e-learning packages was organized allowing that at least 70% of the National Societies from the Americas learned how to develop e-learning. As a result of this initiative, National Societies are preparing training packages available at the www.campuscruzroja.org. Virtual tutorial training packages were also introduced in 2014 allowing National Societies and external actors to participate in organized training events.
- 19 National Societies utilized standardize disaster response assets in a total of 28 operations supported by the Federation.
- In relation to learning processes, 100 per cent of National Societies in the Americas accessed virtual options and in-classroom trainings, reaching more than 47,000 people in 2014. Of these, 19 National Societies benefited through the logistics capacities strengthening programme, which included university training programmes. Additionally, 32 National Societies were trained through regional courses in disaster and crisis response; while through community resilience training activities, at least 30 National Societies in the region strengthened their knowledge.
- In relation to the use of new information technologies, 12 regional webinars were accomplished, one each month, with the attendance of 33 National Societies that were able to connect, participate in the forums and share their experiences with their peers. At the same time, the knowledge management platform DesAprender allowed achieving a wide multi sectorial reach with the participation of members from the Red Cross, governments, United Nations agencies and civil society organizations, in regional and national events, which were broadcast live. Partners also participated in thematic forums enabled on the platform that allowed reaching more than 5,000 people. Overall, DesAprender, has increased the number of users from within the Red Cross and external actors. This has allowed that virtual forums be implemented effectively, as well as increasing the number of products and best practices being promoted in the platform.

- The year 2014 marked the launch of the Federation's Regional Reference Centre specialized in Medical Emergencies and Pre-Hospital Care. The Centre is functioning since December 2014 in Quito, Ecuador, with the support of the Ecuadorian Red Cross and technical advice from the Colombian, Costa Rican and Mexican Red Cross Societies. This is the fourth regional reference centre in the Americas.
- For the first time, the preparatory meetings for the XX Inter American Conference used virtual technology favouring the participation of National Societies and reducing the gaps of those members whom cannot be physically present, by providing them with the possibility to provide feedback and get engaged in the Conference.
- The Americas Zone Cooperation meeting brought together 14 physically from the Americas, 7 Partner National Societies (PNS) and the ICRC. The event ended with clear priority lines for cooperation and the commitment towards progressing in those priorities around National Society development, protection of National Societies' integrity and enhancing the National Societies' role in their own countries.
- The fifth Federation-Wide Reporting publication was produced for the Haiti operation. With this report the outcomes of five years of the operation Federation-wide were presented.
- Horizontal cooperation between sister National Societies has been on going and in different fields. Examples include enhancing support for the development of the training centre; support in development shelter capacities; blood bank development; first aid; resource mobilization; enhancing of the legal framework of National Societies; integrity issues; among others.
- Special support for the development of finance capacities was provided to National Societies in different forms. One being the development of audits and follow up on audit recommendations. Support in enhancing National Societies financial systems or improving their practices was also carried out. Finally, the service support has also been implemented to assess National Societies financial processes and control mechanism to qualify them as a Cash Transfer National Societies.
- A financial monitoring mechanism was put in place by the Zone Office to improve the financial management of the zone team when supporting projects of National Societies.
- Also in 2014, cash transfer systems were adapted to new technologies and were tested successfully in five humanitarian operations. This system will allow National Societies to strengthen their capacity to respond in the future and offer more options for solutions to the needs of affected populations.
- Coordination with the UN system and humanitarian NGO's remains high in the agenda and it helps the positioning of the Red Cross in the activities. The Federation is considered a relevant actor within the platforms of coordination with regional stakeholders and participated in the two advisory committees created for the Regional Conference on DRR and the Humanitarian Summit.
 - To improve legal preparedness for disasters of the governments. Increasing adoption of legislations to facilitate humanitarian assistance in the Continent.
 - To establish high level dialogues with military government bodies, advocating for humanitarian coordination. To increase capacities for civil-military coordination.
- Country support coordination meetings were used as a mechanism to enhance the quality of cooperation with National Societies. The Country Cooperation Agenda meetings served to

focus attention of enhance National Society development and identify solutions to critical issues affecting National Societies.

- An IFRC I-Report system was developed in 2014 as an option to improve the quality of the Americas Zone collective reporting as well as for the use of National Societies when implementing projects with the Federation.
- In the framework of organizational development, the Integrity Protection Guide for the use of National Societies was launched. The Guide through its implementation allows the leadership of National Societies to identify and assess the potential risks that may affect the ability of National Societies to exercise their humanitarian work. The guide was implemented in 5 National Societies of the continent in its first phase.
- Attention was placed on increasing National Society compliance with regulation policies and strategic plans; as a result there is growing alignment of National Societies strategic Plans with Strategy 2020. This will be assessed as well through the mid-term review of S2020 that will be carried out in 2015.
- Concrete training actions for National Societies leadership on good governance were conducted in five National Societies in the region in order to support the prospective building of a vision for strengthening National Societies. Likewise, the Federation worked jointly with five National Societies in the region with concrete actions to improve conditions, relationships, and actions that benefit the good governance of Red Cross National Societies, and seek solutions to sensitive issues in leadership, volunteering and management.
- Induction for new leaders in senior management positions was offered to four National Societies. Meanwhile, internship programmes for technical leadership have allowed the presence of 11 representatives of National Societies in the region. In addition, the implementation of the Country Cooperation Agenda was defined as the strategic axis of cooperation, which promotes improved coordination and cooperation.
- In relation to the Federation Databank and Reporting System (FDRS), 100 per cent of National Societies have updated 2013 information against at least 1 key proxy indicator; and 90 per cent of National Societies in the Americas updated all the 7 proxy indicators and uploaded at least 1 key document. The uptake of FDRS continues to increase and at least 13 National Societies received refresher training on the platform and on the importance of collective reporting for the organization.
- The Youth Engagement Strategy (YES) was promoted in 22 National Societies, whom have benefited from the mechanisms of this strategy. On the other hand, at least 18 National Societies benefited through capacity building activities and strategies for the volunteering sector.

Table 1. Summary of ongoing DREF Operations in 2014.

Operation Name and Code	Timeframe		Beneficiaries (people)	Budget (CHF)
	Starting	Ending		
MDREC008 – Ecuador: Volcanic Eruption (DREF)	24-Oct-14	24-Dec-14	6783	57,061
MDRGT006 – Guatemala: Earthquake (DREF)	7-Jul-14	7-Oct-14	3175	211,833
MDRPA010 – Panama: Chemical Spill (DREF)	1-Jul-14	1-Oct-14	30000	157,481
MDRPY016 – Paraguay: Floods	9-Jun-14	9-Oct-14	10000	519,935

(DREF)				
MDRHT011 – Haiti: Chikungunya (DREF)	1-Jul-14	1-Oct-14	25000	248,887
MDRSV007 – El Salvador: Chikungunya (DREF)	1-Jul-14	1-Oct-14	25000	167,572
MDRPY016 – Paraguay: Floods (DREF)	9-Jun-14	9-Sep-14	4000	274,988
MDRNI006 – Nicaragua: Earthquake (DREF)	10-Apr-14	10-Jul-14	3000	216,859
MDRCL010 – Chile: Fire Valparaiso (DREF)	12-Apr-14	12-Jul-14	2500	235,695
MDRCL009 – Chile: Earthquake (DREF)	1-Apr-14	1-Jul-14	10000	152,723
MDRBO009 – Bolivia: Floods (DREF)	19-Feb-14	19-May-14	4500	331,399
MDRSV006 – El Salvador: Volcanic Eruption (DREF)	29-Dec-13	6-Apr-14	5000	149,620
MDRVC002 – St- Vincent & the Grenadines: Floods (DREF)	25-Dec-13	24-Mar-14	7000	149,440
MDRLC002 – Saint Lucia: Floods (DREF)	25-Dec-13	3-Apr-14	5270	137,894

Table 2. Summary of ongoing Emergency Appeal Operations in 2014.

