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Annual report Americas zone

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of Red Cross and Red Crescent Societies

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**This report covers
the period 01 January
2011 to 31 December
2011.**

*Children from a Bolivian Red Cross
School Brigade demonstrating first
aid at a fair
Picture by the Bolivian Red Cross*



In brief

Programme outcome

The secretariat of the International Federation of Red Cross and Red Crescent Societies (IFRC) is committed to supporting the National Societies *to do more, do better and reach further* in order to address the humanitarian challenges faced by the National Red Cross Societies in the Americas. The support provided by the IFRC's Americas zone office focused on mainstreaming compliance with the Inter-American Plan and working towards full alignment with the IFRC's *Strategy 2020*.

Programmes summary

Overall, many of the efforts carried out during 2011 at the zone level, focused on carrying out planned outcomes and providing continued effort to the Red Cross National Societies in the Americas according to the agreed priorities. However, focus was also placed at the secretariat zone and regional staff on conducting the preparatory work for the Inter American Conference (Haiti 2012), and the new secretariat planning process in alignment with Strategy 2020 and the key trends identified for work in the coming years. Below a brief summary of the main work conducted by programmatic areas during the year.

In **disaster risk management (DRM)**, tools have been developed, adapted and implemented with the aim to reduce vulnerability within communities and to strengthen the capacities of the National Societies in the Americas. Coordination continued with external and internal partners at all levels of the national DRM systems. During 2011, existing strategic alliances were strengthened and the number of disaster risk reduction (DRR) partners in the Americas has increased. Currently, the secretariat is increasing efforts to contribute to the understanding of risk reduction in urban contexts, integrating livelihoods, migration, violence prevention and civil-military relations. Strategic documents were produced to provide orientation and guidance on the practical implementation of Red Cross DRM policies and strategies at global and regional level, and to enhance understanding and adherence to the overall DRM framework in the Americas.

In relation to **disaster management (DM)**, the Pan-American Disaster Response Unit (PADRU) focused on reviewing and streamlining the response system in the Americas, both through an analysis and consolidation

of internal procedures and roles, and through further developing the alert system and providing clear definitions of the roles and responsibilities of all the Movement actors involved in emergency response. Some of the main achievements reached during the reporting period are: overall strengthening of the Regional Intervention Team system, increased preparedness of the unit, continued support provided to National Societies' response operations and ongoing coordination maintained with Red Cross actors.

Shelter and International Disaster Response Law (IDRL) have been two sectors with increased focus and capacities during 2011. Most importantly, National Societies have positively received the support to understand the key concepts and expand their knowledge on these areas and are increasingly interested in continue to receive technical support in these two sectors. The achievements of both programmes are aligned with the global strategies and plans of the Shelter and Settlements department and the International Disaster Response Law department of the secretariat based in Geneva.

Responding to **HIV and AIDS**, the Global Alliance on HIV was launched in the Americas in July 2008 as part of the global effort to consolidate and harmonize the Red Cross Red Crescents response to the HIV epidemic. A central purpose was to provide a cohesive framework for the broad variety of National Societies' activities, while enabling National Societies to tailor their programmes to local needs using evidence based approaches. In this framework, during the reporting period, 13 National Societies in the Americas reported to have reached over 1,284 million people with HIV prevention and non discrimination messages or direct services and collectively have mobilized more than 3,543 million Swiss francs for HIV programming. The secretariat has provided tailored support to 13 National Societies for HIV programming, direct funding support to Global Alliance on HIV members to complement other sources of funding, and small project funding to strengthen HIV programming in two prospective Global Alliance countries. National Societies have developed and expanded their work in HIV prevention with the key populations at higher risk of HIV, developed care, treatment and support services to people living with HIV (PLHIV), orphans and other children made vulnerable by HIV (OVC), and disseminated HIV prevention and non discrimination messages in the targeted countries.

In the area of **community health**, there has been a focus on supporting the roll out of the IFRC's community based health and First Aid methodology, *CBHFA in Action*. This has included the training of National Society master facilitators, training of Red Cross delegates and technical and peer support for national training of staff and volunteers. The secretariat has also supported the Club 25 youth blood donor recruitment initiative with tailored support to seven National Societies participating in a five year global project and to road safety promotion in coordination with bilateral projects, and the Youth in Action programme. Tailored support was provided to various countries for development of water, sanitation and hygiene promotion units in the framework of the Global Water and Sanitation Initiative and linked to emergency preparedness, response and recovery.

The zone **emergency health** programme focused on strengthening the National Disaster Response Team system and on the roll out and dissemination of tools, contributing to a standardized and validated approach in health interventions and to a coherent community-based strategy and implementation in coordination with regional representations, National Societies, Partner National Societies and external partners. There has been an emphasis on linking community health tools to health in emergencies, and on psychosocial support, epidemic control, early warning, and development of standard operational procedures for health and water, sanitation and hygiene promotion.

The **volunteering development** programme has in all significant components been implemented according to the initial plan. The main focus of the programme has been to provide tailored support to a selected number of National Societies, to ensure that the National Societies have access to relevant tools and to advocate and advise on the importance of volunteering development with Movement partners. At the zone level, the unit also developed and provided tools and guidance in the situation whereby volunteers step out of their normal day-to-day activities and engage in crisis, emergencies and conflict, also known as volunteering in emergencies. In addition, the secretariat made a major effort to support the National Societies in celebrating the International Year of Volunteers during 2011 and an incentive programme was launched to encourage National Societies coming up with new ideas on the three themes, Promote, Protect and Recognize volunteers.

The organizational development coordinators (or country support plan coordinators) in the regional representations play an important role with the volunteer development team in analyzing, designing and following up on activities pertaining to volunteer development. Their involvement and competence is a key component for the success of the programme. Work has also been carried out in close technical collaboration with the volunteering and youth action unit in Geneva, the volunteer development coordinator is a part of the global volunteering development team.

From the beginning of year 2011, there was a youth coordinator in place in the Americas zone office, which allowed for more in-depth support to National Societies in their **youth development** efforts. The continental youth programme was implemented in altogether 12 National Societies in 3 regions of the Americas: the Caribbean, Central America and the Andean region. In the Caribbean and in Central America the programme was supported mainly through the regional Red Cross youth networks. The continental programme included micro-projects addressing vulnerabilities of local communities, youth exchanges between National Societies to provide horizontal support, developing training materials and capturing and training new youth volunteers. Global tools on, for example, celebrating the International Year of Youth were promoted and disseminated to the National Societies throughout the year. Technical support was provided for the strategic working group consisting of National Society volunteering and youth focal points in preparing a strategic document for the InterAmerican Conference and planning an InterAmerican Conference side-event on volunteering and youth.

Financial situation

The total 2011 budget is 5,865,282 Swiss francs, of which 5,394,862 Swiss francs (92 per cent) were covered during the reporting period (including opening balance). Overall expenditure during the reporting period was 4,039,709 Swiss francs (69 per cent) of the budget.

The total income for the Americas Zone (not including emergency operations) during 2011 was 11,554,707 Swiss francs.

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

See also [Haiti: Earthquake Emergency Operation](#), [Chile: Earthquake Emergency Operation](#), [Guatemala: Tropical Storm Agatha Emergency Operation](#), [Bolivia: Floods and Landslides](#), [Colombia: Floods Emergency Operation](#), [Caribbean: Hurricane Tomas Emergency Operation](#), [Haiti and the Dominican Republic: Cholera outbreak Emergency Operation](#), [Panama: Floods Emergency Operation](#), and [Venezuela: Floods Emergency Operation](#)

No. of people we have reached

Sector	Number of people reached
Disaster Risk Management	800 persons from National Societies, governmental institutions, organizations and communities. Furthermore, DesAprender reported a total of 90,449 visits and 2,060 registered users.
Disaster Management	128,780 persons ¹ (See Annex 1 for details)
Shelter	335,370 persons (67,074 households) received some kind of shelter support (including the ongoing Haiti and Chile earthquakes operations)
HIV and AIDS	1,284 million people reached (See Annex 2 for details)
Youth	See Annex 3 for details

¹ The reduction in the figure of people reached in comparison with the 823,048 beneficiaries reported at the mid-year reporting state is due that at the final reporting stage only operation which started in 2011 and received technical support from PADRU are being accounted for in the people reached for 2011. The figure of 128,780 persons does not include ongoing operations such as Haiti and Chile.

Our partners

Within the International Red Cross Red Crescent Movement, close cooperation takes place with Partner National Societies (PNS) and with the International Committee of the Red Cross (ICRC) supporting National Societies in the Americas. In addition, partnerships continued within 2011 with many external organizations at all levels (community, national and regional levels), community-based, ministries at the country level, national and international organizations, United Nations (UN) agencies, and other developmental agencies. Furthermore, a number of Red Cross partners support programming bilaterally throughout the Americas.

The zone office expresses its gratitude to the following partners which have contributed this year to the Americas zone appeal (MAA42003): American Red Cross, British Red Cross, Canadian Red Cross, CARE International, Centre for Cooperation in the Mediterranean, the United Kingdom's Department for International Development (DFID), the European Commission's Humanitarian Aid Office (DG ECHO), Finnish Red Cross, Finnish government, Intermon Oxfam, Japanese Red Cross Society, Mexican government, Netherlands Red Cross, Netherlands government, Norwegian Red Cross, Norwegian government, the Pan American Health Organization (PAHO), Save the Children, Slovenian government, Spanish Red Cross, Swedish Red Cross, Swedish government, United Nations Development Programme (UNDP), the United Nations Educational, Scientific and Cultural Organization (UNESCO), United States Agency for International Development (USAID) and private donors from several countries including El Salvador, Guatemala, Honduras, Italy and Portugal.

Context

Despite the on-going global financial instability, throughout 2011 the regional context of Latin America and the Caribbean **has kept some sense of economic growth**. The efforts on job creation and increasing wages in many countries have slightly decreased the unemployment rate from 7.3 per cent in 2010 to 6.8 in 2011². The civil and political environment, however has been quite active and with **slight trend for instability**. Chile, for example, had the biggest protest it had seen since the eighties' protest for a return to democracy, students, teachers and sympathisers demanded more money for state education. Drug-related violence keeps wrecking Mexico and several other countries in Central America, although in a more reduced level.

Many changes has 2011 brought in the American continent's political arena as a result of the planned electoral calendar in the region. There has been continuity in the Brazilian government as well as in Guyana and Nicaragua. While, elections in Guatemala, Haiti, Jamaica, Peru and Saint Lucia have changed the ruling parties which may cause some change in governmental policies. For 2012, electoral processes will take place in Bahamas, Belize, the Dominican Republic, Mexico and Venezuela.

It is well known that the American continent presents high levels of **vulnerability resulting from natural hazards**. Through the year, the continent has seen disasters ranging from severe floods consequence of sustained rains and poor urban planning, hailstorms, cold waves and other climate-related events, and the tropical storms and hurricanes from the 2011 Hurricane Season. At the end of 2011, floods and landslides affected Bolivia, Brazil, Colombia, Costa Rica, Guatemala, Nicaragua and Saint Vincent. Tropical depressions, tropical storms and hurricanes also left their toll of affectation mainly in Bahamas, Dominica, Dominican Republic, El Salvador, Guatemala and Honduras. While, the cholera outbreak which started in 2010, continues to affect La Hispaniola Island (Haiti and the Dominican Republic).

Violence takes more than 4,000 lives worldwide every day, reaching almost 1.6 million people per year). More than 90% of violence victims live in countries with low and medium income. As violence in the Americas escalates, following the trend, safety has become one of the biggest concerns in the continent. This includes a growing number of gangs and drug related organized violence with transborder networks. In Latin America the homicide rates are between 40 to 56 per cent higher than in the rest of the world³. As the population keeps increasing and migrating urban areas are not prepared to receive them, the number of urban slums with limited or no access to basic public services and job opportunities also increases, transforming into vectors for violence.

The recurring issue of inequality also greatly increases vulnerabilities in the Americas zone, and fuels further humanitarian challenges, such as increasing violence, issues related to urban slums, irregular migration, food insecurity and the negative effects of climate change. The secretariat, identifying these key trends in the context of the Americas —migration, violence prevention, climate change and urban risk— will increase its

² ECLAC – Economic Development Division. [Preliminary overview of the economies in Latin America and the Caribbean in 2011](#). 2012.

³ World Development Report

work and focus to address them in the coming years. Therefore, these trends have been integrated in the secretariat's plans to provide support and accompaniment for the Red Cross National Societies in the region to better understand and address the challenges ahead.

Progress towards outcomes

Save lives, protect livelihoods, and strengthen recovery from disasters and crises

Programme component 1: Disaster risk management planning and strategic framework.

Outcome 1: National Societies and the secretariat adhere to an agreed-upon Americas wide comprehensive DRM framework and guidelines that will guide programming in the zone

The secretariat in the Americas has strengthened understanding of DRM / DM policies, strategies and trends which, together with the significant progress made in the development and adaptation of tools and guidelines will enabled National Societies to have a better and common understanding. This was carried out by promoting South-South cooperation and participation of key decision makers from National Societies in knowledge sharing activities through the DRM / DM Platforms at the global and regional levels. This process contributes to common strategic directions towards sustainable local development with local governments and key partners, as well as to reducing disaster risk.

In 2011, the DRM programme accompanied the National Societies and secretariat staff to develop Country Long-Term Planning Frameworks (LTPF) in line with the zone LTPF and the Global Alliance on DRR contributing to enhanced coordination in National Societies' planning and implementation.

Technical support was provided to the National Societies' DRM programmes through the *Building safer and resilient communities framework*. As a result, strategic coordination and relations with regional and sub regional actors working on DRM initiatives was reinforced in order to promote consistent and harmonized actions between all actors.

Addressing disaster risk reduction in an urban context: Through the regional DIPECHO VII project in Central America, research was carried out to draft a conceptual framework on urban risk in the region. This entailed an extensive consultation process with several humanitarian agencies, national civil protection systems, the Federation of Municipalities of the Central American Isthmus (FEMICA), the Coordination Centre for Natural Disasters Prevention in Central America (CEPREDENAC), as well as National Societies from Mexico to Colombia and Haiti. Partner National Societies also involved in this process included the Finnish, Italian, Netherlands, Norwegian and Spanish Societies. The following documents addressing urban risk were developed under the framework of this project:

- A [Conceptual framework](#) and [strategic guidelines](#) for addressing risk in an urban context. This framework was developed from three case studies from Red Cross interventions in urban cities:
 - a) Costa Rica and Panama: [Cross-border experience in risk reduction](#).
 - b) Guatemala: [The role of women in risk management activities in Guatemala City](#).
 - c) Honduras: [Implementation of DRR tools in port cities](#).
- A [checklist](#) for addressing risk in urban contexts, which was validated in:
 - a) Guatemala, in coordination with the National Society, project beneficiaries of (DIPECHO V, VI and VII), the National Coordinator for Risk Reduction (CONRED), members from the DIPECHO VII technical team, in liaison with the proposal from Red Cross National Societies.
 - b) El Salvador, in coordination with the National Society, members from the DIPECHO VII technical team and a project funded by the Spanish Agency for International Development Cooperation (AECID).
 - c) Honduras, with members from the technical team from UNDP and GOAL, the Municipality and people from neighbourhoods where the DIPECHO project was implemented.
 - d) Nicaragua, in coordination with the National Society, developed with the National System for Disaster Prevention, Mitigation and Response (SINAPRED), the Civil Defence, the Ministry of Education, the Engineering University, and members from the DIPECHO technical team.

- Educational Kit: Family Plan, Disability, produced by the Nicaraguan Red Cross with the support of the Centre of Reference for Community Based Education in Disaster Preparedness (CREEC).
- Systematization of the “*Better Be Ready*” module on Social Micro Projects.
- CREEC compiled a new module in the series “*Better be ready*”, titled Earthquakes, which is intended, in its first part, to conceptualize the terminology associated with earthquakes. Subsequently, it aims to provide the user with advice on prevention and preparedness to reduce risks. CREEC is also committed to innovation; thus a video forum is being prepared. Additionally, CREEC is providing support for developing an online training module through DesAprender.