Operation Name and Code	Timeframe		Beneficiaries (people)	Budget (CHF)	Coverage
	Starting	Ending			
MDRPY016 – Honduras: Floods (EA)	11-Jul-14	10-Jul-15	22,500	519,935	29%
MDRHN008 – Honduras: Drought (EA)	13-Oct-14	13-Jul-15	17500	122,717	10%
MDRCL009 – Chile: Earthquake (EA)	1-Apr-14	1-Apr-15	20,000	152,723	11%

Working in partnership

The key stakeholders for the IFRC Secretariat's Americas region comprise the beneficiaries of the long term programmes as well as communities affected by, or at risk from, natural and man-made disasters; Red Cross / Red Crescent Movement partners representing the Americas National Societies and other participating National Societies working internationally in the region and the International Committee of the Red Cross (ICRC). Other partner organizations include Governments, multilateral international institutions, humanitarian actors including the UN and INGOs and private sector organisations engaging in corporate social investments.

The following major Movement partners are contributing to the Americas region projects and programmes through the regional and country offices of the IFRC's secretariat: American Red Cross, Australian Red Cross, Austrian Red Cross, British Red Cross, Canadian Red Cross, China Red Cross, Czech Red Cross, Danish Red Cross, Finnish Red Cross, French Red Cross, German Red Cross, Icelandic Red Cross, Irish Red Cross, ICRC, Italian Red Cross, Japanese Red Cross Society, Korean Red Cross, Luxembourg Red Cross, Netherlands Red Cross, Norwegian Red Cross, Qatar Red Cross, Spanish Red Cross, Swedish Red Cross and Swiss Red Cross. Significant support is coming from external partners and donors such as the British Government/ DFID, Canadian Government (CIDA), Norwegian Government (NORAD, MFA), DG-ECHO, United Nations system agencies, WHO/PAHO, DEVCO/EEAS, the Global Fund to Fight AIDS, Z Zurich, Nethope, Visa, Western Union, Coca Cola, Swiss Humanitarian Foundation, SRK, Eli Lilly Export SA, United Way, OPEC Fund for International Development..

On behalf of the National Societies assisted and the beneficiaries reached, the IFRC Secretariat's Americas zone office would like to thank all donors and partners for their generous support and constructive cooperation.

Progress towards outcomes

Business line I: To raise humanitarian standards

Outcome 1.1: The Red Cross is better positioned to lead and demonstrate the Federation-wide contribution to reducing vulnerability.

Output 1.1.1. Humanitarian access is addressed through learning and action.				
Indicator	Base-line (2012)	Annual Target (2014)	Year to Date Actual	Comments / Variance / Additional Information
1.1.1 a) # of NS that have received support for national legislation projects.	3	12 NS	12 NS	<p>Bolivian RC, Colombian RC, Costa Rican RC, Cuban RC, Dominican RC, Ecuadorean RC, Guatemalan RC, Haitian RC, Honduran RC, Panamanian RC, Peruvian RC and Salvadoran RC.</p> <p>Peruvian Red Cross, Guatemala RC, Colombian RC, Dominican Red Cross and Haitian Red Cross provided legal advice to their government on DL.</p> <p>Colombia has a thematic table on IDRL within the UNGRD to analyse their legislation and the changes that need to be made. The government committed itself to become a champion on IDRL issues by promoting the guidelines in the region and experience sharing activities together with the Colombian RC. Also technical advice was given for a Colombian customs law based on the IDRL guidelines and on the model law created by the IFRC. Colombia and Ecuador conducted a simulation on boarder issues and there were injects on IDRL which contributed evaluating the knowledge of these countries on IDRL issues.</p> <p>Cuban RC has been interested in the IDRL thematic for 2 years and finally they have agreed on concrete steps to start an initiative.</p>

				<p>Terms of Reference were developed by Cuban RC to conduct activities related to an IDRL Study and promotion disaster law.</p> <p>El Salvador RC approached its government to propose undertaking an IDRL Project.</p> <p>Panamanian RC and Costa Rican RC conducted with the support of the DLP trans-border visit to analyse and promote the regulation of pre-hospital assistance.</p> <p>Guatemala IDRL: Project Law has been presented to congress for its discussion. Guatemalan Congressman for the PARLACEN has requested a resolution promoting the commitment under the San Jose Declaration, to be presented at the PARLACEN session in January 2015.</p> <p>-ToRs for the IDRL follow up project in Ecuador were developed.</p> <p>-Dialogue with the Peruvian government to develop an IDRL legislation.</p> <p>-ToRs for a DRR Legislation project in Bolivia were developed.</p> <p>-DRR Legislation project in Haiti was finalized.</p> <p>-Regulatory Barriers case study in Honduras and El Salvador was finalized.</p>
1.1.1 b) # of countries that have adopted new law procedures on disaster law.	4	8 countries	Dominican Republic, Guatemala, Mexico and Peru	<p>Two national workshop took place and 1 bi-national workshop (Hispaniola). IDRL projects in Guatemala, Peru and Dom. Rep. were completed.</p> <p>Finalized drafting the law "International Humanitarian assistance for Disasters in Guatemala". The Vice-presidency is promoting this law and will lobby with congress to get it approved.</p> <p>A regional consultation meeting on an IDRL Treaty and DRR legislation has been confirmed for November in Mexico.</p> <p>- Guatemala IDRL Project Law was presented to congress for its discussion. Additionally, a resolution to strengthen international disaster assistance in Central America was drafted for its presentation to the Central American Parliament (PARLACEN)</p>
1.1.1 c) # of regional IDRL instruments that have been amended based on IDRL guidelines.	1	1 regional disaster law instruments		<p>#1 Plan of Action of UNASUR working group on DRR incorporates legal preparedness to disasters based on IDRL Guidelines as key action- Advice were provided to UNASUR on mutual cooperation agreement. In addition, instruments drafted in Peru (draft Ministerial Resolution on legal facilities), Guatemala (draft law on IDRL), and Haiti (customs clearance procedures in time of emergency for non-registered actors/Civil Protection). Declaration of Guayaquil adopted language proposed on DL. The President of CEPREDENAC (Centro de Coordinación para la Prevención de los Desastres Naturales en América Central/ Coordination Center for Disaster Prevention in Central America) is asking for DL support to develop a regional instrument for international humanitarian assistance. A protocol for the facilitation of the movement of humanitarian assistance in the event of disasters is being drafted, using as reference the IDRL Guidelines, The DLP has proposed a meeting with CEPREDENAC, SG-SICA and SIECA to technically revise the content of the instrument.</p> <p>-A regional expert meeting gathering Governments, NSs, sub regional organizations and donors took place in Mexico for the discussion of the instrument "Checklist for Lawmakers" and the viability of an IDRL Treaty.</p> <p>-Coordination activities took place for the collaboration with CEPREDENAC and SIECA in the consultation and development of a Central American Protocol for the facilitation of the transit of humanitarian goods after disasters.</p>
1.1.1 d) # of NS that have received support through regional and sub-regional initiatives related to disaster law.	3	9 NS increased their skills and capacities in DL.	Colombia, Chile, 6 NS of Central America, and Mexico	<p>Training on DL and HD done for October in Colombia. Chile and Guatemala participated in legislative advocacy in DL. The DLP offered an HD and legislative advocacy session to 6 Relief Directors of the Central American Red Cross Societies and Mexican Red Cross.</p> <p>The Honduran RC focal point for Disaster Law spent one month in the AZO conducting an internship and getting trained in DL issues.</p>
1.1.1 e) # of documented activities carried out with the military and NS have increased	0	N/A	3 NS	Jamaica, Honduras and Dominican Republic's National Societies have strengthened their civil-military relations.
1.1.1 f) # of NS that benefit from cross country learning on WASH.	0	3 NS	3 NS.	Event on drought and WASH for Gran Chaco benefitted Argentinian RC, Bolivian RC and Paraguayan RC – all actively participating.
1.1.1 g) # of NS contributing to the	0	9	9 NS	Argentina, Bolivia, Chile, Colombia, Ecuador, Guatemala, Honduras,

Movement wide initiative on Fundamental Principles, (including breakdown of # NS per zone for geographical diversity).				Paraguay and Venezuela
Output 1.1.2: Key humanitarian trends are better understood and promoted within National Societies				
1.1.2 a) # of NS that have participated in regional or national platforms related to the key humanitarian trends.	0	15 NS	25 NS.	A total of 37 participants from 25 NS in the Americas participated in the Global Resilience Meeting. In addition, external partners such as Nature Conservancy (TNC), CEPREDENAC, CDEMA also participated through IFRC support. This included funding, logistics, administrative support and on-site technical support to all National Societies with Colombian RC as host National Society and the IFRC secretariat CBDF unit as lead department.
1.1.2 b) % of project proposals based on guidelines and case studies that focus on key trends and other areas related to increased vulnerability.	0	100% of the NS incorporated at least 1 key humanitarian trend in their plans	N/A	
1.1.2.c) % of NS that are responding to effects of at least one of the key humanitarian trends in their countries.	0	75%	N/A	National Societies in their own contexts are response to at least one or more trend through their regular actions. Most of the National Societies have integrated at least one trend within their Strategic Plans in line with Inter-American Framework for Action and the Montrois Commitment. Some trends still need to be addressed further (migration for example).
1.1.2 d) # of lessons learnt documented that contribute to risk reduction attributed to key humanitarian trends.	0	14 lessons learnt	9.	One page reports on each programmatic area and key projects were developed and showcased during the Global Resilience Forum. These included DIPECHO, ZURICH, Friendly Neighbourhoods and CBHFA. In addition, 3 case studies were produced for the final implementation of the DIPECHO VIII project in Central America (gender and DRR, livelihoods and school safety), and a case study from the English Caribbean about volcanic risk reduction (in partnership with PIRAC). Nevertheless, lessons learnt will be included in the reports for the first quarter of 2015.

Outcome 1.2: A collective understanding of the capacities, resources and services of the National Societies in the Americas have been improved.

Output 1.2.1: Federation-wide Databank and Reporting System is established in the National Societies of Americas.				
Indicator	Base-line (2012)	Annual target (2014)	Year to Date Actual	Comments / Variance / Additional Information
1.2.1 a) # of National Societies providing one or more of the following through FDRS: strategic plans, financial statements, and annual reports.	N/A	N/A	30 NS	Yearly follow-up with FDRS focal points is provided to ensure key documents are uploaded. There has been improvement from the previous year, where only 31 uploaded information against on the 7 proxy indicators. This year all 35 NS from the Americas uploaded some information.
1.2.1 b) # of National Societies providing data on one or more FDRS key performance indicators.	N/A	N/A	35 NS	
1.2.1 c) # of National Societies providing data on all seven FDRS key performance indicators.	N/A	N/A	27 NS	

Outcome 1.3: National Societies in the Americas assess their own capacity and performance to provide better services.

Output 1.3.1: Organisational Capacity Assessment and certification (OCAC) process established.				
Indicator	Base-Line (2012)	Annual target (2014)	Year to date Actual	Comments / Variance / Additional Information
1.3.1 a) # of NS participated in OCAC self-assessment	0	N/I	15	This indicator is cumulative. Antigua and Barbuda, Belize, Bolivia, Chile, Colombia, Costa Rica, Dominican Republic, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Nicaragua, Peru and Venezuela.
1.3.1 b) # of NS participated in OCAC peer-to-peer review.	0	N/I	0	The methodology for peer-to-peer review process is still being defined.
1.3.1. c) # of NS certified following the OCAC process	0	N/A	0	This depends on the review of the methodology for the peer review that needs to be done. Thus, the progress of this indicator is zero.
1.3.1. d) # of NS that have applied the information gathered by OCAC to change/ update internal processes.	0	N/I	15	All the National Societies that have completed the OCAC self-assessment have plans of actions to start their internal change process.

Outcome 1.4: The professional qualifications and competencies of the Red Cross volunteers and staff are strengthened, enabling National Societies to take the lead in addressing new risks and vulnerabilities.

Output 1.4.1. Educational and knowledge-sharing platforms are mainstreamed in the National Societies, increasing the learning opportunities for staff and volunteers.				
Indicator	Base-Line (2012)	Annual target (2014)	Year to Date Actual	Comments / Variance / Additional Information
1.4.1 a) # of courses taken on the e-learning platform.	4196	N/A	55,522	In the beginning of the year 48,432 courses were taken compared to this year's 55,522.
1.4.1 b) # of academic alliances that are established to support the work done in the zone around the key humanitarian trends.	4	1 new alliance	1 new alliance	No additional comments.

Business Line II: Crisis and Disaster Management

Outcome 2.1.: National Societies, through their network of branches, adopt integrated sectorial approaches that strengthen essential Red Cross preparedness, response and recovery systems, and enable communities to better understand trends that increase the impact of disasters and crisis in their lives.

Output 2.1.1. Community-based tools/ approaches to address emerging trends are adopted in disaster and crisis management.

Indicators	Base-Line (2012)	Annual Target (2014)	Year to date Actual	Comments / Variance / Additional Information
2.1.1 a) # of tools and methodologies for response and recovery that have integrated the key humanitarian trends.	1 tool	3 tools	N/A	PASSA, VCA, CBHFA
2.1.1 b) # of NS that are implementing response and recovery programmes that take into account the key humanitarian trends.	0	15 NS	1 NS	Focus has been placed on migration, urban risk, violence prevention and social inclusion, non-communicable diseases,
2.1.1 c) % of NS with international disaster response assets.	100%	100%	17.3% (6 NS)	Canada, Honduras, Mexico, Panama, Dominican Republic and United States of America.
2.1.1 d) % of NS using standardized regional response assets.	100% RITs 0 RRU	100% RITS, 25% (8 NS) RRU 6 deployments	57.1%	19 NS out of 35 in the region. Argentina, Barbados, Belize, Bolivia, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Haiti, Jamaica, Mexico, Nicaragua, Panama, Paraguay, St. Lucia and St. Vincent and the Grenadines.
2.1.1 e) # of NS with contingency plans in place.	20	-	10	Costa Rica, Dominican Republic, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Nicaragua, Panama and Peru. This also includes NS that have developed an Ebola contingency plan in the last quarter.
2.1.1 f) % of emergency operations with beneficiary participation/communications approaches.	10%	60% of all operations	N/A	
2.1.1 g) # of NS engaging in emergency and long-term shelter interventions	50%	75% of all operations	9 NS	Cuba, Chile, El Salvador, Guatemala, Haiti, Nicaragua, Paraguay, St. Lucia, St. Vincent and the Grenadines.
2.1.1 h) % of emergency operations that are gender and diversity sensitive(2.1j)	N/A	60%	N/A	
Output 2.1.2. Support the development and measurement of National Society Logistics capacity to help strengthen National Societies and articulate the global capacity and effectiveness of the Federation logistics.				