Relevant support was given to the urban risk campaign implemented in the context of community preparedness and education in urban communities and border cities including the following activities:

- a) *International Day for Disaster Risk Reduction*: Through Finnish Red Cross funding, in October 2011 the celebrations of all National Societies in the DIPECHO VII framework were supported, with special emphasis in Costa Rica and Panama trans-boundary cities, increasing visibility of the work carried out and awareness in the communities of Changuinola and Sixaola.
- b) A joint celebration activity in Panama with the United Nations International Strategy for Disaster Reduction (UNISDR), the Pan American Health Organization (PAHO), the United Nations Children’s Fund (UNICEF) and other regional partners. The DRM programme led the Education and Awareness working group during the DRR International Day activity.
- c) Awareness and sensitization materials produced and distributed related to urban risk in line with the UNISDR strategy “My City is Getting Ready”.

Additional documentation developed towards a Zone DRM/DM Framework: The study on National Platforms for Disaster Risk Reduction in the Americas is now available in both Spanish and English. The study’s objective was to identify and document progress and limitations within current DRR processes in national platforms in the Americas. A second document entitled “Reference Framework for the participation of National Societies in the processes of National Platforms for Disaster Risk Reduction” is also available in both languages. This document provides a reference about the potential roles of National Societies in the processes carried out in national platforms. It also outlines the necessary steps and conditions to facilitate the effective involvement of National Societies in the dynamics of these institutional mechanisms. This document contributed to a common understanding among the National Societies of the concepts linked to the national platforms.

Moreover, a draft was developed of the Framework for Integrated Disaster and Risk Management for Mexico, Central America and Panama. This document includes a set of policies and strategies of the Red Cross at global and regional level, to guide its practical application in the region.

A proposal for a Strategic Orientation on Food Security and Livelihoods was developed. This proposal is a strategic planning tool for food security, which outlines the factors causing food insecurity and the most vulnerable groups affected, it also presents the proposed vision, objectives and main lines of action to address food insecurity. In addition, two case studies focused on food security and nutrition were developed for Central America, Paraguay and Chile. The documents were developed in Spanish and will be translated into English shortly.

The implementation of the *Framework for Community Safety and Resilience*, endorsed at the February 2009 forum, was revised by National Societies from different zones during the Global Forum on DRR “*Building safer and resilient communities*” held in Syria in March 2011. Six National Societies, representatives from the CREEC and from the continental DRM and health programmes of the secretariat participated and contributed to this revision process. This framework continues to guide community resilience programming of the IFRC globally. The Global Forum provided a participatory platform to reflect on and learn from the implementation of DRR, climate change adaptation and food security experiences in the field. Other key sectors such as health and care, water, sanitation and hygiene promotion, and shelter participated in the forum, to identify and agree on the next steps to increase community safety and resilience as outlined in *Strategy 2020*.

During the year, the secretariat and the REDCAMP actively participated in decision-making meetings led by CEPREDENAC. With Norwegian Red Cross support, it was possible to sponsor the Central American Forum on DRM and Climate Change Adaptation organized by CEPREDENAC in El Salvador in December 2011. The REDCAMP participated and contributed to the forum. During the forum, National Societies, governments and NGOs analyzed and consolidated the regional and national vision on DRR, setting priorities that will promote the *Regional Disaster Reduction Plan*, as a mechanism for implementing the Central American Policy on Integral Risk Management (PCGIR). Based on the networking carried out during the forum, the REDCAMP

also participated in the Fourth Conference for Central American DRR Leaders in early 2012. The main objectives were: update and strengthen the regional mechanism of mutual aid during disasters, continue to develop the communication and information platform at regional and national levels and promote regional technical stability on DRR management. The REDCAMP took the opportunity to present the Red Cross Risk Reduction Framework as a contribution to the PCGIR. The event served to boost to the role and importance of the Centres of Reference in the Americas.

Furthermore, with secretariat support, the REDCAMP held a working session in 2011 to share lessons learned, achievements and projections for the coming years and established that the *Framework for Integrated Risk Management and Disaster in Mexico, Central America and Panama* will be reviewed for adoption as the working tool for 2012 and beyond.

A continental workshop on search and rescue took place in coordination with the Norwegian Red Cross. The workshop facilitated the development of a situational analysis of search and rescue in the region. This assessment will lead to a joint plan of action between the secretariat and National Societies. This will be complemented by the existing processes promoted by global and regional systems such as the International Search and Rescue Advisory Group (INSARAG) and Urban Search and Rescue (U-SAR). Participants at this workshop included seven National Societies⁴, Office for the Coordination of Humanitarian Affairs (OCHA), the Office of Foreign Disaster Assistance (OFDA), representatives from the Centre of Reference in Disaster Preparedness (CREPD) and the secretariat.

The IFRC has also promoted the use of relevant standard tools for disaster response, such as the Sphere standards. In July 2011, the Americas zone office hosted the regional launch of the 2011 edition of the Sphere Handbook. A total of 42 organizations and government agencies represented by 110 people attended the launch. An introductory overview of the project and the New Sphere Handbook 2011 and its impact on humanitarian action was presented. A thematic seminar took place on each technical chapter of the handbook, where experts explained the new elements of the manual. During the workshops, the following organizations presented their perspective on the Sphere handbook 2011: UNHCR, CARE, UNICEF, World Vision, Habitat, FAO, WFP, PAHO, MSF and the International Red Cross and Red Crescent Movement. Thanks to the support of the Finnish Red Cross and the secretariat, the hard copy of the handbook was provided to some National Societies, internal and external partners. The event was broadcasted through DesAprender and all presentations are available here: <http://www.desaprender.org/blogs/proyecto-esfera--2>.

Inclusion of climate change adaptation and disaster risk reduction in the zone and country plans: With the aim of *promoting the integration of climate change adaptation across Red Cross DRM initiatives and programmes*, a regional workshop was held, led by the German Red Cross in coordination with the secretariat. The workshop focused on the linkages between DRR and climate change. National Societies of the region, the Red Cross Red Crescent Climate Centre and UNISDR attended to this workshop.

In the framework of this contribution, several National Societies and the secretariat were able to identify how to include climate change aspects in the plans and their implementation. Emphasis was placed on mainstreaming the IFRC DRM/DR guidelines, the Climate Centre guidelines and the conclusions of the 16th session of the Conference of the Parties (COP 16) to the United Nations Framework Convention on Climate Change (UNFCCC). The process facilitated the preparations for the 17th session of the Conference of the Parties (COP 17).

Programme component 2: Coordination and networking

Outcome 1: DM/DRM work in the zone is coordinated through comprehensive and effective coordination mechanisms which are linked to external coordination forums in the zone and internationally.

Strengthening mechanisms for linking Red Cross networks: During the reporting period, the secretariat and National Societies participated in coordination meetings with sub regional systems. Some of these meetings included the national, regional and global platforms meetings. The secretariat staff in the Caribbean continued to collaborate with the national and regional disaster management systems through the Caribbean Disaster Emergency Management Agency (CDEMA) — the coordinating body for regional disaster management and a partner of the IFRC. Simulation exercises continue to test the efficiency of resource allocation and deployment throughout the region, and the tools are shared through the efforts of the Caribbean

⁴ Colombia, Costa Rica, Cuba, Ecuador, Guatemala, Haiti and Mexico.

Disaster Risk Management Resource Centre based in Barbados. In addition, the Americas Disaster Management Network continues to serve as the coordinating body for related activities through the Centres of Reference.

Increasing Red Cross participation in national, regional and international platforms and technical meetings, trainings and forums: A co-ordination meeting was held on 18 January 2011 between DG ECHO, the IFRC, the Haitian Red Cross and UNDP in the Dominican Republic. The meeting helped to establish agreement and working modalities on how to link projects implemented by the IFRC and UNDP to better support the DPC and the Haitian Red Cross.

Six National Societies, the CREEC and representatives from the continental programmes of DRM and health, participated in the Global Community Safety and Resilience Forum held in Syria from 20 to 31 March. In this forum, National Societies from different zones revised the implementation of the *Framework for Community Safety and Resilience*, endorsed at the February 2009 Forum. This framework will continue to guide community resilience programming across the IFRC. The previously separate IFRC global forums for DRR and food security are being merged to support the strengthening and consolidation of safety and resilience interventions. The Global Forum provided a participatory platform to reflect on and learn from the implementation of DRR, climate change adaptation and food security experiences in the field. Other key sectors such as health and care; water, sanitation and hygiene promotion; and shelter participated in the Forum, to identify and agree on the next steps to increase community safety and resilience as outlined in *Strategy 2020*.

In March as well, under the framework of the third Regional Disaster Risk Reduction Platform meeting in Mexico, a coordination meeting between the Haitian Red Cross, UNDP and the DPC also took place. The topics on the agenda were as follows:

- The systematization of the community intervention tools for community disaster risk reduction and contingency planning. Development of a HRC training programme and how the Haitian Red Cross Community Education and Awareness Training Centre can provide better support to the DPC.
- Exchange visits between representatives of the DPC and Red Cross partners
- Participation of DPC representatives and other government authorities in the Global Disaster Risk Reduction forum in Damascus and in the Global DRR Platform meeting in Geneva.
- Visits of representatives of the Haitian Red Cross, DPC and UNDP to the CREEC.

Active coordination with National Societies, PNS and multilateral partners: The Americas zone DRM team meets twice a year. The first meeting takes place at the beginning of the year and focuses on establishing the planning and coordination mechanisms for each year's activities. The second meeting takes place in the middle of the year to follow up and adjust the planning and coordination projected for the year.

The first DRM continental meeting of the year took place in the Dominican Republic in early February. The priority was to improve planning and coordination mechanisms with the National Societies, PNS, ICRC, the development agencies and key partners that contribute and participate in the processes developed in the Americas. Key partners included DG ECHO, OFDA, CIDA and AECID.

The key objectives of the meeting were to:

- work jointly with PNS, ICRC and other partners to identify mechanisms that help to improve the work processes such as DRM planning and coordination in the Americas
- enable a space for dialogue on the challenges and opportunities presented by disaster risk management in Haiti
- discuss how to contribute to the programmatic and technical planning process of the coming Inter-American Conference.

The DPC was present at this meeting. The Haitian Red Cross made a presentation of its history and its activities as well as the context, achievements and challenges of its operation, and those of the IFRC and the PNS regarding DRM in Haiti. Similarly, UNDP presented the initiatives taking place, the government objectives and its structure regarding DRM, and shared the main lessons learned, existing gaps, its challenges and plans in Haiti. A key agreement reached was the need to continue reinforcing the link between the DPC and the Haitian Red Cross. Furthermore, the meeting also resulted in a mapping of the strategic actions and projects implemented by PNS, invited agencies and regional risk reduction programmes in Central, South America and the Caribbean.

Strengthening coordination related to civil-military relations: The continental programme participated in the Civil-Military Coordination workshop organized by the United Nations, in Washington, from 19 to 24 June. In this event, the tools used during the emergency response in addition to the coordination mechanism between

the non-governmental organizations and governmental organizations during the emergencies were presented to all participants. This workshop was part of the preparatory process for the Civil-Military Thematic Group for the XIX InterAmerican Conference. Military bodies, UN Agencies, NGOs and 14 National Societies attended this workshop.

Programme component 3: Knowledge-sharing, information management, public awareness and education on disaster risk reduction.

Outcome 1: A zone-wide Red Cross system is created for knowledge and information management, communication and educational development.

During the reporting period, the continental DRM programme increased its efforts to strengthen the virtual DesAprender platform and to increase the participation of the Centres of Reference in the National Societies' activities.

DesAprender: The secretariat started to strengthen its efforts on knowledge management and learning for DRR in Latin America through DesAprender. With this aim, an agreement was signed with the Regional Disaster Information Centre (CRID) to further develop and improve the platform.

As per the table below, all indicators have increased compared to 2010. During 2011, DesAprender had over 22,000 more visits than the year before. Furthermore, communities of practice have grown. DesAprender has almost 70 per cent more users registered. The exchange and communication between users has strengthened the social network and the knowledge-sharing mission of DesAprender is now consolidating. The following table shows statistics on the DesAprender platform comparing 2010 and 2011.

Data	2010	2011
Visits	67,879	90,449
Countries	96	110
Registered users	1,223	2,060
Activity in social network (blogs, forums)	117 comments	141 comments
Tools published by users	55	89

The platform was developed in English in order to disseminate publication of materials and documents for English-speaking users of the platform; however, it has visitors from all regions of the globe. The exchange of experiences and tools has been strengthened with the Caribbean region. In coordination with the Resource Centre, an strategy was developed to be implemented in 2012 to increase the use of the platform by the 13 National Societies of the Caribbean and external actors, as first step to expand the platform to other regions such as Asia and Africa.

DesAprender has become a vital resource within the Education and Harmonization Continental Public Platform. The platform is part of the network approach that brings together, organizes and coordinates products and services for education, training and public awareness developed by the National Societies and the secretariat in the Americas with regard to DRR.

DesAprender transmitted two live streamed events to reach a wider range of participants. The Global Workshop on Public Education and Public Awareness and Harmonized Messaging held in San Jose, Costa Rica was the first off-site event held in parallel with the on-site with success. Each day, 10 to 20 participants (286 views) viewed the various live stream sessions, with many also participating in the online chat. During the week of the workshop, 17 participants from Argentina, Bolivia, Costa Rica, Ecuador, Guatemala, Haiti, Mexico, Panama and Peru joined in discussion forums on public awareness and public education. In the week following the workshop, participants also provided inputs to filtering, selecting and refining harmonized messages.

The secretariat continues improving the platform, promoting the creation of new blogs, and encouraging National Societies to participate and make full use of the platform. During 2011, several discussion in Spanish were started on urban risk, perception of risk, climate change, simulations, work experiences in Haiti to exchange knowledge and promote learning.

Centres of Reference:

Centre of Reference in Disaster Preparedness (CREPD): the centre continues strengthening the regional facilitators' network in the Americas. The main trainings conducted were: NIT trainings, organization and management of Emergency Operation Centres, and development of response and contingency plans. In addition, three simulation exercises were conducted in the Dominican Republic, Honduras and Nicaragua to establish the baseline for the First Response Initiative project sponsored by the Canadian Red Cross.

Two major achievements of the CREPD thus far include the development of two new NIT training modules: one specialized in psychosocial support conducted through the Chile Earthquake operation and validated with the support of the National Societies from the Americas, and another specialized in logistics during emergencies supported by the Finnish Red Cross and the Regional Logistic Unit.

Red Cross Caribbean Disaster Risk Management Resource Centre: This resource centre has been established since mid 2010, and it now has a coordinator assigned to further promote the various processes and establish spaces for cooperation with relevant stakeholders. In 2011, efforts continue and the centre is already serving as a platform and repository for the development, storage and sharing of disaster risk reduction related tools in the Caribbean.

Centre of Reference for Community-Based Education for Disaster Preparedness (CREEC): During 2011, the CREEC focused on the adaptation and dissemination of existing guidelines as well as on capacity building through trainings targeting Red Cross partners and key partners external to the Movement. A total of 280 persons from the Red Cross and external partners have been reached through the centre's efforts. These activities took place under the framework of projects supported by DG-ECHO in Central America and Haiti, as well as by the American and Canadian Red Cross Societies. These projects focused on:

- Development of the fifteenth module of the *Better Be Ready* series, titled —*Earthquakes*.
- Development of a systematization document focusing on social micro-projects.
- Development of a lessons learnt document on the application of the VCA in urban settings.
- Organizing an internship to review the Earthquake module jointly with the Costa Rican Red Cross the Nicaraguan Red Cross, the CRREC, the University of Costa Rica, the Nicaraguan Institute of Territorial Studies (Instituto Nicaragüense de Estudios Territoriales – INETER) and the Nicaragua's Ministry of Education.
- Pedagogic and participative techniques for community work.

Organizations that participated in the above mentioned processes include the National Societies of Costa Rica, Guatemala, Honduras, El Salvador, Nicaragua and Panama, GOAL, the Civil Protection Systems of the same countries, Care International, Procomex – Oxfam, UNDP, CASM, the Honduran Association of Municipalities, the National Seismology Network, the University of Costa Rica, the American Red Cross, the Canadian Red Cross, the Haitian Red Cross and DPC.

Programme component 4: Community-based disaster risk reduction

Outcome 1: Communities are better prepared, more organized to respond/recover from the effects of natural hazards, recognizing potential risk reduction measures and action to be taken.