2.1.2 a) # of NS that are able to plan and track activities that contribute to their logistics capacity.	4	16 NS	N/A	To be measured by end of 2015
2.1.2 b) # of NS that have applied technical logistics guidelines in procurement, logistics, warehousing and fleet.	4	16 NS	N/A	To be measured by end of 2015
2.1.2 c) # of NS that have received system support (fleet wave, logic, DMDS) to their logistics processes.	4	16 NS	N/A	To be measured by end of 2015
2.1.2 d) # of NS that have developed a framework to measure the effectiveness of their activities.	4	16 NS	19 NS	Antigua & Barbuda, Bahamas, Barbados, Belize, Chile, Dominica, Dominican Republic, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Nicaragua, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname and Trinidad & Tobago.
2.1.2 e) # of NS supported with National Societies Logistics Capacity Enhancement (NSLCE) Tool.	4	16 NS	19	See above.
2.1.2 f) # of NS receiving logistics services for preparedness and operational activities.	4	16 NS	N/A	To be measured by end of 2015
Output 2.1.3: Increased the logistics capacity to deliver logistics services for preparedness and relief activities, connecting National Society assets where possible, and making it self-sustaining through promoting the effective functioning of the Federation.				
2.1.3 a) # of NS that have increased their stock prepositioning at country level.	1	8	4	Guatemala, Honduras, Nicaragua and Ecuador.
2.1.3 c) # of new suppliers sourced in the Americas Zone.	23	100 new suppliers	N/A	To be mapped by end of 2015.
2.1.3 e) # of technical experts deployed to the operations in the Americas Zone.	1	5 technical experts	N/A	To be mapped by end of 2015.

Outcome 2.2.: An efficient and effective regional Red Cross disaster and crisis management system in the Americas en route.

Output 2.2.1.: Humanitarian access is ensured as part of readiness for response and early action within a context of greater coordination, including increased activity by military forces and corporate interests				
Indicator	Base-line (2012)	Annual target (2014)	Year to date Actual	Comments / Variance / Additional Information
2.2.1 a) # of corporation agreements signed with partners.	0	4	0	

2.2.1 b) # of NS that are actively engaged in the application of the framework that clearly outlines the position and role of Red Cross actors in relation to military forces and the corporate sector.	0	N/A At least 10 NS	Started but left incomplete	1-2 years is insufficient time to develop a doctrine, especially when NS have not been consistently reporting data on civil military interaction. NS need to provide lessons learned on civil-military interaction during readiness and crisis response.
2.2.1 c) # of NS that have developed formal relationships with their own military.	0	4 NS	3	Jamaica, Honduras and Dominican Republic
Output 2.2.2 Humanitarian access is ensured as part of readiness for response and early action within a context of greater coordination, including increased activity by military forces and corporate interests.				
2.2.2 d) Revised Principles and Rules for RCRC Disaster Relief.(2.2a)	0	100% of NS		To be mapped by 2015.
2.2.2 e) # of NS that are using innovative tools for disaster response (SMS, MEGA V).	7NS	N/A	11 NS	Argentina, Bolivia, Chile, El Salvador, Guatemala, Mexico, Nicaragua, Panama, Paraguay and Peru.
2.2.2 f) % of coverage of Emergency Appeals opened in the reporting year.(2.2c)	50%-80%	80%	16%	Operations launched in 2014.
2.2.2 g) # of NS contributing staff to IFRC global and regional surge tools (2.2d)	14 av., peaks 20	N/A	22	Argentina, Barbados, Belize, Bolivia, Canada, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Haiti, Jamaica, Mexico, Nicaragua, Panama, Paraguay, St Lucia, St Vincent, and the United States of America.
2.2.2 h) % of Notified events where RDRT/RIT resources were used.(2.2e)	8	8 National Societies	100%	New DREF or emergency appeals operations include the deployment of a RIT member.
2.2.2 i) % of emergency operations that have successfully used damage and needs assessments that include SMS technology.	5%	75%	7 NS	Bolivia, Guatemala, Mexico, Nicaragua, Panama, Paraguay and Peru.
2.2.2 j) % of disaster operations that have evaluated their disaster response.	50%	75%	N/A	Different methodologies to evaluate DREF operations are used (external evaluations, lessons learned workshops and beneficiary satisfaction surveys)
2.2.2 k) # of large (>CHF 10 million) emergency operations where Federation-wide reporting is carried out.(2.2h)	1	N/A All of them	2	The FWR carried out two large-scale operation: the Cholera operation (MDR4908) and the Haiti-earthquake operation (MDRHt008), which finalized this year.
2.2.2 l) % of international disaster operations with a Humanitarian Diplomacy component budgeted for and implemented at onset of crisis.(2.2i)	0	50%	0%	
2.2.2 m) % of NS implementing volunteering in emergency practices.	N/A	75%	N/A	Mapping to be completed in 2015.

<p>2.2.2 n) % of increased human resource surge capacity in resource mobilization, communications, PMER, finance and IDRL in place.</p>	<p>N/A</p>	<p>50% increase</p>	<p>47 new RITs trained</p>	<p>The 2 RIT trainings contributed to train 47 new members in Coordination, Assessment, Monitoring, draft of plan of action as well as how to implement humanitarian trends: green response, urban, migration, violence, as well as learning how to deploy the new DM tools such as ODK, Mega V, CTP.</p>
<p>Output 2.2.3: The Red Cross disaster and crisis management system in the Americas is able to address increased vulnerability associated with key humanitarian trends (urban risk, migration, violence and climate change).</p>				
<p>2.2.3 a) # of NS who incorporate at least 1 key humanitarian trends into their plan of actions with an integrated planning focus.</p>	<p>5%</p>	<p>50%</p>	<p>85% of operations</p>	<p>85% (6 out of 7) of operations included at least one trend: CTP (that reduces carbon footprint due to logistics and is better adapted to urban response) was included in Bolivia, two Chile operations, Nicaragua and Venezuela included safe access, while Chile and Nicaragua had PSP, where volunteers were trained in the importance of violence prevention after a disaster, they also made plan of actions to develop concrete actions in this issue. In addition, in Iquique, Chile, migration is one of the most important facts they had to deal with, so, their training also included a module to understand the needs and to implement actions to respond to the needs of migrants.); St Vincent and St Lucia, included recycling of water bottles in DREF operations.</p>
<p>2.2.3 b) % of disaster and crisis operations that take into account gender based violence.</p>	<p>10%</p>	<p>50%</p>	<p>N/A</p>	
<p>2.2.3 c) # of NS that are working together with their respected government to implement assessments and early warning systems addressing migration and population mobility.</p>	<p>1</p>	<p>4 NS</p>	<p>N/A</p>	
<p>2.2.3 d) # of cross-border operations between sister NSs.</p>	<p>N/A</p>	<p>4 NS</p>	<p>4 NS</p>	<p>Dominican Republic & Haiti, Costa Rica & Panama have agreements for cross-border support and cooperation.</p>
<p>2.2.3 e) % of disaster response operations incorporated green response and initiatives.</p>	<p>5%</p>	<p>80%</p>	<p>N/A</p>	
<p>Output 2.2.4: Providing agreed logistics services to pre-selected agencies.</p>				
<p>2.2.4 a) # of pre-selected government and non-governmental agencies that receive procurement and delivery services and storage facilities for relief items.</p>	<p>3</p>	<p>5 pre-selected agencies</p>	<p>7</p>	<p>The Mexican government, World Food Program, Oxfam, IOM, Coca-Cola procured and distributed humanitarian relief items for Brazil during the World Cup. MDM Canada and Save the Children used the services</p>
<p>2.2.4 b) # of trainings and workshops delivered to preselected government and non-government agencies.</p>	<p>0</p>	<p>2 trainings and workshops</p>	<p>5 (2 gov.3 NGOs)</p>	<p>Mexican and Ecuadorean governments were provided with workshops. MIT (55 people), the Occidental Autonomous University of Colombia (14 people) and the Colombian University Simon Bolivar (6 people) were trained in 2014.</p>

Outcome 2.3.