The secretariat supported the participation of National Societies from the Americas in the Global Community Safety and Resilience Forum 2011 (as mentioned in Outcome 1). The specific objectives of this form were to:

- Assess and summarize Red Cross/Red Crescent progress in community safety and resilience programming at the national and community level.
- Discuss progress and agree on practical recommendations and measures to improve delivery, impact and accountability including broad action points for the coming two years.
- Share and investigate approaches to safety and resilience programming that integrate DRR (including climate change adaptation) into on-going and new sector and multi-sector programming at community levels.
- Discuss strategies for DRR and climate change adaptation advocacy activities at the national, regional and global levels.

This forum helps National Societies to increase their understanding of guidelines to improve the quality of the interventions at community level, as well as to further the discussion of the possible important topics that need to be included in community activities.

Training in risk reduction for Red Cross volunteers and personnel based in communities has been provided through the CREEC. Training topics included: VCA learning by doing, and the modules on Protected

School and Community Organization of the Better Be Ready series. The new trained volunteers in these topics are implementing community based projects where they can apply the knowledge gained and training new facilitators and practitioners in branches. Furthermore, the continental programme through the CREEC and funding from the DIPECHO VII project have provided technical support on the implementation of DRR projects in Guatemala, Honduras and El Salvador. The secretariat has also supported the development of the new guidelines for the work in urban cities of medium or small scale.

Technical support for DRR interventions in Haiti has also been provided. One of the main needs concerning the promotion of community resilience is a better understanding of risks, vulnerabilities and community capacities. Community education and public awareness have been a priority for many years in the country. For example, the Haitian Red Cross, with the support of several Red Cross and Red Crescent partners started the application of the VCA methodology more than five years ago, and several projects use the VCA as the base to define community interventions. The Haitian Red Cross, with the support of other sister National Societies and the IFRC should play a significant role in training how the VCA tools should be used, providing resources and capacities for community education. Furthermore, they will have a key role in supporting the coordination efforts of the Thematic Committee through the ongoing ECHO-funded project developed together with the Disaster Risk management programme.

Also with the aim of **supporting DRR project implementation focused on work with communities in climate change issues**, since 2010, the continental DRM programme established a partnership with the Red Cross and Red Crescent Climate Centre to implement the second round of the *Preparedness for Climate Change* project (PFCC2) which finalized in early 2011. This PFCC2 enabled three National Societies to continue working in the development of capacities to work on climate change adaptation initiatives and the incorporation of the climate change thematic as part of their working strategy. Furthermore, the approval of global funds to develop innovation projects helped to continue raising awareness of climate change through community interventions. Eight projects were presented by the National Societies of Argentina, Colombia, Chile, Costa Rica, Guatemala, Honduras, Nicaragua and Mexico. Projects focused on public awareness, communications campaigns targeting children and youth, early warning systems and mitigation micro-projects. Red Cross volunteers increased their understanding of climate change adaptation and its integration with other areas of their normal work (VCA diagnoses, disaster preparedness and community education); this was achieved through trainings.

Programme component 5: Organizational preparedness

Outcome 1: The secretariat and the National Societies in the Americas are better prepared for responding to emergencies.

Modernization of the management of the Regional Intervention Team (RIT) system by developing a user driven *online database*. This database enables RIT members to update their profile, submit end of mission reports and undertake the performance evaluation process with their line managers. In addition, it enables the secretariat and National Society leadership to search for RIT members by a wide array of customizable criteria. At the moment, the online database is accessible in English and Spanish and 300 RIT members have updated their profiles.

Strengthening of the RIT system, focusing on improving the quality of the system by *standardizing procedures* and protocols and ensuring the system is well understood by all stakeholders (RIT members, National Societies and the secretariat). As part of the overall improvement of the disaster management procedures and system in the Americas, RIT deployment mechanisms were updated to reflect the changing nature of the Americas environment. The updated procedures were well-received by the National Societies as they provided clarity in roles and responsibilities and the decision-making process. In 2011, a total of 18 members (3 women and 15 men) of National Societies were deployed through RIT missions in support of emergency operation in Bolivia, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti and Venezuela.

Improvement and development of RIT training modules: Two technical meetings were organized to improve the Disaster Management RIT training module and to develop the IT-Telecom one. During the meetings, technical experts from 12 National Societies⁵ developed these curriculums using the same methodological process used by the IFRC's Centre of Reference for Institutional Preparedness in developing the National Intervention Team (NIT) courses. In this way, a better interconnection will be achieved between the national and the regional response tools, therefore contributing to the improvement of the Regional Response System. In 2012 the modules will be validated through two courses that will test their effectiveness

⁵ From Argentina, Belize, Colombia, Costa Rica, Grenada, Guatemala, Guyana, Honduras, Mexico, Panama, Peru and Suriname.

and efficiency and where participants will be requested to evaluate the course, identify gaps and provide recommendations. This particular objective was also achieved with the additional support of the Finnish Red Cross.

Facilitation of the Disaster and Crisis working group for the Inter-American Conference held in Haiti in March 2012: In preparation for the conference, PADRU worked alongside National Societies to review the documents produced for the 2007 InterAmerican Conference in order to provide recommendations and incorporate them with the strategic aims of *Strategy 2020* into a new plan that would set the Red Cross agenda for the Americas over the next four years.

Implementation of an **internship programme** to provide opportunities for National Society members to be trained in various sectors with a focus on Haiti as the setting. A total of 11 persons (4 women and 7 men) from the Caribbean and Central American National Societies participated in 1 or 2 months internship missions in Haiti in 2011. This unique opportunity provided field experience to complement their theoretical understanding of the disaster management system. A shortened version of the regular RIT course was organized in Haiti for these individuals during their mission to provide theoretical context.

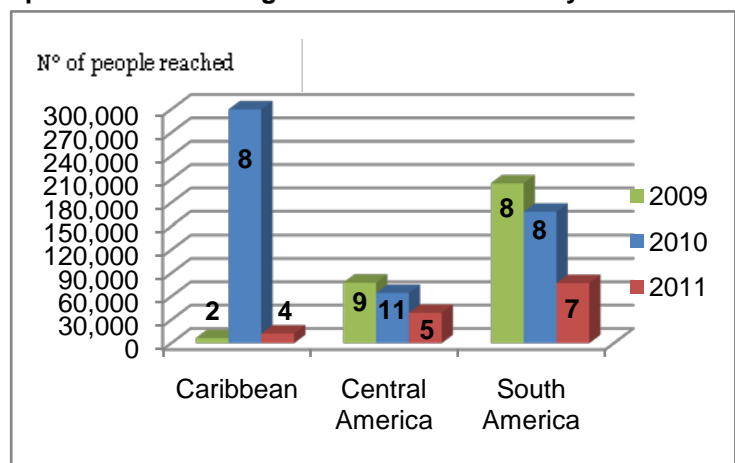
Replenishment and update of disaster response equipment: five new IT-Telecom standard kits were acquired and these are used exclusively by RITs and IFRC delegates mobilized in support of emergency operations. The kits include items such as computers and cell-phones, and guarantees the working independence of the person deployed into another country. PADRU maintains a stock of 10 standard kits. Additionally, PADRU acquired two batteries and two Inmarsat satellite phones that will be used for communication in remote areas where telecommunications infrastructures are limited or inexistent. These equipments will allow deployed RIT members to complete calls, SMS and have internet access in narrowband. To strengthen the response in the sector of water, sanitation and hygiene promotion, two Water and Sanitation Kit 2 were acquired and pre-positioned in the Regional Logistics Unit (RLU) to be mobilized alongside RITs in future operations. Finally, an specialized card printer was also acquired to provide deployed RITs with identity cards.

Cooperation and/ or mutual aid agreements: In 2011, it was possible to renew the Memorandum of Understanding for disaster management between the IFRC and the British Red Cross and the disaster management platform in the Caribbean of the French Red Cross (PIRAC). The IFRC' secretariat and British Red Cross maintain a multi-year agreement for disaster management activities in the Caribbean overseas branches of the British Red Cross. The previous agreement ended in 2010 and was renewed again by the secretariat and the British Red Cross to strengthen cooperation and identify roles and responsibilities in times of disaster affecting one of the overseas branches. With PIRAC, the IFRC maintains an agreement for mutual collaboration in disaster response operations, not only in one of the French overseas territories of the Caribbean, but in other countries in the region as well. This agreement has not been updated since 2008, and in 2011, a process began in order to renew it.

Programme component 6: Disaster response

Outcome 1: The National Societies are more effectively supported during disaster response phases

Organization of a successful Hurricane Preparedness Meeting in Guatemala in May 2011: With approximately 60 individuals representing the National Societies of Colombia, Ecuador and all countries of Central America and Mexico, key Red Cross partners, external donors, and the Americas zone office. The 2011 Pre-Hurricane Meeting brought together these key stakeholders of the disaster management system in Central America with an ambitious agenda looking at strengthening the regional response mechanism. Discussions were held on the current disaster environment and how the International Red Cross and Red Crescent Movement will develop and adapt the response mechanisms accordingly. Several key decisions were taken at the meeting including the emphasis on having National



Number of operations and persons reached with PADRU's support: 2009-2011



PADRU coordinated with the Mexican Red Cross to implement the barcode system developed during the Haiti earthquake operation with Guatemalan families affected by tropical depression 12-E. November 2011/IFRC

Societies at the centre of the disaster management system and the need to develop a regional response plan which would be activated in times of disaster in Central America.

Development of the Regional Response Plan for Central America, Colombia and Ecuador: After developing a first draft during the Hurricane Preparedness Meeting, PADRU organized three more meetings to achieve a final product. The first two meetings were held with technical members of all the National Societies involved, while the third meeting was at the executive level to review and validate the response plan before its official presentation during the 2012 Hurricane Preparedness Meeting. The plan was designed

based on the capacities of the National Societies, further developing the alert system and the providing clear definitions of the roles and responsibilities of all the Movement actors involved in emergency response.

Ongoing support was provided to 15 National Societies implementing 16 emergency response operations. A total of 3 Emergency Appeals and 12 DREF operations were launched in 2011, providing assistance to 128,780 persons affected by floods, tropical depressions, hurricanes, severe winters, hailstorms and dengue outbreaks. It must be mentioned that most of the involvement of PADRU during this year was related to the appearance of La Niña weather phenomenon that disrupted the weather patterns in South America and to Tropical Depression 12-E that brought severe precipitations in Central America on early October, surpassing the levels of rain brought forward by Hurricane Mitch in some areas. These 2011 emergency operations were supported by a total of 18 members of 12 National Societies deployed through RIT missions.

Increased focus was placed on early recovery as an integral part of disaster response during emergency operations as well as in National Society capacity building. The three Emergency Appeals launched in 2011 successfully integrated livelihood recovery and support of National Society outcomes. In Bolivia, 196 families were supported with specialized kits designed to support the restoration of their trades and recover their livelihoods, while 20 volunteers and staff *members* participated in an introductory shelter-training and 21 volunteers participated in a workshop to disseminate and analyze the National Plan for Disaster Response. In Guatemala, 500 families will receive technical and material support to recover their agricultural production, while 21 volunteers were trained on the use of the Epidemic Control for Volunteers (ECV) tool kit and some 12 volunteers were trained in the use of the new MEGA-V bar code system developed by the Mexican Red Cross and implemented in the Haiti Earthquake operation. Finally, in El Salvador, 250 families will be supported to recover their agricultural production while volunteers will be trained in Community-based Health and First Aid to promote behavioural change on a longer term.

A comprehensive analysis of standard operating procedures was undertaken and an inclusive process of updating of protocols and procedures concluded. This involved an in-depth analysis of the Americas disaster management context and working with National Societies and with the secretariat departments to reflect the context through standardized operating procedures for disaster response. The revision of some of these new procedures —such as changes in the alert levels processes, RIT mobilizations and emission of situation reports— have been tested in emergencies. It must also be mentioned that through other funding sources a simulation was carried in March 2012, with an external consultant hired to test these procedures, roles and responsibilities in order to obtain an objective perspective for further improvement.

The **Emergency Operation Centre** was equipped and PADRU tested its capacity to function “virtually”, as a hub of information that enables for coordination regardless of the location of the participants.

Contribution to developing of a culture of monitoring, lessons learnt and case studies. During 2011, PADRU was directly involved in the completion of an evaluation for the Hurricane Tomas emergency appeal, as well as the lessons learnt workshops for the emergency appeals of Bolivia, Colombia and Venezuela. In addition, a new tool incorporating monitoring tables and reporting sectors was developed and piloted in these operations where a RIT was deployed. The tool seeks to facilitate some basic monitoring of indicators and implementation of activities within the regular reporting schedule of National Societies.

Programme component 7: Cross-cutting issues, monitoring and evaluation

Outcome 1: Promote the mainstreaming of Red Cross Red Crescent and relevant external global DRM initiatives, systems and tools

Support was provided for the systematization and analysis of the Well-Prepared National Society tool, focusing on the integration and use of the tool in the development of operational plans for the National Societies participating in the First Response Initiative.

The *2010 World Disaster Report*, which focused on urban risk, has been an important reference tool for the adoption and implementation of activities related to risk reduction projects in urban settings. Through the DRM programme extensive dissemination of the *2010 World Disaster Report* has been carried out within the Movement and with external partners. Before the publication of the *World Disaster Report*, the programme collaborated by sharing case studies completed in the Americas with regard to food security, nutrition and livelihoods.

Based on the new trends, the programme developed a concept note on “civil-military coordination and relations” under the framework of Resolution 7 of the Council of Delegates and the Oslo’s guidelines. The concept note aims to improve understanding of how to integrate the auxiliary role of National Societies with their governments in the frame of civil and military relations.

As mentioned under Outcome 1, with the aim of **promoting the proactive integration of climate change adaptation across Red Cross DRM initiatives and programmes**, a regional workshop was held, lead by the German Red Cross in coordination with the secretariat. The workshop focused on the linkages between DRR and climate change. National Societies of the region, the Red Cross Red Crescent Climate Centre and UN-ISDR attended to this workshop.

Promotion of an integrated programming approach (IPA) within DRM initiatives is taking place in particular under the framework of the risk reduction project in urban settings. Urban risk is being addressed through an integrated approach involving different departments and programmes from the IFRC and National Societies. Two projects using this approach are being promoted at the country level: one project in Quito with the Ecuadorian Red Cross and another one in Buenos Aires with the Argentine Red Cross. Both projects are carried out in coordination with the respective municipalities. Furthermore, the DRM programme supported the IFRC programmatic teams of the Haiti operation in the development of the “integrated neighbourhood approach –INA”.

After the launch of the new Sphere manual in English in April 2011, the secretariat planned for the launch of the Spanish version of the manual in July. This launch was coordinated by the Sphere Project team based in Geneva, the City of Knowledge in Panama, and other organizations that make use of Sphere standards such as World Vision, Care, Oxfam, OCHA, Médecins Sans Frontières and Plan International. (See Outcome 1).

Constrains or challenges specific of the DRM programme:

- The programme has experienced challenges due to the limited human resources to implement planned activities. Progress towards the planned outcomes has been limited in particular in South America due to the absence of a DRM focal point for this region since the beginning of 2011.
- There is a need to improve communication, coordination and planning with regard to the bilateral initiatives and projects implemented by the ICRC and PNS in the continent. For this reason, the programme will use mechanisms to implement the recommendations from the partners meeting in February 2011.
- Understanding and integration of the new trends and challenges such as urban risk, climate change and civic military relations in the current programmes and planning processes remains a challenge.
- The absence of a communications and resource mobilization strategy hinders the dissemination of the work carried out by the programme and in achieving adequate fundraising.

- Due to an increase in the use of the DesAprender platform the user server does not have the capacity to hold the platform which leads to technical challenges. Different measures to address this difficulty will be piloted in 2012.

Programme component 8: International Disaster Response Law Guidelines

Outcome 1: Reduce unnecessary restrictions, delays and expenses in international disaster relief operations and increase quality, efficiency and coordination with domestic efforts

During the reporting period, the IDRL programme:

1. Continued to support the National Societies of Colombia, Haiti and Peru to provide focused technical assistance to their governmental authorities on the implementation of the IDRL Guidelines.

The research projects were all completed and detailed reports including findings and recommendations were produced. It also provided support to the National Society in Argentina and began a technical assistance project in collaboration with the pro bono assistance from the law firm of Baker & McKenzie. New technical assistance projects in the Dominican Republic and Jamaica were negotiated in 2011 and are expected to begin in the first half of 2012. Technical support was also provided, in collaboration with the Ecuadorian Red Cross, in the revision of the CAPRADE Operational Guide for mutual assistance between Andean countries in case of disasters.

2. Held one regional workshops in Barbados (October). In addition, the IFRC provided specialized briefings on IDRL in the context of other trainings, including:

- UNDAC induction course hosted by OCHA in Panama (June).
- First Responders Initiative training hosted by the Canadian Red Cross, in Panama (June).
- Workshop on Emerging and Re-emerging Diseases in the Americas for National Societies Relief Directors in Panama (April).
- Humanitarian Network meeting for Central America Relief Directors in El Salvador (December).
- National Societies Pre-Hurricane Season meeting in Guatemala (May).

3. Successfully advocated for attention to legal preparedness for disasters in the regional fora listed below:

- In March 2011, in the Second Session of the Regional Platform for Disaster Risk Reduction in the Americas hosted in Mexico advocated for attention to legal preparedness. The meeting's outcome statement highlights the importance of strengthening the regulatory framework.
- In April 2011, took place in Quito the 4th Regional Meeting on Enhancing International Humanitarian Partnerships (EIHP). This meeting had the presence of 24 delegates from Latin American and Caribbean governments, as well as representatives from regional and international organizations. The Regional Legal Compendium of Regulatory Instruments, based on the IDRL Guidelines, was adopted during this meeting. IFRC received a special request, as a result, facilitated a regional workshop to train assigned government focal points on the use of the Regional Legal Compendium (October 2011).
- IFRC representatives participated in a seminar in April 2011 on "Normative aspects related to disaster risk and humanitarian assistance" hosted by the Brazilian Ministry of External Relations.
- IFRC attended the 41st regular session of the General Assembly of the Organisation of American States held in June in San Salvador. Among the resolutions adopted by the Assembly was a resolution on "Existing mechanisms for disaster prevention and response, and humanitarian assistance among member States", which explicitly calls on member states to make use of the IDRL Guidelines.
- In September 2011, in the context of the adoption of a new law "Establishing the National System for Emergency and Civil Protection and creating the National Agency for Civil Protection," the IFRC participated and presented at a seminar in Santiago, organized jointly with the Chilean Red Cross, United Nations, and governmental authorities, to discuss the importance of legal preparedness to disasters.

The IFRC also completed research projects on law and disaster risk reduction, in particular with regard to how law can support risk reduction at the community level, in Brazil and Dominican Republic.

See also the Global IDRL 2011 Annual Report: <http://www.ifrc.org/docs/Appeals/11/MAA0000411ar.pdf>

Programme component 9: Shelter

Outcome 1: Dignified shelter solutions for vulnerable populations are promoted and capacities in the area of shelter are reinforced in National Societies of the Americas.

The shelter programme reached the following achievements according to the three main areas of work planned for 2011:

1. Coordination, Sector support and Networking

Diffusion of the cluster approach and more concretely the IFRC commitment as shelter cluster convener through presentations at events⁶ at different levels inside and outside the Red Cross Movement has taken place. Additionally, there was a Shelter cluster deployment in El Salvador responding to a request from the Vice-Ministry of Housing due to the effects caused by the Tropical Depression 12-E. The Americas zone shelter coordinator provided direct support to the global team deployed. Close coordination and cooperation was maintained with the humanitarian country team and OCHA in El Salvador and at regional level.

During 2011, the shelter and settlements programme has continued contributing to other programmes' initiatives when shelter issues were associated: Sphere project manual promotion, Regional Response Plan development, risk in urban context concept development, disaster law's initiatives, Regional Response Units development, RIT system improvement, revision of NIT and RIT curricula, participation and promotion of Disaster Risk Management platforms such as DesAprender, promoting the integration into DRR programmes in different countries and establishing synergies between health and shelter.

Win-win alliances at continental level with relevant international shelter practitioners' organizations⁷ were under dialogue. Discussions with Habitat for Humanity International began by the end of 2011 with two main goals to develop through 2012. A) Sharing the Participatory Approach for Safe Shelter Awareness (PASSA) tool to start implementation and roll-out in the Spanish-speaking countries in Latin America and the Caribbean and the joint commitment to co-organize the first Regional Forum for Adequate Housing for Latin America and the Caribbean region. Another important contribution took place with the Chilean government to support the dissemination of proper traditional construction techniques throughout the earthquake affected area where the Chilean Red Cross is still working.

2. Capacity Building and Best Practices:

- Forty participants from 16 National Societies in the region and IFRC delegation in Haiti run the 5-week online training for the first Shelter Technical workshop in Spanish (*Formacion Técnica Regional en Alojamiento – FTA*) through the IFRC E-Learning Platform.
- Development of the residential phase for FTA with programmatic components both for preparedness and response phases. Distance training materials were translated into Spanish from the Global standard training. This resulted in 24 staff or volunteers from 11 National Societies trained through the pilot course. Revision and validation is pending financial support to be undertaken.
- Promoting National Societies and secretariat staff in the region to attend IFRC global standard shelter for either the cluster approach or operational role in coordination with Global Shelter & Settlements Department of the secretariat.
- Contributing to and spreading of global tools, policies and other global initiatives within the shelter sector.
- Through the First Response Initiative project of the Canadian Red Cross in Central America, induction to Honduran Red Cross in shelter was possible. As result, the National Society has introduced shelter as part of their national plan. Potentially the secretariat will be able to continue the support to other National Societies in 2012 and 2013. Additional induction sessions took place with the Costa Rican and Paraguayan Red Cross Societies.

3. Operational Support

Technical advice to operations in coordination with PADRU and relevant programmatic areas (emergency or recovery phase and/or evaluation processes) has scaled up significantly since 2009. In 2011, a total of 8 Red Cross operations⁸ with relevant shelter component have received direct or remote technical support, including Haiti and Chile which are still ongoing operations.

⁶ Regional Intervention Team trainings, Extended Senior Management Team meeting, *Formacion Regional Técnica en Alojamiento (FTA)*, Inter-Agency VHI in emergencies workshop, the National Protection system in Panama (SINAPROC), all Secretariat staff and internships' briefings among others.

⁷ Habitat for Humanity International Latin America and the Caribbean office as partners for Participatory Approach for Safe Shelter Awareness (PASSA) training and the coming Regional Forum for Adequate Housing

⁸ Still providing support to the Haiti and Chile Earthquake Operations in 2011, Saint Vincent Floods, Guatemala Tropical Storm Agatha, Bolivia landslides and floods 2011, Hurricane Tomas in the Caribbean El Salvador Tropical Depression 12-E (not cluster coordination but operational), Panama floods 2011 and last Colombia floods.

Only in 2011, based on DREF and Emergency Appeals, through a total of 8 operations (including Haiti and Chile) a total of **67,074 households (approx. 335,370 people)** have received some kind of shelter support across the region. Focusing only in Haiti and Movement-wide, 19,935 households received some safe and improved shelter solution in 2011.

Financially speaking, at the zone level a total of 17,329,379 Swiss francs have been spent under shelter-budget lines only in 2011. Of those:

- Other Operations – 511,745 Swiss francs
- Haiti – 14,360,077 Swiss francs – IFRC Shelter (MDRHT008)
- Chile – 2,457,557 Swiss francs – cash transfer programming (ReD Card) (MDRCL006)

Constraints or Challenges

- Although several National Societies in the Americas have already recognized the importance of the shelter sector and have shown interest in the area, there is still a long way to mainstream the understanding about its real scope, policies and guidelines.
- Lack of dedicated resources (human and financial) within the secretariat to address the increasing demand from National Societies and others, to develop their shelter and settlement capacities and knowledge which may imply less quality in the service provided.
- The cluster approach and the IFRC concrete commitment as convener of the shelter sector in case of a natural disasters is still very poorly understood at regional and country level across the Red Cross Movement and IASC members.
- Within the secretariat, the roles and responsibilities at country and zone level over the IFRC shelter cluster commitment must be clarified since it may imply important confusions with the local National Societies and national or regional coordination platforms when an emergency strikes.
- A limited quantity of shelter tools and guidelines are available in Spanish.
- Shelter-related terminology is still very confusing not only within the Movement, but also inside the UN system and other NGO creating undesirable misunderstandings, mostly in regard to Inter Agency Coordination.
- Escalating shelter-related issues under other programmatic areas and trends which significantly increase the demand of specific technical advice.

Enable Healthy and Safe Living

Programme Component 1: HIV and AIDS

Outcome 1: National Societies in the Americas have scaled-up their HIV response through the harmonized framework of the IFRC's Global Alliance on HIV following a common platform for planning, implementation, monitoring, evaluation and resource mobilization.

During the reporting period, 13 National Societies in the Americas, including 12 Global Alliance on HIV members, report having collectively reached more than 1,284 million people with prevention and anti-stigma messages, care, treatment and support services. Total funding to the Global Alliance on HIV programmes rose from 1.66 million in 2010 to over 3.5 million Swiss Francs in 2011. This significant increase can be attributed to an increase in bilateral HIV funding for the Haitian Red Cross HIV programme and private sector funds mobilized by the Guatemalan Red Cross in conjunction with UNAIDS for a national anti-stigma campaign. These account jointly for some 1.8 million Swiss Francs of the total funding.

By 2011, at least ten National Societies (Argentina, Belize, Colombia, Ecuador, El Salvador, Guatemala, Guyana, Honduras, Jamaica and Trinidad and Tobago) report to have mobilized 30 per cent of their annual funding from diversified funding sources for health programming. Though funding still includes a variety of Red Cross sources, National Societies have mobilized funding from a diverse range of external donors, national governments, non-governmental organizations, and the private sector. Some of these donors include: the Global Fund, USAID, ECHO, PEPFAR, DfID, the International HIV/AIDS Alliance, UNFPA, UNDP, REPSOL Petroleum Company, PRIME Condoms, Diners Club and the Ecuadorian Airline TAME.

Activities under the HIV and AIDS component have principally focused on support for the current National Society members of the Global Alliance on HIV in the Americas. The secretariat has supported the National Societies within the Global Alliance to coordinate with partners, provided technical support and capacity building, as well as support to resource mobilization, planning and reporting.

The number of people living with HIV (PLHIV) supported by National Societies in the region has increased steadily in the three years since the launch of the Global Alliance. There was a 36 per cent increase from 2008 to 2009 and an even more substantial increase from 2009 to 2010 following the introduction of the IFRC's Prevention, Care, Treatment and Support tools. The work with PLHIV was expanded in some countries and new efforts initiated in others. By 2010, 10 of the 14 National Societies reporting data were working with PLHIV, reaching 5,810 PLHIV and 1,324 orphans and other children vulnerable to HIV (OVC). In 2011, 12 National Societies reached 5,565 PLHIV and 2,281 OVC. While the much smaller countries of the Caribbean do not reach the same amount of people, the effort has expanded with five (Belize, Guyana, Haiti, Jamaica and Trinidad and Tobago) of the six Caribbean countries reporting direct support to PLHIV and reaching 1,509 PLHIV in 2011.

National Societies have commenced planning new 4-year proposals which will continue to support scale-up of the local response to HIV. Several National Societies including Belize and Trinidad and Tobago have completed draft versions. The 2012 to 2016 proposal will give a high level of priority and focus on key at risk populations as HIV continues to disproportionately affect these groups which are experiencing concentrated HIV epidemics and account for the largest share of new infections in Latin America and the Caribbean. Support has been provided during 2011 to the Chilean, Paraguayan and Uruguayan Red Cross Societies in order to increase their capacities in HIV programming as a prelude to their future incorporation into the Global Alliance on HIV. The Bahamas Red Cross Society is preparing to join the Global Alliance in 2012 and is currently supported by the American Red Cross through the regional bilateral Caribbean HIV AIDS Project (CHAP).

In March 2011, HIV staff from the Argentine, Bahamas, Colombian, Ecuadorian, Jamaica, Guyana and Trinidad and Tobago Red Cross Societies participated in a *Design for Behaviour Change* workshop organized by the American Red Cross with the Academy for Educational Development in the context of the CHAP project. The goal of this workshop was to further support the needs of HIV programme staff for a practical behavioural change framework that assists them in planning their projects strategically for maximum effectiveness. The workshop provided participants with a set of tools to help foster internal changes in communities, based on an analysis of their goals and objectives. The workshop was subsequently replicated in Ecuador by the facilitators trained in Jamaica.

Caribbean Global Alliance on HIV members met in Trinidad to discuss programme progress, to ensure that there is a common appreciation of what is required to move to the next 4 year phase of the programme and to discuss planning, monitoring, evaluation and reporting (PMER), particularly as it relates to monitoring and reporting, which has proven to be very challenging for the National Societies over the first 3-year phase of the programme. A similar meeting was held in Ecuador with Argentina, Colombia and Ecuador to review the progress made and plan for the upcoming four year proposal.

In attempting to develop the new 4-year Global Alliance on HIV proposal, National Societies have had the opportunity to clearly identify the challenges that exist within the Global Alliance on HIV Framework. These challenges have been communicated to the HIV secretariat team in Geneva. A series of virtual meetings with Global Alliance members have been conducted with support from the Americas zone PMER unit, in an effort to improve planning, monitoring and reporting processes and to establish a standard criterion for data collection in member countries.

In June 2011, the Health/HIV sub-director from the Argentine Red Cross joined Argentina's Government delegation to the United Nations General Assembly Special Session on HIV held in New York to review progress and to renew commitments to halt and reverse the HIV epidemic.

Six Red Cross National Societies, the American Red Cross and zone health staff participated in the first Caribbean HIV Conference in the Bahamas in November. The Red Cross was successful in having six poster presentations, two oral presentations and one skills building workshop accepted (Jamaica, Guyana, Bahamas and American Red Cross Societies). In addition the Bahamas Red Cross youth peer educators supported condom promotion during the conference and the Red Cross hosted a booth promoting the Global Alliance on HIV and the HIV activities of National Societies.

During 2011, the secretariat has supported the Honduran Red Cross to secure funding from the Ely Lilly Pharmaceutical Company for a TB/HIV project targeting PLHIV and prisoners, and addressing related stigma and discrimination. Likewise, with the secretariat support the Argentine Red Cross has secured new funding to start harm reduction work from the Italian Red Cross. Implementation of these projects commenced in mid 2011 in the framework of the Global Alliance on HIV. The Ecuadorian Red Cross (ERC) formed an alliance with the Fundación de Ayuda contra la Drogadicción (*Foundation to Support Against Drug Addiction - FAD*).

Through this alliance, the FAD held interactive workshops with ERC volunteers in order to build capacities and knowledge, and volunteers have been trained to be *Mediators in Preventing the Improper Use of Drugs*.

In the context of the Global Alliance on HIV, the secretariat funded an innovative small project presented by the Argentine Red Cross on the theme of Security, Promotion and Recognition of Volunteers as part of the Volunteering Development and Youth Action initiative for the International Year of Volunteers.

In late 2011, the Federation Secretariat conducted a review of the first three years of the Global Alliance on HIV in the Americas. The review examined the extent to which the outputs have been achieved among 13 National Societies involved with the Global Alliance on HIV in Latin America and the Caribbean, as well as the lessons learned to date. While not a comprehensive evaluation, the analysis attempts to ascertain the extent to which the Global Alliance's objectives are being accomplished and how the Global Alliance on HIV has contributed to change at the National Society level.

Representatives from 13 National Societies, the secretariat staff from Geneva and the Americas zone offices, as well as from the American, Canadian and Norwegian Red Cross Societies participated in a meeting on Lessons Learned and Future Programming held in December 2011. National Societies presented case studies and the major lessons learned were identified by working groups. The review will be disseminated among National Societies and their partners and will contribute to learning and improvement of the programme as they develop their next four year Global Alliance proposals and the Americas zone plans for support to the Global Alliance on HIV in coming years. The review will also be followed up with an external evaluation in 2012.

Programme Component 2: Community-based Health

Outcome 1: National Societies' capacity to deliver scaled-up and effective community-based health programmes is strengthened through knowledge-sharing, harmonized approaches, promotion of good practices and effective coordination.

During this reporting period, the secretariat has prioritized and further consolidated the roll out of the IFRC's Community-based Health and First Aid methodology - CBHFA *in Action* - with National Societies and partners, as the harmonized model for Red Cross community health work in the Americas. The zone health planning and coordination meeting held in Panama in February 2011, as well as a CBHFA Monitoring and Evaluation workshop held in May, made important contributions to strengthen the coordination in the region and to understanding how CBHFA can be best integrated with disaster risk reduction, emergency health and water and sanitation for a more integrated approach to community programming aligned with *Strategy 2020*.