Output 2.3.1

<p>2.3.1 a): % compliance with MSR in IFRC operations.</p>	<p>N/A</p>	<p>95%</p>	<p>0</p>	
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2.3.1 b): # of requests for support by National Societies in developing internal security policies, a security framework and implementation of MSR.	N/A	N/A	0	
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Business Line III: Sustainable Development

Outcome 3.1: National Societies, through their network of branches, demonstrate leadership in promoting the Red Cross Red Crescent model of sustainable development.

Output 3.1.1.: National Society leadership and institutional capacity for partnership exist in order to improve integrated programme delivery.				
Indicators	Base-Line (2012)	Annual Target (2014)	Year to Date Actual	Comments / Variance / Additional Information
3.1.1 a) # of NS that have integrated community-based development programmes that are being carried out with key stakeholders.	N/A	N/A	35	The Global Community Resilience Forum provided a platform for consultation that confirmed political will from attending National Societies to develop a common community resilience strategy and its implementation in the Americas. A common agreement was also reached in the fact that the American Red Cross/IFRC Joint Position for Urban-Community Resilience is the first step towards this and the One Billion Coalition for Resilience.

3.1.1. b) # of NS that have adapted their internal systems and structures to better facilitate integrated community programming.	N/A	6 NS	0 NS	Target not achieved. Increased coordination between OD and programmes is needed to carry out a mapping for this area.
3.1.1 c) All emergency POA have integrated NS capacity building (OD) .	75%	100%	66%	Three Emergency Appeals were launched in 2014: Chile – Earthquake (MDRCL009), Paraguay – Floods (MDRPY016), and Honduras – Drought (MDRHN008). In their initial EPoA 2 Emergency Appeals included a capacity building component on institutional response and/or preparedness (Chile and Paraguay).
3.1.1 d) # of NS supported through RECA to take a leadership role in WASH national platforms.	0	1 NS	0	This activity has not been accomplished due to the lack follow up in the participation within the Guatemalan WASH platform and the lack of consistent participation from the Guatemalan RC. Another reason this was not continued due to the absence from quarter 2 of the person in charge at the secretariat level.
3.1.1 e) # of cross-sectorial initiatives or framework ¹ developed towards holistic programming in the reporting year. (3.1a)	N/A	3	3	The Caribbean Regional DM strategy was revised to integrate community resilience strategy. Also, the Central America Regional Strategy was revised and a plan of action for its implementation was agreed. The Mexican RC received support to develop a community resilience vision paper.
3.1.1 f) % of tools and guidelines developed or adapted to include key humanitarian trends.	N/A	N/A	4 tools	<p>The Strategic Targeting Methodology (STM) to select communities for intervention was revised; and the baseline survey methodology captured from RITA and applied to Zurich project in Mexico. Through the DIPECHO VIII project a livelihoods intervention study that includes migration perspectives has been developed.</p> <p>In addition, the Caribbean Climate Change Adaptation (3CA) toolkit has been finalized by CADRIM, working together with URCRU and the CRRO. This tool will improve project design for community interventions accounting for the effect of climate change, in both urban and rural environments.</p> <p>Revision of the VCA online tool: During 2014, to trainer of trainers (ToT) were carried out in Central America and in the Caribbean Region, with the participation of National Societies and other actors, including climate change and urban environment approaches. In Colombia, a VCA training was carried out in order to develop a comprehensive tool that includes livelihoods and the urban risk.</p> <p>In addition, in close coordination with the CRREC and CPDRR department and the American Red Cross a draft of a data recompilation from VCA diagnostics was developed and tested in the previously mentioned ToT. Using learnings from these actions, the online version for the VCA will be finalized in 2015. It must be noted that the Norwegian MFA project (operational plan for 2015) includes adaptation of the VCA tool to include urban risk and violence prevention.</p> <p>The CBHFA Modules 8 and 9 have been presented to National Societies, and adapted to the Americas' context. These two modules include addressing health risks in urban environments and violence prevention, respectively. The roll-out process and support for implementation at country level started in 2014 and will be ongoing on 2015.</p>
3.1.1 g) # of NS implementing community health programmes using Community Based Health and First Aid (CBHFA) approach to strengthen community resilience.(3.1c)	N/A	N/A	24 NS	Based on mapping carried out during the year. However, some National Societies did not respond to the mapping.
3.1.1 h) # of National Societies with first aid training capacities matching international standards (national and branches). (3.1d)	N/A	11 NS	14 NS	Argentina, Canada, Chile, Colombia, Costa Rica, Ecuador, Guatemala, El Salvador, Dominican Republic, Haiti, Jamaica, Mexico, United States of America and Venezuela.
3.1.1 i) # of NSs	N/A	N/A	20 NS	20 NS from the region participated in different national or international

¹ For example the revision of the community safety and resilience framework

engaged in advocacy at a national and global levels on post-2015 Agenda.				fora.
Output 3.1.2 The IFRC and the NS in the Americas actively use beneficiary communication to increase beneficiary accountability under our own humanitarian mandate.				
3.1.2 a) # of NS using a beneficiary communication approach	1	5 NS	1 NS	Haitian RC is actively using beneficiary communication for the cholera operation. Nevertheless, Ecuadoran RC has secured the tools but confirmation is required. PADRU tried to incorporate this into the El Salvador Chikungunya and Honduras drought appeal.
3.1.2 b) # of beneficiaries reached through beneficiary communications.	N/A	One million beneficiaries	See comments	2,171,825 IVR calls, 2,329 calls to Radyo Kwa wouj, SMS 115,704,372 in Haiti through the operation.
Output 3.1.3. The key humanitarian trends (urban risk, climate change, migration and violence prevention) are integrated into National Society programming.				
3.1.3 a) # of NS that have included urban risk and community resilience in their strategic and operational plans.	0	9 NS	N/A	Data not available. The identification process could be completed.
3.1.3 b) # of NS piloting integrated projects.	N/A	9 NS	N/A	Data not available. The identification process could be completed.
3.1.3 c) # of NS that have developed programming, addressing in at least 1 key humanitarian trends.	N/A	9 NS	6 NS at least.	Data not available. The identification process could be completed. Although, technical support was provided to country representatives for the integration of trends to Belize, Grenada, Honduras, Mexico, Panama, and Trinidad and Tobago.
3.1.3 d) # of NS that have incorporated green products and services.	N/A	8 NS	0 NS	Target not achieved
3.1.3 e) # of NS that have joint programmes which address the needs of migrant population as a cross border issue.	N/A	6 NS	6 NS	The Urban Risk and Community Resilience Unit (URCRU) prepared a concept note about unaccompanied migrant children detained and returned from the USA to Guatemala, Honduras and El Salvador. Integration of migration issues is ongoing in the current DIPECHO for Central America. This will be finalized in 2015. Technical Support and follow-up to selected NS (Honduras, Dominican Republic and Ecuador) for implementation Migration in action project.
3.1.3 f) # of NS that adopted mechanisms to address violence in work places.	N/A	12 NS	N/A	Target not achieved. Focus was placed on piloting the Friendly Neighbourhoods initiative with selected NS and communities.
3.1.3 g) # of NS who have staff and volunteers that are trained in self-protection methodology.	N/A	Staff and volunteers of 12 NS	0	Three meetings were held by URCRU with the ICRC on Safer Access during 2015, but no agreement was reached. Besides, Safer Access was integrated into the DIPECHO proposal for Central America.