The Haitian and Chilean Red Cross Societies have commenced the roll out of CBHFA during the reporting period in the context of the earthquake operations. In Latin America, 11 National Societies are conducting internal sensitization and planning roll out at the national or branch level. Several National Societies have harnessed bilateral partner support or capitalized on emergency operations to enable the training of staff and volunteers and the integration of CBHFA into existing projects. The secretariat is facilitating peer-to-peer support processes in order to share expertise and provide needed facilitator support for national and branch CBHFA workshops.

A *CBHFA workshop for Delegates and Programme Managers* was held in August in Panama and entailed a collaboration between the Geneva-based senior officer for CBHFA, the Americas zone health unit in Panama and the Haiti health programme. This workshop brought together bilateral PNS delegates stationed throughout the Americas but also from the Haiti earthquake operation, as well as Zone and Haiti health staff, in addition to several National Societies including Haitian Red Cross, and regional health network coordinators from Honduras and Trinidad and Tobago Red Cross Societies.

A CBHFA master facilitators workshop was held in Panama during November for 25 National Societies' staff and volunteers from 15 National Societies in Latin America, as well as the American Red Cross. This workshop builds on the first MF workshop for Latin American National Societies held in Lima in late 2010 and ensures that staff and volunteers have been trained to support the roll out of the methodology in their countries. To date 19 National Societies in the Americas zone have been trained in the methodology. Experienced National Societies master facilitators from Venezuela and Honduras co-facilitated the recent MF workshop along with zone staff. National Societies were also introduced to the new violence prevention module by the Canadian Red Cross Society regional violence prevention delegate. Participants included newly appointed health directors from Chile, Dominican Republic, Nicaragua and Uruguay.

The Nicaragua Red Cross was introduced to the CBHFA methodology in the first national CBHFA workshop held in early December 2011, co-facilitated by the Zone Health Unit and peer facilitators from Argentine, Nicaraguan and Peruvian Red Cross Societies.

A lessons learned workshop on water and sanitation technical units was held in Panama during August with participants from National Societies' technical staff and delegates from the Dominican Republic, Guyana, El Salvador, Guatemala, Honduras and Nicaragua, as well as PIRAC, the CDC and PAHO. The secretariat has supported the implementation of a pilot water and sanitation sustainable follow up model in seven communities in Central America (two in Guatemala, one in El Salvador, two in Honduras and two in Nicaragua). The follow up model was developed in March 2009 following Hurricane Mitch, with the participation of beneficiary communities, municipalities, ministries of health and National Societies of the four affected countries. The results of the pilot project will provide inputs and lessons learnt for future promotion at continental level. A total of 1,123 households and 5,615 people were reached with the follow up pilot project in the target communities.

The secretariat supported a workshop in Chile during May to define a water, sanitation and hygiene promotion strategy. Through this process the National Society has identified their priorities in terms of fundraising and the implementation of scheduled activities as part of the earthquake response. An important outcome has been that the Chilean Red Cross has defined a process to establish a water and sanitation component within their health department in order to benefit unattended and most vulnerable populations. Twenty-five water, sanitation and health focal points from six National Societies participated in capacity building on Planning, Monitoring, Evaluation and Reporting for water and sanitation projects; design of water and sanitation systems; and water and sanitation strategy development.

Thanks to the support from the Swiss Humanitarian Foundation, the secretariat is currently supporting seven National Societies⁹ in the Americas through a five-year programme to strengthen Red Cross Red Crescent Club 25 worldwide. The three main objectives include information, education and motivation, including community commitment, health promotion, donor retention and the development of local and international alliances. The learning through this project will help to strengthen National Society blood donor recruitment programming, enable the sharing of learning and skills with peers, and promote coordination with their respective ministries of health. Key activities undertaken by National Societies in 2011 included health promotion by Club 25 members and the annual celebration of World Blood Donor Day during which Club 25 members were awarded for the highest number of donations made over the past year. This year World Blood Donor Day was held in Argentina and both the Argentine Red Cross and the secretariat's Regional Representation for the Southern Cone were present at the commemoration and activities.

Road safety has become an increasing health and safety concern for many National Societies in the region. The *Decade of Action for Road Safety* was launched worldwide on 11 May, having been declared by the United Nations General Assembly in 2010. The secretariat supported the visit of the Chief Executive of the Global Road Safety Initiative to Costa Rica and accompanied his visit to Mexico for the launch of the Decade of Action for Road Safety and to discuss partnership arrangements for a Mexico Road Safety Partnership with the Mexican Red Cross and the Mexican government. For National Societies, such as the Argentine, Bolivian, Mexican and Peruvian Red Cross Societies, the launch of the *Decade of Action for Road Safety* was an opportunity to raise institutional awareness and develop interventions on this issue. The secretariat supported a CBHFA workshop with seven Peruvian Red Cross branches in the framework of the German Red Cross supported bilateral road safety project.

Programme Component 3: Public Health in Emergencies

Outcome 1: National Societies' capacity to deliver health response in emergencies is strengthened and scaled up through knowledge sharing, promotion of good practices, effective coordination and strong strategic alliances.

During 2011, the secretariat's Public Health in Emergencies component has further developed Red Cross Red Crescent capacities in the region in scaling up preparedness and response to disasters and health emergencies. A monitoring system has been developed at regional level for outbreak situations in the region and the secretariat has worked closely with National Societies and regional offices in this process in close coordination with PADRU.

⁹ Chile, Colombia, Ecuador, Guatemala, Honduras, Nicaragua and Suriname.

In April 2011, the secretariat held a workshop on *Emerging and re-emerging diseases in the Americas: Lessons learned and innovative approaches*. Twelve National Societies participated: Argentina, Bolivia, Colombia, Guatemala, Haiti, Honduras, Nicaragua, Paraguay, Peru, El Salvador, St. Kitts and Nevis, and Trinidad and Tobago, as well as the coordinators of the three Red Cross regional health networks, the Red Cross Red Crescent Reference Centre for Climate Change in the Netherlands, the zone water and sanitation and hygiene promotion team, PAHO and the secretariat's hygiene promotion and emergency health global focal points. The objective was to share different experiences during emergencies caused by epidemic diseases in the Americas, with regards to community-based approaches and integrating prevention and preparedness activities. The workshop also explored potential early warning systems for public health emergencies, incorporating the concept of climate change impacts on health and assessing the challenges of how to address health issues in urban and suburban areas. PAHO, the Reference Centre for Climate, the secretariat's global hygiene promotion and emergency health focal points facilitated virtual sessions.

Leadership was provided in the planning, implementation, review and evaluation of the health response in the major cholera outbreak operations in Haiti and the Dominican Republic. A RIT member specialized in health from the Bolivian Red Cross was deployed to the Dominican Republic and effectively supported the cholera response.

During 2011, the Americas zone launched 12 new DREF operations or emergency appeals including 3 operations to respond to and prepare for dengue outbreaks in Bolivia, Peru and Paraguay. Most operations have interventions in health and water, sanitation and hygiene promotion in emergencies through Red Cross NIT including health in emergencies and water, sanitation and hygiene promotion specialisations.

The secretariat also provided support to the Bolivian and Peruvian Red Cross in the response to the dengue fever outbreak with a project, coordinated with PAHO supported by DG-ECHO, and integrating the CBHFA approach, as community preparedness for epidemics. In Guatemala, El Salvador and Venezuela, flood operations during 2011 included an emergency health component which included disease prevention and health promotion activities and commenced with supporting the roll out of CBHFA. The secretariat is providing training and technical support for national training of Red Cross staff and volunteers in CBHFA.



Dengue prevention activities carried out by the Guatemala Red Cross in 2011. Source: Guatemalan Red Cross

The psychosocial support in emergencies module initiated in 2010, in collaboration with the CREPD and key National Society focal points was piloted in Chile and Colombia with the support of the Argentinean and Paraguayan National Societies.

A meeting of Red Cross Psychosocial Support (PS) focal points was held in Colombia during early September, hosted by the Colombian Red Cross Society and providing an opportunity to share experiences and lessons learned. Lessons from the Haiti and Chile earthquake operations' PS programmes were presented, and National Societies were introduced to the Copenhagen PSP Reference Centre's new global tools and the newly developed PS in emergencies module developed collaboratively during 2011 by the zone, key National Society PS' focal points and the CREPD. The Canadian and Spanish Red Cross Societies' PSP and violence prevention focal points participated in the meeting along with the secretariat and PSP Centre staff. Eighteen National Societies participated including Argentina, Belize, Bolivia, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Grenada, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Paraguay and Peru.

The secretariat has supported the translation of the PSP global tools to Spanish with collaboration from the Spanish Red Cross. The Spanish version has been uploaded to the IFRC and PSP Centre's web sites and will be printed and disseminated in 2012. Training for National Societies focal points on the new global tools is

also scheduled for 2012. A Psychosocial Support technical group has been formed and will continue to work with the zone to develop the PSP portfolio in 2012. This group has begun virtual meetings during 2011.

A regional training of trainers on Epidemic Control for Volunteers (ECV) and water, sanitation and hygiene promotion Household Preparedness (*WatSan Kit2*) was held in Port-of-Spain during November, with water, sanitation and emergency health focal points from 12 National Societies¹⁰, the Canadian Red Cross and PIRAC. The workshop was led by Emergency Health and the RLU and was a 'pilot' effort to integrate knowledge of the IFRC *WatSan Kit2* into the ECV toolkit.

During 2011, all plans of action, DREF bulletins, emergency appeals and updates have received technical input from the emergency health coordinator as well as the water and sanitation emergency delegate before publication. In addition, both emergency health and water & sanitation staff have contributed to the development of Standard Operational Procedures for disaster and crisis operations, as well as facilitated sessions on the PADRU refresher training. The Emergency Health Coordinator has contributed technically to the development of the PADRU internships project, Regional Response Plans and the revision of the emergency health component in RIT training materials in coordination with PADRU.

The secretariat participated in a regional HIV in emergencies workshop in June with UN theme group agencies and civil society networks and the secretariat's water and sanitation in emergencies delegate and shelter coordinator facilitated sessions on the respective clusters.

Major achievements under the health programme:

- Lessons learned processes conducted with National Societies during 2011 in the areas of HIV, epidemic control, and water, sanitation and hygiene promotion will inform future programming and be shared with National Societies and partners in 2012.
- National Societies have continued to scale up their HIV programmes in the framework of the Global Alliance on HIV, increasing the number of people reached with HIV services and the geographical coverage of their HIV programmes, expanding partnerships, donors and funds raised.
- The Psychosocial Support in Emergencies module for NITs has been completed and piloted in Colombia and Chile.
- A technical review of the Spanish translation of the Psychosocial Support global tools has been completed and has been published on the IFRC Reference Centre for Psychosocial Support home page.
- Roll out of the Epidemic Control for Volunteers toolkit has scaled up in twelve National Societies in the Caribbean and was a 'pilot' effort to integrate knowledge of the IFRC water and sanitation component.
- The roll out of the CBHFA methodology has progressed during 2011 with training of additional master facilitators in Latin America, training of delegates and zone health staff, in addition to national training and community level activities in nine National Societies in the region.

Constraints or Challenges

- Funding tied to specific projects and diseases or health issues limits the capacity to develop more integrated approaches to addressing community risk and vulnerability.
- Late arrival of funds has in some cases limited implementation rates by National Societies.
- Scope of work and limited staffing levels constrains capacity to work on resource mobilization and to effectively monitor and support National Societies.
- The InterAmerican Conference preparations required considerable input from the Zone health team based in Panama during the second semester of 2011.
- Channelling multilateral funds to National Societies for health programming increases the secretariat's project management role and limits time for developing strategic support to National Societies.

Build Strong National Red Cross Societies

Programme component 1: National Society Financial Sustainability

Outcome 1: Support resource mobilization and donor engagement efforts for the National Societies

¹⁰ Antigua and Barbuda, Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, St Vincent and the Grenadines, St Lucia, St. Kitts and Nevis, Suriname, and Trinidad and Tobago.

During 2011, the secretariat's resource mobilization (RM) zone team has been consolidated with the inclusion of the RM senior officer of Haiti operation into the zone and recruiting one new officer with marketing experience. With the aim to increase the team's capacities and to exchange knowledge and experiences the team has participated in a global session organized by the RM department of the secretariat in Geneva as well as in a training organized by the British Red Cross. The team has focused on providing guidelines and promoting the exchange of experiences with National Societies in the Americas in order to strengthen their fund-raising capacities and work towards their financial sustainability.

By the end of 2011, 100 per cent of the National Societies of the Americas have received guidelines that facilitate the development of sources of funding. In 2010, a consultancy undertook the development of guidelines for Corporate Partnerships to promote collaboration with non-traditional donors and the corporate sector in the Americas. The zone resource mobilization (RM) team completed the distribution of its Corporate Partnership Manual to all National Societies and RM staff in the Americas. The manual should facilitate a better understanding of the challenges on how to approach the private sector and establish sustainable long and mid-term alliances. The manual is available in English and Spanish.

The Zone office also provided tailor made resource mobilization support to the Colombia, Ecuador and Peru National Societies.

Through Norwegian Red Cross support, the secretariat organized a workshop in Panama in July with 15 National Societies – Argentina, Barbados, Belize, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, Guatemala, Haiti, Jamaica, Mexico, Panama, Paraguay and Peru, –. This workshop focused on “**fundraising activities and corporate partnership alliances**”, with the objective to develop and map successful fundraising activities and provide participant National Societies a source of information to acquire knowledge, skills and examples of good practices on issues related to fundraising activities developed by National Societies in the region. A consultant specialized in RM supported the facilitation of the workshop and collaborated on several occasions with the planning, coordination and implementation of issues related to resource mobilization within the IFRC.

In December 2011, a lessons learnt meeting was held as part of the follow up activities after the RM workshop in July. The aim was to establish the initial steps for the development of an RM network in the Americas, define the role and responsibilities of the RM staff inside the National Societies, discuss the current challenges in relation to fundraising and mobilizing resources and produce some recommendations and conclusions to be presented in the President's Meeting during the InterAmerican Conference – IAC (Haiti, March 2012). Furthermore, after the December meeting several virtual sessions took place in order to coordinate with members of RM network activities related to the development of RM side events during the IAC. Side events focused on priorities such as: the Federation-Wide Resource Mobilization Strategy, corporate partnership with Coca-Cola and corporate and private partnerships as a new opportunity to fundraise. As part of this activity, participants also shared successful RM experiences inside their National Societies outlining the methodologies used, challenges and results of each experience described.

A new grant agreement was established based on the “Mobile Technology- Listening to the voice of Haitians” project, which began implementation through the Humanitarian Innovation Fund/Save The Children grant agreement for GBP 150,000.

Programme component 2: National Society Organizational Development Process

Outcome 1: Support National Societies to enhance their integrity and accountability

National Societies in the Americas Zone continue to prioritize integrity, transparency and accountability through activities such as developing and refining tools for proper evaluation and accountability, improving their legal base instruments and revising their Statutes and guidelines in order to better develop into key humanitarian actors within their countries.

In 2011, the secretariat has provided permanent support and coaching for the leadership of several national societies in the Americas zone, on issues that required particular attention in order to strengthen the processes that National Societies are dealing with within their own internal structures and modus operandi, and also regarding the relationship with government authorities and external actors. Twenty-one national societies from the Americas Zone benefited from this support in a wide range of institutional issues.

Two considerable challenges were identified, in terms of recovery of the institutional capacities of National Societies, which have demanded significant time and efforts from the secretariat have been the Brazilian Red Cross (BRC) and the Peruvian Red Cross (PRC). Both societies have faced serious challenges in relation to their capacity to meet their mandate as members of the Federation and the Movement. In 2011, these two National Societies showed noteworthy progress but remain under serious internal challenges and financial need.

In the case of Peru two meetings were held with the Peruvian government, judges overseeing the judicial administration case of the Peruvian Red Cross and with the Supreme Court. Negotiations and the strong position of the PRC president led to the judicial administration of the National Society being formally recognized by the National Supreme Court.

In addition, through funding from DFID, the PRC has begun to develop the strategic and programme framework, and capacity to prepare for, respond to and recover from disasters and crisis, as well as developing an integrated community health, and disaster risk reduction approach with communities. Moreover, the capacities of the targeted branches are being strengthened in leadership, management, volunteering and business functions in order to improve the quality of their services.

Additionally, the secretariat assisted National Societies to improve their legal base instruments. Tailored support was provided for statutory reform processes in Argentina, Bolivia, Costa Rica and Uruguay. Furthermore, the Guatemalan Red Cross received support and in-situ guidance throughout its electoral process, incorporating six new members to its governing board.

The Zone office also provided support for the development of Long Term Planning Frameworks for the National Societies of Antigua and Barbuda, Argentina, Bahamas, Barbados, Belize, Bolivia, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador Guatemala, Haiti, Honduras, Nicaragua, Paraguay, Peru, Trinidad and Tobago and , Uruguay. , . Support has also been channelled for the development of National Societies's strategic plans of Antigua and Barbuda, Bahamas, Barbados, Chile, Costa Rica, Haiti, Peru and Trinidad and Tobago.

A close coaching and consultation process was undertaken with the Trinidad and Tobago Red Cross Society concerning a serious internal conflict situation. This included conducting a workshop with key leadership in which a report of findings was produced.

Programme component 3: National Society Organizational Development Process

Outcome 1: Facilitate the development of local integrated service delivery approach

There have been different levels of progress achieved in 2011, in the effectiveness of monitoring and evaluation mechanisms, and in improving the accounting process of the National Societies in the Americas. Technical support was provided to the Chilean, Haiti and El Salvador emergency operations planning, monitoring and evaluation through the zone planning, monitoring, evaluation and reporting (PMER) unit.

Planning support to National Societies: The secretariat coordinated and supported workshops with National Societies from the Americas, focused on rolling out *Strategy 2020* and integrating it to their strategic plans in all possible programmatic areas. Participants in these workshops range from planning focal points in National Societies to management and governance representatives. Technical support was provided to a number of National Societies¹¹ for the development or update of their Strategic Plans in line with *Strategy 2020*.

One particularly successful initiative was the project/programme planning (PPP) / planning, monitoring and evaluation (PME) trainings held during the year; which reached 79 National Societies representatives and 2 National replications completed for the Dominican and Haitian Red Cross Societies' staff and volunteers. This training will enable them to apply the basic principles within their National Society planning processes.

The secretariat planning process for 2012 and beyond has been able to further identify areas of specific needs of National Societies. This has been carried out through the development of long-term planning frameworks and operational plans at the zone and country levels. Specific support areas include further training in planning

¹¹ Argentina, Antigua & Barbuda, Bahamas, Bolivia, Barbados, Chile, Colombia, Costa Rica, Guatemala, Haiti, Honduras, Paraguay, Trinidad & Tobago.

and project management, human resources, communications and finance. The secretariat expects to be able to provide tailored support in these areas according to the needs of National Societies, given sufficient resources are available in 2012.

Programme component 4: National Society Leadership Development

Outcome 1: Support the development of leadership and management capacities in National Society decision makers

The secretariat continues to maintain, as a priority, the increase of support in order to guide National Societies in developing improved governance, management and youth leadership, and management strategies.

During 2011, the secretariat has supported the development of leadership and management capacities in National Societies' decision-makers at the national and branch levels. A clear achievement of this support is the training in leadership of 34 leaders from 16 National Societies. This training was carried out during a three-month period (online and in-situ) thanks to the partnership between the IFRC, the Henry Dunant Institute and the Latin American School of Social Sciences (FLACSO) based in Quito.

Furthermore, specific work has been carried out to connect global initiatives (*honest appraisal and rating against agreed criteria for excellence and improvement of National Societies capacities through accredited learning*). In relation to the first initiative (the **Organizational Capacity Assessment & Certification - OCAC**) only preparatory work was carried out during 2011. Secretariat staff from different regions and a representative from the Jamaica Red Cross participated in a training of facilitators of the OCAC process. However, increased buy-in and awareness of this initiative needs to take place before specific assessments can start in National Societies. Thus, this issue will be tackled in 2012, starting at the InterAmerican Conference.

The global initiative linked with learning, on the other hand, has taken important steps forwards during the year through the **Learning Platform**. The secretariat in the Americas has worked to disseminate the existence of the tool and promote the different trainings available to National Societies' staff and volunteers in the Americas. First meetings with 9 National Societies were held to promote the Learning Platform and to discuss how National Societies would like to use the platform themselves. An agreement has been made to advance and pilot the uploading of existing National Societies' trainings onto the platform.

Programme component 5: National Society Volunteering Development

Outcome 1: Support the development of integrated, coherent and innovative volunteer development

The Americas zone strategy to support the National Societies on volunteering development (VD) is a combination of direct tailored support to a selected group of National Societies, the promotion of VD tools and conducting of advocacy for volunteering development.

1. National Societies are supported in their volunteering development and management efforts.

The main focus of the volunteering development unit during 2011 has been to provide effective tailored support to specific National Societies. The tailored support usually entails both funding and technical support.

During 2011, ten National Societies benefited from these funds, receiving technical support and coaching. This represents approximately 30 per cent of the National Societies and exceeds the goal set up. In addition to these National Societies, technical support has been provided to the Trinidad and Tobago Red Cross Society to set up a volunteer management database, as well as to the Chilean Red Cross.

In the Southern Cone the Argentine and Paraguayan Red Cross Societies were targeted for volunteering development support. The support to the Argentine Red Cross entailed developing a national volunteering development policy and plan, with the participation of the branches and holding a national volunteer meeting. The Paraguayan Red Cross (PRC) received support to elaborate a volunteering development analysis. A plan was developed together with the branches and a volunteer management database set up during 2010. During the first half of 2011 the PRC implemented the plan and finalized the development of the volunteer management database.

Furthermore, the Chilean Red Cross benefited from technical advice from the VD coordinator during two visits.

In the Andean region detailed support plans have started to be implemented in the Peruvian and Ecuadorian Red Cross Societies.



Red Cross staff and volunteers rebuilding the second water deposit in La Piste.

The Peruvian Red Cross has developed, various components of the volunteer management cycle: recognition, the volunteer database, basic training, security in a participatory exercise with the branches as well as a volunteering policy. The Ecuadorian Red Cross has received support to implement its new volunteering strategy.

In Central America the second phase of the support plan for the Honduran Red Cross has started implementation. The support will enable the HRC headquarters to provide close support to nine branches in components of the volunteer management cycle (including database and volunteer satisfaction survey) and trainings of branch volunteer focal points.

In the Caribbean tailored support was provided to the Antigua and Barbuda Red Cross and to the Barbados Red Cross Society. In addition, the Caribbean regional representation office was supported with a part time human resource person, in order to provide assistance to the Trinidad and Tobago Red Cross Society in developing a volunteer database, to establish a network of volunteering development focal points in each National Society and to support Red Cross societies in their IYV activities.

In the Latin Caribbean the National Societies have received support with an extra human resource person, dedicated to the three National Societies in the region. Volunteering development plans have been developed together with all three of the National Societies. Peer support has been initiated between the Bolivian and Cuban Red Cross Societies in order to develop a volunteer management database as well as between the Honduran and Dominican Red Cross societies.

2. National societies have access to a system of technical support for volunteering development

Insurance for volunteers: during the year a major effort was made to leverage support for the uptake of volunteer insurance by all Movement partner. As a result, the number of volunteers insured in National Societies increased significantly and almost 75 per cent of the National Societies have at least their most active volunteers insured. A mapping was carried out showing how many National Societies have volunteers insured and with what kind of insurance, whether they are using the global insurance or have a domestically arranged one. This provided the secretariat with a good picture of where the gaps are and also worked as a peer pressure mechanism between the National Societies.

A decision by the head of operations was taken whereby all National Societies dealing with Federation funds must have their volunteers insured. This, in combination with including volunteering insurance in the new Standard Operating Procedures (SOP), gave a boost to the insurance coverage in the zone.

Online training as way of reaching further: as a way of offering more training opportunities at less cost for volunteers at the branch level, online trainings have been developed and promoted. In collaboration with the Spanish Red Cross a four month volunteering management training was launched five times in two years (twice during 2011) in Latin America and the Caribbean. The basic Red Cross training *World of Red Cross and Red Crescent* (WORC) was translated to Spanish and launched to all National Societies and all Movement partners in the Americas. Furthermore input has been provided to global work on an online introduction to the concept of volunteering development.

The impact of the online volunteer management training has been significant in which participants state they acquire new knowledge and perspectives. After interviewing a few of the participants, it was obvious that the training provided them with an overview of volunteering, as well as very concrete tools on how to improve the work in their branches.

Volunteering in a box: IFRC has considerable capacity to develop tools and material on volunteering development and other areas. The challenge is to effectively disseminate this and for the National Societies to absorb it. The need to compile all the resources on volunteering development in order to make this easily accessible and orderly for the National Societies and secretariat staff was significant. Therefore a folder and a user guide were produced with a toolkit on volunteering development. The tool kit consists of already existing material from the global and zone level, but new materials have also been produced. Snapshots of content are:

- a folder in which to put all materials and a toolkit index
- volunteering satisfaction survey
- volunteer recruitment guidelines
- estimating volunteer time guide
- folder explaining volunteering development and the zone National Society support strategy
- information sheet on online opportunities
- printed Federation studies and guidelines such as the Volunteering in Emergency advocacy report, the value of volunteer time report and legal toolkit
- information about the Federation's insurance scheme
- good practices from the Americas including a good practice guideline/template

Good practices on volunteering development: To ensure mutual learning and knowledge sharing between National Societies, a number of VD good practices¹² have been produced. In total 18 stories have been produced demonstrating good volunteering practices in National Societies. In addition to these, three already existing long stories have been revised and given an updated lay out. All of these stories will be launched and disseminated during the second quarter of 2012. In order to facilitate a constant production of good practices, an easy to use good practice guide has been developed to encourage the National Societies to generate their own good practices.

Promoting horizontal cooperation: a key component in the support to National Societies has been promoting horizontal cooperation with the knowledge and experience some National Societies have in volunteering, and this has been a key component in the programme.

Cooperation has been initiated between the Argentine and the Honduran Red Cross societies, and between the Honduran and the Dominican Red Cross societies on volunteer database management. Instead of inventing the wheel, the Honduran Red Cross used certain modalities from the Argentine Red Cross' system to improve. A formal Memorandum of Understanding was developed between the two National Societies in order to be able to hand over the licence for the software.

Other cooperation initiatives that can be noted are the fact that the Uruguayan Red Cross received support and training from the Argentine and Paraguayan Red Cross societies. The idea was to take advantage of the very interesting results of last year's volunteering development initiatives in Argentina and Paraguay. From different angles, the National Societies were both working with developing and implementing VD plans and policies, as well as developing or improving volunteer databases. The aim with this support was to initiate a volunteering development process within the Uruguayan Red Cross. All branches were invited to discuss a

¹² From the following National Societies: Antigua & Barbuda, Argentina, Barbados, Colombia, Costa Rica, Ecuador, Honduras, Jamaica, Mexico, Nicaragua, Peru, Suriname and Trinidad and Tobago.

volunteering development plan and a policy. Follow-up to this initiative has been provided by the regional representation in collaboration with the zone volunteering development coordinator.

The Mexican Red Cross provided technical support to the Belize Red Cross Society on volunteer management during a four week stay in Belize. The Norwegian Red Cross supported a volunteering development initiative in Belize and there was a need for technical assistance when implementing the programme.

Several additional initiatives have been discussed but not yet carried out; however, the zone will maintain this focus.

Celebrating volunteers: The National Societies in the Americas were heavily involved in the 2011 celebration of the International Year of Volunteers (IYV). The goal with Red Cross participation was to be recognized as the leading agency in mobilizing volunteers and advocating in their favour. In order to achieve this, an incentive programme for the National Societies' participation in the IYV was designed and launched. The Americas zone sent out a call for innovative projects on the theme of Security, Promotion and Recognition of Volunteers. Seven National Societies¹³ out of 14 submitted proposals and were rewarded with 4,000 US dollars.

As part of the celebrations many National Societies from the Americas were able to attend the Global Volunteering Conference in Budapest that was the culmination of the IYV celebration. The conference gathered close to 300 participants representing the Red Cross Red Crescent and United Nations Volunteers (UNV). The high National Society presence was due to the successful fundraising by the zone, various PNSs and secretariat programmes which enabled the National Societies to attend. The National Societies supported to participate in the Conference were: Bolivian Red Cross, Colombian Red Cross Society, Costa Rican Red Cross, Cuban Red Cross, Ecuadorian Red Cross, Haiti Red Cross Society, Mexican Red Cross and Saint Lucia Red Cross.

The target for 15 per cent of the National Societies to be involved in celebrating the IYV has been reached and exceeded. Approximately 50 per cent of the National Societies carried out some activities in relation to IYV.

Leveraging on community volunteering: as a response to inquiries from a number of PNS on sustainable volunteering, a group was formed to have regular discussions on how to support the development of a strong base of community volunteers. The PNS needed support and advice on how to assure that their programmes are developed in a fashion that the work contributes to strong National Societies capable of mobilizing own resources at the local level. As a result the volunteering development coordinator was invited to support the Norwegian Red Cross and its partners when outlining their new four-year strategy. The group consists of PNS representatives, the zone head of operation and the zone volunteering coordinator, and are expected to continue during 2012.

Volunteering on the Latin America and Caribbean agenda: During 2011 much effort was carried out by the zone coordinator to support a group of National Societies to develop a concept note about volunteering to feed into the discussion during the InterAmerican Conference in 2012, and the key documents to be developed during the conference. During 2011 approximately 10 illuminate meetings were organized for the working group, as well as a 3 day workshop held in Panama where the concept paper was finalized.

3. National Societies and partners are supported to better manage volunteering in conflicts, emergencies and disasters

Volunteering in Emergencies: volunteering in emergencies is a highly cross cutting area which involves all major programmatic sectors. Therefore, work has been carried out in collaboration with some of these areas. When the regional volunteering development coordinator for the Latin Caribbean came in place she was also tasked to assume thematic responsibility for volunteering in emergencies.

In collaboration with the First Responders' Initiative funded by the Canadian Red Cross Society, three National Societies (Dominican Republic, Honduras and Nicaragua), received direct technical support from the secretariat to improve their systems for managing volunteers during emergencies. This has been conducted in a process starting with a simulation in all three National Societies whereby a person responsible for the VD function participated in the simulation team and was responsible for analyzing the volunteering aspect. A self

¹³ Antigua and Barbuda, Argentina, Barbados, Chile, Costa Rica, Honduras and Peru .

assessment was carried out in due course to analyze the system in a more exhaustive way. All three National Societies have included in their plan of action the development or improvement of their volunteer database. Funds and technical support have been provided to the National Societies in order for them to address the weaknesses in their volunteering management system.

In collaboration with PADRU a capacity building session was held for disaster management staff on the various aspects of volunteer management in emergencies. A simple check list has been developed for easy and quick feedback to emergency DREF and appeals. In order to better understand how volunteering aspects are dealt with in emergency operations, an analysis of all DREF over the last 10 years has been carried out. As part of PADRU's work of developing procedures for disaster response, the VD coordinator has developed SOPs for volunteering defining the role of the coordinator in emergency operations.

As a way of advocating for some of the important components in volunteering in an emergency (ViE), much work has been carried out in promoting good practices and global material such as the advocacy report "protect, promote and recognize", the legal tool kit in emergencies, as well as contributing to the global ViE guidelines with inputs and good and interesting practices.

In the Caribbean a volunteer management in emergency handbook was finalized with the support from the zone VD coordinator. The handbook is a practical tool for the National Societies and will be complementary to the Global ViE guidelines. During the hurricane meeting, all 13 National Societies in the Caribbean were given the opportunity to provide feedback to the handbook, and in the second quarter 2012 the handbook will be piloted in a number of National Societies and later published and rolled out.

During 2011, the Americas zone applied for and received approval to host two volunteers from the European Voluntary Humanitarian Aid Corps (EVHAC) working solely with volunteering in emergencies: one volunteer based in Trinidad and Tobago covering the English-speaking Caribbean and one volunteer based in Peru covering the Andean region. The volunteer in the Caribbean will work with the ViE toolkit and roll-out, while the volunteer in the Andean region will be taking the experiences from the Andean Committee of Prevention and Disasters Response (CAPRADE) ViE project further. The project relates to the Red Cross auxiliary role to the CAPRADE and aims at strengthening the volunteering national systems in the Andean region, improving capacities for resilience and disaster response. The EVHAC volunteers will assume their duties the first quarter 2012.