Output 3.2: Red Cross National Societies, through their network of branches, have enabled communities to better understand trends that impact their lives and take action to improve their health, safety, environmental and socioeconomic conditions.

Output 3.2.1: The key humanitarian trends (urban risk, climate change, migration and violence prevention) are integrated into community-based development programme.				
Indicators	Base-Line (2012)	Annual Target (2014)	Year to Date Actual	Comments / Variance / Additional Information
3.2.1 a) # of NS with dedicated initiatives intended to reduce discrimination, social inclusion prevent violence xenophobia.	N/A	5 NS	9 NS	Trinidad and Tobago, Guatemala, Jamaica, El Salvador, Venezuela, Colombia, Haiti, Honduras, Dominican Republic are working in specific initiatives around violence prevention. For example, Friendly Neighbourhood was implemented and documented in 4 countries: Venezuela (Caracas), Guatemala (Guatemala City . Centro Histórico reaching 5,000 beneficiaries), Honduras (Tegucigalpa), and Trinidad and Tobago.

<p>3.2.1 b) # of NS implementing the Youth as Agents for Behavioural Change (YABC) initiative to promote social inclusion and a culture of nonviolence and peace through community outreach.</p>	<p>N/A</p>	<p>4 NS</p>	<p>3 NS</p>	<p>YABC has been integrated into programmes in Barbados, Costa Rica and El Salvador and the integration continues into 2015.</p>
<p>3.2.1 c) # of NS working with their government to address issues of migrant and host communities both in their places of origin and host communities.</p>	<p>N/A</p>	<p>9 NS</p>	<p>6 NS</p>	<p>Community intervention methodologies in Central America are integrating migration issues (Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama) through the ongoing DIPECHO project to be finalized in 2015.</p> <p>In addition, a concept note was prepared about unaccompanied migrant children, which were detained and returned from the USA to Guatemala, Honduras and El Salvador.</p> <p>Technical support was provided to the National Societies from Honduras, Dominican Republic and Ecuador for the implementation of migration in action project.</p> <p>Nevertheless, more promotion and follow up will be required in the area of migration across the continent.</p>
<p>3.2.1 d) # of NS working with migrant populations to address their specific needs incorporating social inclusion and non-discrimination and focusing on access to basic services including psychosocial support and awareness of rights.</p>	<p>N/A</p>	<p>6 NS</p>	<p>1 NS</p>	<p>In Guatemala, 93 participants, volunteers and members of boards have been trained in migration issues. This has contributed to the strengthening of the National Society's Migrant Programme.</p>
<p>3.2.1 e) # of branches working with community and government authorities on integrated violence prevention.</p>	<p>N/A</p>	<p>9 NS</p>	<p>3 NS / 3 Neighbourhoods</p>	<p>Indicators not tracked at branch level. But at least 3 neighbourhoods in to Venezuela, Trinidad & Tobago and Guatemala were supported through visit for the implementation of the Friendly Neighbourhoods initiative, which aim to work with communities on violence prevention and promote a culture of peace. Initial work (remote technical support) was also provided to the National Societies in Costa Rica (14 branches), Colombia, Honduras, and Belize.</p>

Output 3.3.: Red Cross National Societies have forward thinking leadership with the skills and capacity to deliver services to vulnerable people in a sustainable manner.

<p>Output 3.3.1.: Red Cross leadership is recognized by government and other key stakeholders.</p>				
<p>Indicators</p>	<p>Base-Line (2012)</p>	<p>Annual Target (2014)</p>	<p>Year to Date Actual</p>	<p>Comments / Variance / Additional Information</p>
<p>3.3.1 a) % of NS participating in national platforms.</p>	<p>N/A</p>	<p>-</p>	<p>6 NS</p>	<p>In Honduras, the Red Cross is taking on more responsibility in inputting to planning activities. The Bolivia Red Cross and Paraguayan Red Cross are more active in the existing WASH platforms in country. The Ecuadorian Red Cross is organising together with the Government lead of the national WASH platform, the learning event with Peru.</p> <p>Guatemalan RC is participating in the humanitarian network and the national health and DRR platforms.</p> <p>Costa Rican RC participates in the national risk management and migration platforms</p>
<p>3.3.1 b) % of NS that have strategic coordination agreements with governments.</p>	<p>N/A</p>	<p>-</p>		
<p>3.3.1 c) % of multi-stakeholder events.</p>	<p>N/A</p>	<p>30% increase of NS</p>		
<p>Output 3.3.2 National Society leadership and managerial skills are improved.</p>				
<p>3.3.2 a) # NS that have participated in leadership/ management</p>	<p>N/A</p>	<p>20 NS</p>		<p>El Salvador (induction training), Guatemala (Annual leadership training, where the integrity guidelines were disseminated)</p>

trainings.				
3.3.2 b) # of NS trained in humanitarian diplomacy, DL and civil military.	N/A	20 NS		El Salvador (IDRL training and also 1 workshop supporting the Nicaragua RC integrity crisis)
3.3.2 k) National Society development framework is developed and approved by the General Assembly.	-	-	-	Not achieved as this process is dependent on global processes.
Output 3.3.3 Red Cross leadership is regularly updated on key humanitarian and development issues.				
3.3.3 a) # of newsletters and publications that document key humanitarian and development challenges.	N/A	4 newsletters and 2 publications	2 newsletters and 1 publication	2 newsletters on the XX Inter-American were produced highlighting the key humanitarian and development challenges to be discussed in the upcoming conference.

Outcome 3.4.: Volunteers of National Societies, representing all sectors and ages involved in all aspects of National Society life from decision making to programme implementation, are key actors in demonstrating the added value of the work done by the Red Cross network and in expanded National Society humanitarian access.

Output 3.4.1.: National Societies have improved their voluntary service, formalizing the status, rights and duties of volunteers within their statutes and constitution, and strengthening and diversifying their volunteer base.				
Indicators	Base-Line (2012)	Annual Target (2014)	Year to Date Actual	Comments / Variance / Additional Information
3.4.1 a) # of people volunteering time in National Societies	N/A	-	745,346	The year to date actual was extracted from the Global Review of Volunteering. Data directly reported on FDRS was lower 581,318
3.4.1 b) # of NS with effective volunteer management systems in place.	N/A	10 NS	4 NS	Honduras, El Salvador, Guatemala and Belize.

Outcome 3.5.: Youth, as agents for change of the Red Cross network, are a leading voice for joint actions with different sectors of society for inclusion, peace and innovation.