Constraints or Challenges specific to volunteering development:

- A challenge encountered is the imbalance between the increased interests of National Societies to take volunteering development forward in relation to available financial and technical resources. In addition to that, there has been a change in the Federation support structure, roles and responsibilities as well as staff rotation, mainly in the regions, which has sometimes interrupted the constant close support to National Societies on volunteering development.

In general in all National Societies there are challenges working in an integrated way between programmes with effects which impact on each programme.

- The National Societies' lack of resources, and in some cases strong and contemporary leadership affects the development of the volunteer base. In addition, when an emergency occurs, long-term investment is sometimes put aside as there is a lack of capacity.

Programme component 5: Youth Action

Outcome 1: Promote active Red Cross youth initiatives, ensuring effective participation in the institutional life of National Societies

The presence of a youth coordinator in the Americas zone office since early January 2011 has significantly increased the capacity of the zone office to provide support to National Societies on youth development. In 2011, the programme focused on the following work areas:

- Support the regional representations in the implementation of country support plans in the area of youth.
- Develop and promote necessary knowledge and tools on youth issues to regional representations and National Societies.
- Support zone youth networks and assist them to communicate with Red Cross Red Crescent Youth world-wide.
- Ensure that youth issues are considered in organizational development and capacity building processes within the Americas zone and, in particular, ensure that youth is adequately reflected as a

cross-cutting consideration in programmes.

- **New focus area added during 2011:** Provide links between National Societies for them to engage in sharing knowledge and good practices through peer-support.

Innovative youth activities promoting youth development and participation were developed in collaboration with the National Societies, the regional representations and the zone office in 14/35 or 40 per cent of the National Societies, 133 per cent of the target of 30 per cent of the 35 National Societies. The Central America and the Caribbean regions were mainly supported through their Red Cross youth networks, the Andean region through individual projects in two National Societies.

The main component for the youth programme in the Caribbean was supporting three National Societies: Barbados, Grenada and Saint Lucia through the youth network. The National Societies were supported in the implementation of plans of action developed in 2010, in leveraging on fully integrated youth in National Society governance and leadership structures, as well as in the implementation of micro-projects on violence prevention. In addition, Haiti Red Cross Society youth were supported in developing a plan of action.

In **Central America**, the programme consisted of supporting all seven National Societies' youth in the planning and implementation of micro-projects on different themes, such as climate change, road safety and school brigades, as well as study visits to provide horizontal support in different programmatic and institutional aspects between the National Societies of Central America.

In the **Andean region**, the programme focused on two National Societies: Bolivia and Peru. The Bolivian programme component concentrated on developing a complementary training module for teaching children and adolescents about different themes related to the work of Red Cross Red Crescent. In Peru, the programme activities included developing methodologies for teaching the Fundamental Principles and Humanitarian Values of the International Red Cross and Red Crescent Movement to children and adolescents, training facilitators for Red Cross units and starting up Red Cross units in educational institutions.

Four National Societies were supported to participate, and altogether six National Societies (109 per cent of the target of 15 per cent of 35 National Societies) were present at the Second World Summit for Youth Volunteering in Barranquilla, Colombia. At the Summit, the Caribbean and Central American regional youth networks provided peer-support for initiating a youth and volunteering network for South America. In December, a proposal was sent out to the National Societies of South America by regional representation offices in Buenos Aires and Lima to propose creating the network.

Peer-support was initiated and funds were found with the help of the zone health team for the Mexican Red Cross to support the Red Cross Society of Panama in a regional workshop to develop a strategy for youth in road safety. In the end, the workshop had to be postponed for year 2012. Also a peer-support initiative between the Haiti Red Cross Society and the Dominican Red Cross youth was initiated for year 2012.

Towards the end of the year, National Societies in Bolivia, Chile, Peru, Central America, Latin Caribbean and the English-speaking Caribbean were all supported in the planning of their future youth programme activities.

Throughout the year, tools on e.g. pledge 129, the International Year of Youth, the IFRC youth award and on-line trainings were disseminated and promoted to the regional representations, youth networks and National Societies of the Americas. The revision of the IFRC youth policy was promoted and National Societies were encouraged to provide input, and start planning or revising their national youth policies. Advocacy was done to commit National Societies to strengthening the young volunteer base and guide them to further involve youth in programmes and decision making.

A strategic working group on volunteering and youth was supported from May 2011, through numerous virtual and one face-to-face meeting in producing a strategic paper, based on *Strategy 2020*, on volunteering and youth, and preparing for a Volunteering and Youth event that was held in March 2012 parallel to the Inter-American Conference.

Constraints or Challenges specific to the youth programme:

- Due to the late arrival of the programme funds and internal delays at regional and national level, the implementation of programme activities started depending on country and region between April and June, hence shortening the programme implementation period. For 2012, the programme proposal was submitted well before the end of 2011 in order to ensure that the funds could be delivered earlier in the year

- Challenges faced in 2011 include also youth leader and volunteer turnover, which has in some National Societies delayed the implementation of planned activities, and led to the loss of institutional and tacit knowledge. This is a problem often confronted by Red Cross youth departments as skilled youth leaders and volunteers take on new responsibilities within or outside their organizations. Hence appropriate systematization of youth structures, processes and activities, and succession planning are vital to maintaining the institutional and tacit knowledge of youth issues within the organizations.
- A challenge for the Caribbean and Central American youth networks was to involve all National Societies youth leaders and volunteers adequately in the programme. This is a challenge that will have to be faced in the last year of the youth programme cycle, so as to guarantee that there will continue to be youth leaders that are willing and capable of working in the networks, and to achieve long-term impact. In addition, obtaining the concrete support of the National Societies' leaders for the activities to ensure their sustainability has in some cases proved out to be a problem and needs to be continuously emphasized.
- A constraint has been the limited funds for the youth programme. In the future it will be important to broaden the donor base of the programme in order to ensure that there will be continued funding for youth development in the Americas.

Promote social inclusion and a culture of non-violence and peace

Programme component 1: Policies, strategies and standards

Outcome 1: IFRC policies, strategies and guidelines related to humanitarian principles and values, non-violence, non-discrimination and respect for diversity are well understood and implemented by National Societies in the Americas Zone and are disseminated to relevant regional stakeholders/partners.

In 2011, the Americas zone continued its work, ensuring that National Societies in the Americas were familiar with the IFRC policies, strategies and guidelines related to humanitarian principles and values, non-violence, non-discrimination and respect for diversity, in line with Strategic Aim 3 of *Strategy 2020*.

Efforts focused on providing training to volunteers and staff from all levels in National Societies to ensure that leadership and staff from National Societies in the Americas become familiar with principles and values, policies, strategies (in particularly *Strategy 2020*) and guidelines. In this regard, two members from the Guatemalan Red Cross governing board participated in a workshop about gender-focus in project and programme planning, along with technical experts from different National Societies, including the Belize Red Cross Society, the Jamaica Red Cross, the Nicaraguan Red Cross, the Salvadorean Red Cross Society and the Uruguayan Red Cross.

National Societies are also revising their Principles and Values materials and curriculum to better adapt it to Strategic Aim 3 of *Strategy 2020*, and improve capacities of the principles and values directorates to better integrate it into their planning process, using quality and impact indicators. National Societies that did not have a direct responsible for Principles and Values have now identified and acquired such staff, particularly in Central America.

During 2011, 13 National Societies in the Americas, including 12 Global Alliance on HIV members, report having collectively reached more than 1,284 million people with prevention and anti-stigma messages, and care, treatment and support services.

Programme component 2: Migration

Outcome 1: National Societies have a better understanding of migration trends and the vulnerabilities of migrant populations and have analyzed the possibilities of Red Cross action in addressing such vulnerabilities.

The Federation is committed to strengthening humanitarian activities of National Societies to assist migrant and internally displaced people in distress, and to promote integration of vulnerable migrants and internally displaced groups. However, limited progress was achieved against the planned indicators for this outcome.

Nevertheless, in 2011 a consultancy was completed in order to gather general recommendations based on the experience of the Dominican Red Cross regarding migration in the country –as there is a large population of

Haitian migrants in the Dominican Republic. This study fed into one of the working groups dealing with migration issues for the Inter American Conference (Haiti, 2012).

In terms of Movement cooperation, the secretariat has promoted increased coordination within National Societies in the continent on this topic, and with other organizations working on this area. For example, a joint meeting with the National Societies of Canada and Mexico took place where migration was a topic addressed. Also, coordination with UNHCR to reach an agreement and identify possible areas to work with the National Societies of Costa Rica, Honduras, Guatemala and Nicaragua, to enhance their capacities to work with migrants and displaced people. An agreement was reached in Nicaragua in 2011.

With the understanding that this area remains to be further addressed within the work conducted in the continent, migration has been identified as one of the key trends to be addressed in a cross-cutting way in the secretariat's Long-Term Planning Framework for the zone and country levels for the period of 2012-2015.

Programme component 3: Violence Prevention

Outcome 1: National Societies have a better understanding of existing violence prevention programmes in the Americas and increased political decision making regarding institutionalizing programmes on violence prevention in the National Societies.

In relation to violence prevention, several National Societies in Central America and the Caribbean have participated in workshops developed by the Canadian Red Cross Society focused on the 10 Steps to Creating Safe Environments for Children and Youth methodology. As mentioned under the *Programme component 5: Youth Action*, violence prevention actions were also supported through the Youth programme. For example, 57 youth and 14 adults participated as beneficiaries in the violence-prevention micro-project of the Barbados Red Cross Society.

Violence prevention has also been identified as one of the four key trends (jointly with migration, urban risk and climate change) to be addressed in a cross-cutting way in the secretariat's Long-Term Planning Framework for the zone and country levels for the period of 2012-2015.

Programme component 4: Principles and Values with advocacy and communication.

Outcome 1: Key IFRC Principles and Values are promoted influencing internal/external practices through advocacy activities and means of communication.

A continental effort was carried out for the promotion of tolerance, non-violence and non-discrimination campaigns, with particular emphasis in the fight against HIV and AIDS, channelled through the health and care programme under the Global Alliance on HIV framework.

The secretariat representatives from the Americas zone participated in significant events taking place in the Americas to convey key messages and influence national, regional and international agendas relating to humanitarian issues. To illustrate, the Americas zone office carried out a strong advocacy role in the first anniversary of the Chile Earthquake, through the presentation of a one-year memoir that not only highlighted achievements, but also raised awareness on the humanitarian challenges brought forth by the emergency, focused on the needs of those most vulnerable. The presentation was supported by a photographic exhibition entitled "Red Cross: unedited images on the earthquake". The exhibition was open for the public and was presented in the consistorial patio of the Santiago municipality.

With support from the secretariat, National Societies in Central America have designed –and re-designed, when appropriate– their communication and diffusion strategies, and produced principles and values related material targeting youth. The Nicaraguan Red Cross, for example, built a partnership with the Universidad Centroamericana that supported them in developing an institutional image study that clarified the focus of their dissemination campaign and specific messages to be developed. Through this study, the Nicaraguan Red Cross developed not only print materials, but also radio spots (that were played in 20 radio stations), below-the-line products, and a documentary. Another example is the Honduran Red Cross, which completed principles and values diffusion activities in 16 branches.

During 2011, the CRRO representatives participated in a disaster response systems coordination meeting facilitated by UNDP, as well as several health coordination meetings conducted by PAHO, and in the ECDG-DM coordination session. In addition, the regional representative took an active role in setting the agenda for the CDEMA civil society committee's deliberations. These meetings with Red Cross partners continue to

provide an opportunity to promote the objectives of the Movement in general, and the programmes of the respective National Societies in the Caribbean region.

Constraints or Challenges

Constraints remain the same as at the interim reporting stage and previous years.

- Lack of direct funding for principles and values has limited the number of activities to be undertaken by National Societies.
- There is no continental coordinator in place for principles and values, and there is only one focal point at the regional level to move forward the principles and values plan.

The Role of the Secretariat

Administration

The Americas zone administration unit main responsibilities during 2011 focused on moving all the secretariat offices in Panama to a single building, which included the selection of a consultant to support the design for the renovation and refurbishment of the new premises, and after the identification of a construction contractor to execute the project under the management of the consultant. Even though, this project was expected to be completed in early 2012, completion will take place in the second semester of 2012. The administration unit was also in charge of the coordination and support to the Haiti Red Cross Society for the Inter American Conference (March 2012 in Port-au-Prince). In order to support the travel costs of National Society and secretariat participants to the conference, discounts of 15 and 20 per cent for air tickets for the participant were secured with Copa Airlines.

In regards to improving security measures in the zone office, a new procedure was put in practice by introducing identity cards for all staff, external personnel and visitors. Furthermore, with the aim of harmonizing internal procedures, a revised travel procedure was approved and disseminated to all employees, containing specific information on how tickets should be purchased. In addition, the revised mobile phone guidelines were approved and clearly established the new phone credit limits according to the personnel's position.

Communications

The development, distribution and promotion of communication packages and materials have contributed to National Society profiling within volunteering, health and other key sector areas, and further supported the membership in addressing critical issues of global concern such as climate change adaptation and risk reduction.

During 2011, the communications unit has strengthened communication lines at the zone and global levels by attending the Global Communications Forum in Geneva, a Beneficiary Communications Workshop in Haiti and the ICRC-IFRC Southern Cone Communications Conference. These important meetings helped to re-establish the Americas Communications Network aimed at strengthening National Society capacities via increased collaboration. As a result the Americas Zone Communications unit was able to hold two virtual meetings which served to update the Zone's communication roster as well as to understand the capacities of the National Societies in the region. In support of the National Societies' capacities the communications unit was also able to hold two FedNet trainings in Spanish and English for approximately ten National Societies.

During this period the unit also produced six communication products including: the IFRC Americas Zone Bulletin, the Inter American Conference bulletins, the *Urban Risk* Publication, two videos on urban risk, an article featuring the Red Cross actions in Chile and Haiti in Copa Airlines' magazine *Panorama*. The unit also implemented a new strategy by promoting case studies, editing and formatting four of these along with a Prezi presentation for a VCA case study. In collaboration with the Haiti Support Team's information officer and the resource mobilization officer, the unit compiled photographs and captions for the Americas zone photo book *Recovering Hope: The Americas Through a lens*.

Ongoing support through emergencies related to the 2011 hurricane and rainy seasons, has been geared towards the development of communication materials, the dissemination of public information, and media relations. The effective outreach of Red Cross key messages has in turn contributed to further positioning the Movement's leading role at the event of disasters and crises. The emergency communications officer participated in the activation of 3 virtual EOC, providing media monitoring, twitter updates, contact with National Societies' communications focal points, drafting press releases, facts and figures and key messages. The emergency communications officer also provided on site support to the Dominican Red Cross and Guatemalan Red Cross Societies with public relations and social media planning.

Additionally, communication activities throughout 2011 have contributed to improved awareness of the Humanitarian Diplomacy strategic framework and alignment between the zone and global priorities.

Nonetheless, the unit faces challenges in what can be accomplished with limited resources and capacities. Therefore, the continued strengthening of the communications unit's capacities is essential to the efficient delivery of this strategic service.

Finance

The zone finance unit has focused its main efforts in four areas during the first six months of the year:

1. Development or improving the capacities of the secretariat staff in finance matters.
2. Supporting the National Societies in issues related to the statutory contributions declarations.
3. Support to the Haiti operation.
4. Finance training.

Successful project managers' trainings were conducted through the year in the zone office based in Panama, in the Haiti country office and the Caribbean regional representation office based in Port of Spain. As a result of these trainings, staff have been updated in financial matters, which will enable them to increase their knowledge and skills on programme financial management including financial systems and procedures. In addition, a finance workshop was held in Panama in which the majority of the finance staff participated and were updated in the new policies, procedures and systems.

Technical support and advice was provided in different interventions in regards to the remodelling of the zone office (e.g. impact in the shared costs, funding plan and financial analysis).

The finance staff dedicated to supervise and provide technical support to PADRU has received a quality service that has allowed to keep a satisfactory financial performance in all the emergency operations so far.

The preparation and publication of the monthly financial analysis report was consistently carried out through 2011. It presents the financial situation of the Americas Zone on a monthly basis. At the same time, a new financial analysis report was developed for the Haiti Earthquake operation and for the Haiti Cholera Operation, presenting the financial situation of both operations highlighting issues, KPIs and recommendations.