Output 3.5.1.: Red Cross Youth will be provided opportunities to learn, innovate and develop leadership skills, contributing to generational change within the Red Cross network.				
Indicators	Base-Line (2012)	Annual Target (2014)	Year to Date Actual	Comments / Variance / Additional Information
3.5.1 a) # of NS with 1 or more young people in a management position other than the youth department.	N/A	5 NS	24 NS	24 NS have at least one young person in a management position (Bahamas, Barbados, Belize, Brazil, Canada, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, USA, St. Vincent & the Grenadines)
3.5.1 b) # of NS that have adapted youth engagement policy and/or strategy.	0	10 NS	14 NS	14 NS have a youth policy (Bahamas, Bolivia, Colombia, Costa Rica, Ecuador, Grenada, Guyana, Haiti, Jamaica, Mexico, St. Kitts & Nevis, St. Lucia, USA, and Venezuela) 6 NS have a policy in draft version or using the IFRC youth policy (Canada, Suriname, St. Vincent & Grenadines, Barbados, Antigua & Barbuda, Chile)
3.5.1 c) # of Youth trained in YABC and follow-up activities	N/A	180 youth	-	In 2013, the Salvadoran RC carried out a workshop of YABC peer educators with the participation of 32 people (10 women and 22 men). In 2014, it continued implementing YABC in different projects.

Business Line IV: Humanitarian Diplomacy

Outcome 4.1: National Society Leadership capacities are enhanced to use their auxiliary role to influence public policies and ensure they are seen as a credible and preferred source on information on humanitarian issues by the general public, media and other actors.

Output 4.1.1: National Societies become a source of reference information for humanitarian issues and vulnerability reduction.				
Indicators	Base-Line (2012)	Annual Target (2014)	Year to Date Actual	Comments / Variance / Additional Information
4.1.1 a) # of countries in which the World Disaster Report is launched.	4	5 NS	4 NS	The World Disaster Report for 2014 was launched in Chile, Costa Rica, Guatemala and Panama to the media and key actions in country. Often launches were complementary to the celebrations carried out in the framework of International Day for Risk Reduction.
4.1.1 b) # of NS using the branding toolkit and engaged in effective brand/reputation management.	4	10 NS	1 NS	1 National Society (Suriname RC) is using the branding toolkit in the process of redesigning its logo. Also, the Branding Toolkit was presented during the Regional Communication Meeting for the Southern Cone in Brasilia on December 2014, with the participation ICRC, Paraguayan Red Cross, Brazilian Red Cross (Rio and Sao Paulo branches) and Chilean Red Cross.
Output 4.1.2. The secretariat and the National Societies actively use social network capacities.				
4.1.2 a) % of NS using different types of social media.	40%	80% (facebook, Twitter and Youtube)	60%	Out of the 35 National Societies, over 60% are using at least one social media tool. Although several National Societies are using social media. There is still a need to capitalize on using these tools for communication and positioning. The Communications unit has shared capacity building tools and training materials on social media have been translated, laid out and shared with the National Societies of the region.
4.1.2 b) # of joint campaigns that have been achieved through social media.	1	3 joint campaigns	2 joint campaigns	There are at least 2 National Societies (Ecuador, Costa Rica) currently involved in supporting the Friendly Stadiums campaign which is carried out jointly with national football associations in the countries. This model will continue to be promoted in 2015.
4.1.2 c) # of stories about IFRC work in tracked medial/social media on a monthly basis (disaggregated by theme: health, inclusive society, non-violence, disaster and crisis management).	N/A	-	N/A	The disaggregation of RC stories per type of humanitarian trend on a monthly basis stills need to strengthen and was not compiled in the year.
4.1.2 d) # of NS who have aligned their social media guidelines to the IFRC social media guidelines	0	8 NS	N/A	This figure is still unknown. This needs to be mapped in 2015
4.1.2 e) # of NS are actively participating in the Americas communicators network through the communities of practice	4 NS	10 NS	0 NS	The community of practice has failed to function as a tool for knowledge sharing. There's a need to re-strategize during the coming year to be more effective in promoting this corporation.

Outcome 4.2: Strong links are fostered with governments, the public (especially opinion leaders), academia, private sector, and other partners of the Red Cross who work at local and national levels, including representation in key forums to address humanitarian challenges and trends.

Output 4.2.1: National Societies have a higher profile as auxiliary to government.				
Indicators	Base-Line (2012)	Annual Target (2014)	Year to Date Actual	Comments / Variance / Additional Information
4.2.1 a) # of NS that are involved with the government exercising their auxiliary role.	N/A	28 NS	35 NS	
4.2.1 b) # of NS receiving direct support for enhancing or leveraging their auxiliary role.	N/A	25 NS	16 NS	Bolivia, Costa Rica, Honduras, Nicaragua, Haiti, Guatemala, El Salvador, Panama, Venezuela, Ecuador, Peru, Chile, Paraguay, Dominican Republic, Mexico and Colombia
4.2.1 c) # of NS that disseminated the Guide	N/A	5 NS	6 NS	Honduras, Nicaragua, Guatemala, El Salvador, Paraguay and Chile

to Parliamentarians among national parliamentarians				
4.2.1 d) # of NS that follow –up on International Conference Resolutions through letters, meetings, etc.	N/A	5 NS	9 NS	Bolivia, Costa Rica, Colombia, Chile, Paraguay, Panama, Guatemala, El Salvador, Dominican Republic
Output 4.2.2 The Federation plays an influential role in inter-agency and inter-governmental bodies and fora.				
4.2.2 a) # of NS that participate in international fora/platforms.	N/A	10 NS	5 NS	In WASH particularly the National Societies of Bolivia, Colombia, Guatemala, Honduras and Paraguay have access to the Regional WASH Group though its google site.
4.2.2 b) # of regional fora/platforms that the IFRC participates in.	N/A	10 NS	3	Bolivia, Ecuador and Paraguay.

Outcome 4.3: National Societies and donors invest in increasing financial and human resources to improve National Societies’ abilities to deliver services and programmes.

Output 4.3.1: Resource mobilisation and accountability capacities of the National Societies are enhanced to attract more reliable contributions to the Red Cross Red Crescent in an effort to ensure a higher level of sustainability.				
Indicators	Base-Line (2012)	Annual Target (2014)	Year to Date Actual	Comments / Variance / Additional Information
4.3.1 a) % of annual coverage of approved budgets for development programmes supported through the IFRC secretariat.	-	N/I Global Target	100%	
4.3.1 b) % of annual coverage of funding outlooks for development programmes supported through IFRC secretariat.	-	N/I Global target	100%	
4.3.1 c) # of external donors providing funding through the IFRC secretariat.	-	N/I global target	9 external donors	Western Union, Net Hope, Coca Cola, CAF, DFID, West coast University, Chilean Government, Zurich and ECHO. This indicator does not include Movement members such as PNS who have provided funding to the Americas regional plan.
4.3.1 d) # of NS actively engaged in the RM network through tailored support.	0	10 NS	7 NS	Barbados, Colombia, Costa Rica, El Salvador, Guatemala, Honduras and Mexico

Outcome 4.4.: National Society humanitarian diplomacy capacities are enhanced to influence public policies and an active humanitarian diplomacy network is established in the Americas Zone.

Output 4.4.1.: The Secretariat actively engage in advocacy and HD initiatives on key issues affecting vulnerability.				
Indicators	Base-Line (2012)	Annual Target (2014)	Year to Date Actual	Comments / Variance / Additional Information
4.4.1 a) # of international or multilateral institutions with whom a dialogue is established on issues related to disaster response and development (S2020).	N/A	5 institutions	6 institutions	CAF, IDB, Peace Corps, C & A Foundation, Humanitarian Leadership Academy, McCann

Outcome 4.5.: The Federation in the Americas Zone is actively engaged in global and regional humanitarian campaigns to address key issues affecting the region.

Output 4.5.1.: Strategic partnerships are developed with key international and multilateral institutions for joint regional campaigns.

Indicators	Base-Line (2012)	Annual Target (2014)	Year to Date Actual	Comments / Variance / Additional Information
4.5.1 a) # of active multi-year HD initiatives developed and implemented by IFRC as part of RCR movement jointly with NS (and ICRC)	0	2 regional campaigns	N/A	
Outcome 4.5.2 National Societies play an active role in regional and global campaigns.				
4.5.2 a) # of NS engaged in global HD initiatives in the reporting year	N/A	10 NS	16 NS	Barbados, Belize, Chile, Colombia, Costa Rica, Dominican Republic, Grenada, Guatemala, Haiti, Honduras, El Salvador, Jamaica, Mexico, Nicaragua, Paraguay and St. Vincent and the Grenadines.

Business Line V: Joint Working and Accountability

Outcome 5.1. Movement components have strengthened relationships, common aims and improved access to knowledge and shared learning.

Output 5.1.1.: Red Cross National Societies facilitate greater peer-to-peer support, horizontal initiatives, regional exchange and shared learning.				
Indicators	Base-Line (2012)	Annual Target (2014)	Year to Date Actual	Comments / Variance / Additional Information
5.1.1 a) # of peer-to-peer/horizontal initiatives that have been carried out in the Americas Zone.	N/A	10 peer-to-peer initiatives	5 peer-to-peer/horizontal cooperation initiatives	The IFRC supported the coordination between the Colombian RC and the Guatemalan RC to provide support in community preparedness to the Mexican RC. The Salvadoran RCS participated in at least one peer exchange with the Ecuadorian RC. The Costa Rican RC hosted three internships
5.1.1 b) # of NS that have a plan aligned with Strategy 2020 and IAFA.	N/A	30 NS	3 NS	Costa Rica, El Salvador, Guatemala,
5.1.1 c) # of NS who participate in Federation Wide Resource Mobilisation Strategy knowledge sharing networks, global skill share, peer exchange, etc.	0	7 NS	7 NS	Barbados, Colombia, Costa Rica, El Salvador, Guatemala, Honduras and Mexico.
5.1.1 e) # of NS using the IFC Strategic Framework on Gender and Diversity Issues (operational guide)	-	N/I Global target	N/A	Dedicated human resources are needed to carry out follow up of the gender and diversity cross-cutting issues and conduct mapping exercises.
Output 5.1.2. The National Societies in the Americas and the Secretariat successfully organised the XIX Inter-American Conference to define our key priorities and strategic orientations for the Americas over the next four years and follow up the outcomes.				
5.1.2 a) XIX Inter-American Conference has been completed.	N/A	Final review is completed for the next Inter-American Plan.	100%	National Societies across the continent have participated in the working groups on thematic areas to inform and guide the content of the different sessions in the next Inter-American Conference which will take place in Houston. In addition, National Societies participated in the review of the Inter-American Framework for Action.
5.1.2 b) # of NS monitoring their progress against the IAFA.	N/A	20 NS	35 NS	The National Societies of El Salvador, Guatemala, Costa Rica have monitored their progress against the IAFA and Montrouis Commitment.

Outcome 5.2.: The IFRC framework for Evaluation is upheld for all secretariat funded programmes and activities.

Output 5.2.1: The IFRC framework for Evaluations is applied to all evaluations carried out in the Americas Zone.				
Indicators	Base-Line	Annual Target	Year to Date	Comments / Variance / Additional Information

	(2012)	(2014)	Actual	
5.2.1 a) # of evaluations carried out for programmes and emergencies.	N/A	At least 3 evaluations	12	12 evaluations (final evaluations, reviews, mid-term evaluations were completed in the year.
5.2.1 b) # of evaluations posed on the evaluation databank on IFRC public website	N/A	100%	100%	12 evaluations (final evaluations, reviews, mid-term evaluations were completed in the year and posted on the IFRC evaluations databank.
5.2.1 c) % of evaluations which are followed up by a management response.	N/A	100%	8%	Only 1 evaluation out of the 12 carried out in the year included a management response (available through the IFRC databank).

Outcome 5.3: Federation policies and best practices support services are increasingly adopted and implemented by National Societies.

Output 5.3.1: International Federation policies on cooperation and services (finance, administration, human resources, resource mobilisation and accountability, information technology) are disseminated among National Societies.

Indicators	Base-Line (2012)	Annual Target (2014)	Year to Date Actual	Comments / Variance / Additional Information
5.3.1 a) # of key policies identified and translated into Spanish.	N/A	N/I	1	1 PMER document (PMER pocket guide) was translated into Spanish and made available to on FedNet.
5.3.1 b) # of key policies in Spanish published on FedNet.	N/A	N/I	0	

Output 5.3.2 Americas Zone Office is seen as a well-functioning support unit by the National Societies.

5.3.2 a) # of overdue donor reports	N/A	N/A	53%	234 reports (financial and narratives) were made in 2014, 53% of these were submitted on time.
5.3.2 b) # of vendors that have been retendered.	N/A	N/A	N/A	Data not available.

Key Risks or Positive Factors

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
Lack of sustainability in the financing of National Societies' programmes	M	Strengthen the work in resource mobilization and integrity training
The absence of a volunteering management system in some National Societies	M	Analyze volunteer models and support NS with tailored solutions.
To improve RC positioning with the public and private sector	M	Training in Humanitarian Diplomacy
To strengthen National Societies' structure and improve its sustainability	M	Complete the visioning process, OCAC self-assessments. Need for modernization of structures and operational models in several National Societies.

Lessons learned and looking ahead

In the area of disaster and crisis management, the priority investment in the RIT tool will continue with a focus on updating the RIT system and aligning it with the global guidelines and disseminating information on the global disaster response tools to National Societies colleagues.

In 2015, priority will also be given to supporting contingency planning process and preparedness exercises upon the request of the National Societies and the availability of sufficient funds on the zone level.

The Americas zone team will work on enhancing National Societies knowledge and involvement in the livelihoods sector particularly in emergencies in close collaboration with the Global Livelihoods Centre in Spain. The Americas zone team will also supporting the regional Centres of Reference in Barbados, Costa Rica and El Salvador in their work with National Societies, as well as the recently created regional centre for pre-hospital care and medical emergencies.

Additionally the Americas zone team will work on expanding the use of cash in emergencies and enhancing the National Societies' knowledge and involvement in cash transfer programming in close cooperation with cash specialists in the region.

In health, the Americas zone will supporting National Societies to implement the CBHFA methodology with a particular emphasis on the NCD module. At the same time, dedicated staff will be available to support National Society projects focused on violence prevention and social inclusion. The team will support the Friendly Neighbourhoods initiative in a number of countries the region.

In 2015, the Americas zone office will:

- Respond to the requests of the National Societies as relevant and agreed upon with the National Societies concerned;
- Support the preparations of the XX Inter-American Conference in Houston in April 2015;
- Support the National Societies to prepare for the World Humanitarian Summit (WHS) in 2016;
- Support National Societies to strengthen organizational development processes through a dedicated OD person at the zone level who will provide further tailored support.

Financial situation

Click [here](#) to go directly to the financial report.

How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations](#) (NGO's) in Disaster Relief and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

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Saving lives, changing minds.



The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of nonviolence and peace.

Find out more on www.ifrc.org

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