The second area of special attention, continuous support was given to National Societies in the preparation and or revision of the statutory contributions declaration in 2011. The supported National Societies were the Ecuadorian Red Cross, the Mexican Red Cross and the Uruguayan Red Cross.

Furthermore, ad-hoc support has been provided as well to the Nicaraguan Red Cross. The former head of support services visited the Brazilian and Peruvian Red Cross which enable him to obtain a better perspective of the financial situation in both National Societies and provided some recommendations to be presented to the Finance Commission as well. Additionally, a visit was made to the Bolivian Red Cross in coordination with the regional representative for the Andean region and the finance officer. The objective was to assess the current capacity and situation of the finance department in this National Society.

Moreover, an IFRC finance staff was also deployed to provide technical support to the Colombian Red Cross Society during the Colombia Floods Operation.

The third area of focus has been the provision of support to the Haiti operation. The recruitment of the Financial Advisor for the Haiti Earthquake Operation was completed who contributed to provide sound support to the operation. Two Federation-wide reports were successfully prepared and published with the consolidated figures of income, expenditures, projections and financial analysis in regards to the Red Cross Red Crescent operations in Haiti.

The fourth area of focus has been the provision of training to the finance staff in the region to enhance their capacities to provide better services. Finance trainings were given to two National Societies finance staff during the year (from El Salvador and Nicaragua). These internships enabled them to be trained and have practice in the zone finance unit.

In other areas, the zone finance unit managed to obtain approval of the resolution regarding the tax exemption of the IVA at the different rate after a modification of the legislation. In addition, two bank accounts in CHF were opened during the year for the zone office and the Haiti country office in order to reduce the impact of currency revaluation due to the holding of important cash balances at the end of each month.

Human Resources

A new human resources (HR) service approach that is more proactive and solutions oriented, was introduced through carrying out HR service with the unit managers in order to discuss the full scope of HR themes according to an HR compliance check-list. Mainly due to the Haiti operation the team achieved an IFRC record number of continental deployments of 98, with the following highlights: national staff 37 (other countries in America), 329 (Haiti); international staff 14 (other countries in America), 84 (Haiti), internships 4 (countries in America), 2 (Haiti), Canadian RC-junior delegate programme 2 (other countries in America), staff on loan 3 (rest of America) 5 (Haiti), consultancies 55 (other countries in America); 19(Haiti). In order to overcome the challenge of attracting the right staff, we have expanded the range of advertisement, e.g. French website, LinkedIn.

In terms of processes, policies and systems, we have established a pension scheme for Panama based staff, where 25 staff have been registered. A leave management procedure has been disseminated to all members in the region. A briefing and debriefing guideline has been successfully implemented, and the rest and relaxation policy was modified to suit the current trends in Haiti.

In order to promote staff health and wellbeing, seven basic stress management sessions have been carried out in Panama, and a health fair was held to offer medical tips to staff on different subjects such as: blood pressure, immunizations, vision tests and healthy tips.

In Haiti, four team building exercises were conducted for HR, water and sanitation and logistics departments. Additionally, 50 training sessions on stress management, nutritional habits, mindful based stress management and sleep hygiene were also conducted.

The new appraisal system through the learning platform was introduced, and staff were trained on the use of the tool. The use of the learning platform was promoted and given priority to the following mandatory courses that have been completed by staff: Code of Conduct 77.3 per cent (Haiti), 20.3 percent (rest of Americas), Personal Security Management 56 per cent (Haiti), 70 per cent (rest of Americas), Security Management for Managers 65.7 per cent (Haiti), 16.2 percent (rest of Americas), the World of the Red Cross (WORC) 48.5 per cent (Haiti), 10.3 per cent (rest of Americas). Additional trainings that were completed in Haiti: Code of Conduct (national staff) 355, Induction course (national staff) 446, Outplacement training –to PNS national staff, 11 PNS.

Human Resources established HR development activities with and for National Societies in the Americas, some of them were: the Argentine Red Cross, the Chilean Red Cross, the Haiti Red Cross Society, Red Cross Society of Panama, the Barbados Red Cross Society and the Trinidad and Tobago Red Cross Society.

The HR unit launched the roll out of the learning platform to National Societies in the Americas with the overall aim to translate existing learning platform courses into Spanish and upload them to the learning platform, in order to stimulate its use and ownership through the identification and training of learning platform representatives in at least one National Society in each regional representation and through uploading existing National Societies' trainings onto the platform. Overall aim was for the platform to become the mainstream training, learning and development tool in all National Societies in the Americas. In order to achieve this objective, first meetings were held with nine National Societies, with the aim to promote the learning platform and to discuss how National Societies would like to use this tool themselves. As a result, an agreement was reached, to go and pilot the uploading of existing National Societies' trainings onto the platform. Much progress will be implemented in 2012, as a follow up activity to support National Societies who have contents to test and upload on the E-learning platform.

Support was given to the Haiti Red Cross Society in identifying the key positions to be strengthen: disaster risk management positions and human resources. The integrated staff had acted as part of double positions within the structure to allow national staff to be directly linked with an international delegate, creating the opportunity of an effective knowledge transfer. A mix between a coaching process and a supervised "learning by doing approach". HR technical support was provided to the new Haiti structure for 2012 in terms of development of job descriptions, departmental organization charts and the recruitment processes.

Haiti's HR strategy and plan of action was implemented, which included the facilitation of a new model of capacity building, embedding delegates directly into the Haiti Red Cross Society, in order to establish the creation of instant capacity on a professional level, workforce planning methodology rolled out, Movement wide payroll system rolled out on the third quarter, two Impact trainings were successfully organized; the grading system was reviewed and adjusted to Haiti reality; the remuneration package for Haitian local staff

was reviewed and adjusted to ensure we are competitive with other international aid organizations. During the third quarter a 10 per cent salary increase had taken effect.

Technical support was provided to both government and Haiti Red Cross Society to further strengthen their capacity as they take over projects and staff. DRM national staff were transferred to the National Society when the programme was handed over in June 2011, some drivers were transferred to the Direction Nationale de l'Eau Potable et de l'Assainissement (DINEPA) when the water and sanitation project was transferred to this governmental department, and the drivers working on the cholera programme were transferred to the Haiti Red Cross Society in December as the project closed.

Establishment and implementation of effective human resources systems and procedures to ensure effective planning, development of good quality human resources will be a zone priority in 2012. Efforts will be made to support National Societies in the zone to strengthen their human resource processes and structures.

Information Systems

The information systems unit for the Americas zone works to support all secretariat's offices and National Societies in the region with technology-related needs and initiatives. During 2011, as part of the Digital Divide initiative, the unit organized a one week certification session (which was the culmination of an eight week virtual training) for National Societies information technology (IT) coordinators. It was an opportunity to also perform the first National Society IT coordinators meeting in which 12 National Societies presented their current status regarding technology and exchanged experiences. One positive result from this meeting was the sharing of a volunteer management application by the Argentine Red Cross with the National Societies of Chile and Honduras.

The Digital Divide Initiative also ran a pilot project during 2011 for 15 National Societies globally, of which 3 of them were from the Americas: Peru, Saint Vincent and the Grenadines and Suriname. Suriname and Saint Vincent and the Grenadines bridged the gap by developing their own website and email accounts. On the other hand, Peru was supported with the installation and configuration of a Voice Over IP (VOIP) telephone system in order to increase their operational level.

Furthermore, the unit started discussions with Dell and Microsoft in search of opportunities for National Societies. With Microsoft, National Societies were made aware of the NGO programme opportunity to apply for no-cost licenses for their programmes. The National Society of Colombia is currently pursuing this option and Chile already accessed more than 350 Microsoft's licences.

Support to the Haiti operation has been constant, especially with the staff rotation and replacement process. The new IT/Telecom coordinator was hired in April 2011 for one year. The unit is working on the exit strategy for the next year along with the coordinator. Furthermore, an evaluation of the skills and expertise acquired by local staff in Haiti is ongoing, in order to confirm if the national staff will be able to support the operation during its third year. In addition, the base camp network was expanded since 100 containers were deployed as dormitories. The expansion was carried out using a microwave backbone network.

Moreover, in support to the Inter American conference, planned for March 2012, technical assistance has been provided with local visit to assess conditions and requirements.

At local level, the unit has been part of the integration of the PADRU/zone offices in Panama. All IT staff is now part of the unit as one team and services are being coordinated. The unit is involved in the move to a new building, assisting in the evaluation of contractors' proposals and organization

Logistics Management

The Global Logistics Services in the Americas zone (GLSAMZ) has conducted:

- Training for 13 IFRC logisticians.
- Logistics workshops in the zone for 29 Red Cross staff.
- Briefings and debriefings for Red Cross staff by the GLSAMZ team.
- Supported an average of three operations per month within the Americas.
- Distributed health manuals throughout the zone, to Geneva and many countries in Africa.
- Contributed to the Global planning framework as well as writing the GLSAMZ strategic planning framework for 2015.
- Terms of reference for sourcing study developed.
- Terms of reference for stock prepositioning study developed.

- Total number of procurement orders issued in 2011 was 242 with a total value of CHF 11,013,000 (70,000 families). The main items procured were shelter materials, IFRC standard relief items, hygiene items for the Cholera operation.
- Under the VRP programme in the Americas 331 vehicles; 7 used vehicles disposed in Panama, 7 new vehicles transferred to National Societies' buyers in the Americas, 35 vehicles imported to Panama; and 46 vehicles exported from Panama.

The GLSAMZ also mobilized, procured and dispatched relief and shelter provision from the Americas zone Logistics Unit to over 100,000 families in 27 different countries in the Americas. Total volume dispatched from the Panama warehouse in 2011: Central America 991.36 CBM (9,900 family kits), South America 281.56 CBM (3,800 family kits), Caribbean 1632.87 CBM (16,300 family kits). The unit also helped to preposition emergency relief items in Guyana, Jamaica, El Salvador and Suriname.

In addition to the global studies the team is also working closely with the Georgia Institute of Technology, Centre for Humanitarian Logistics on a project (Capstone Project) an independent study that has helped the unit to develop tools. A factor rating tool that grades countries by allocating weights, summing those weights against other countries to give a picture of which countries are the best suited. The other tool is the Demand Estimation tool in which, the team has taken information from the Emergency Events Database (EMDAT) from 1966 to 2010, and then calculated the trend and the affected population by countries within the Americas.

These tools will assist the secretariat in obtaining a clearer picture of the priorities within the region in terms of logistics capacity, disaster preparedness and a probability rating for disaster prone countries, thus enabling GLSAMZ to prioritize the needs within the Americas and position ourselves accordingly. For further information see the Global Logistics Annual Report, available [here](#)

Planning, Monitoring, Evaluation and Reporting (PMER)

In 2011, the PMER unit worked in the different areas of its mandate in support of the secretariat offices in the zone and also took steps to contribute towards capacity-building in National Societies.

In the area of planning, the unit provided support for the development of the zone long-term planning framework (LTPF), together with 18 country-level LTPFs following the decision to develop plans with a longer-term strategic vision complemented by one to two year operational plans. In relation to monitoring and evaluation, pilot exercises were carried out with monitoring tools in emergency operations with positive results, and a monitoring visit to the Caribbean was carried out in the context of the Hurricane Tomas operation. In addition, the PMER unit designed monitoring formats for the use of DfID funding throughout the zone and a format against which the 2012 plans will be monitored at both zone and country level. An evaluation plan for 2011 was developed in the Americas and the evaluation data base, available on FedNet, was kept updated.

The unit has gradually become more involved in evaluations, reviewing terms of reference and forming part of the management team which oversees the evaluation process including the selection of consultants.

With regard to reporting, a total of 103 standard appeal-based reports were published and 64 narrative pledge-based reports were issued in the Americas during the year. The unit continues to strive towards ensuring more timeliness and reducing the numbers of overdue reports in cooperation with the zone finance unit and resource mobilization.

A total of six rounds of programmatic Federation-Wide Reporting on the Haiti operation and four rounds of financial reporting were concluded by the end of 2011; these included the second anniversary report which was published in December 2011 and which is available in English, French, Spanish and Arabic. In 2011, the Federation-Wide reporting indicators for Haiti were revised in line with the Federation-Wide Strategic Framework and outcome level indicators were also included for collective monitoring.

Three National Societies completed the Federation-Wide reporting system exercise, providing information and statistics against the 7 proxy indicators in relation to 2010; whilst 6 National Societies completed the data bank exercise in 2011 of a total of 18 invited to join the process. Further emphasis will be placed on the Federation-Wide Data Bank and Reporting System in 2012; the two initiatives were merged at the end of 2011 and information is uploaded onto a single web platform.

Support was provided to ensure continued dissemination of *Strategy 2020* with a view to revision of National Societies' Strategic Plans and ensuring full alignment with *Strategy 2020*; missions by accredited facilitators were carried out to the Bahamas, the Bolivian and Guatemalan Red Cross Societies during the year and the Bahamas Red Cross now has an approved strategic plan for the period 2011 to 2015.

In order to work towards capacity-building in National Societies in the area of PMER, several workshops were held: in March 2011, a PPP/PME workshop was held in Panama including 25 participants from the secretariat and National Societies; a gender and planning workshop was held in May (35 participants); and PPP/PME workshops took place in the Dominican Republic (27 participants) and Haiti (25 participants). These workshops achieved positive results and contributed towards building a pool of PPP facilitators in the Americas who will work to further roll out the methodology in 2012, thereby gradually building up National Society expertise and proficiency. In 2012, participation in the on-line PPP course in English and also in Spanish will be promoted in order to bolster the dissemination of the methodology.

Working in partnership

The Americas zone office continues to establish partnerships and nurturing the alliances established in previous years. Work within the existing continental and regional platforms for disaster risk management, health and humanitarian diplomacy is promoted in other, maintained and increased the profiling of the Red Cross Red Crescent within the Americas.

Much effort has been made by the secretariat leadership, as well as programme coordinators to work in an integrated way. For example, volunteering development is a cross-cutting area that concerns most areas of work throughout the International Federation of Red Cross and Red Crescent Societies: key stakeholders are the programme areas, such as health, disaster risk reduction, disaster management and shelter. The human resource unit is also important as many National Societies' volunteer management systems are linked to the human resources unit. A key external partner is the International Association for Volunteer Effort, which has provided an important platform in order to connect with other development agencies, companies and research bodies in the area of volunteering.

Ongoing support was provided to CORI as the key mechanisms for enhancing relationships within the Americas.

Tripartite agreements (National Society, ICRC and IFRC) are in place in several National Societies. Furthermore, collaboration continues to take place with PNS with multilateral and bilateral programming in the continent.

Government relationships

- A minimum of one exclusive meeting was held with each of the presidents of: the Dominican Republic, Haiti, Panama and Chile. With the vice-presidents of Brazil, Ecuador and the prime minister of Haiti; the ministers of foreign affairs of Chile, Costa Rica, the Dominican Republic, Chile, Costa Rica and Panama; the vice minister of cooperation and the vice minister of health of Cuba; the vice minister of foreign affairs of Brazil, Belize; and directors of foreign affairs offices of Argentina, Colombia, Ecuador, Dominican Republic, Mexico and Panama. Additional meetings were held with governmental authorities in Argentina, Barbados, Belize, Brazil, Colombia, Costa Rica, Jamaica, Mexico, and Trinidad and Tobago.
- Legal Status Agreement exists with the governments of: Argentina, Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua, Panama, Peru and Trinidad and Tobago are fully operational. Progress continues in the case of Chile and Haiti.
- Ongoing relationships with the national disaster offices of Belize and Jamaica have been strengthened.

Coordination with international regional stakeholders

- Presence and participation in key international and government donor group initiatives, and partnership events. The Federation has had an active role and recognition within UN bodies, Organization of American States, Association of Caribbean States and Sub regional intergovernmental organizations. This has included the active participation from Red Cross Society leaders and/or technical experts.
- The Federation has renewed their MoU with Association of Caribbean States and played a key role in the ACS DRR technical committee meeting held in Bogota, where two joint project proposals were presented and approved by state members
- A cooperation meeting was hosted in partnership with ICRC for Caribbean National Societies on violence prevention and to prepare for statutory meetings.
- Continued collaboration with PNS involved in Caribbean regional projects with DIPECHO, OFDA, CCRDR, HIV and CHAP: American Red Cross, Canadian Red Cross Society, Finnish Red Cross, French Red Cross, Norwegian Red Cross and Japanese Red Cross Society.

- Continued DRM coordination together with PADRU for overseas branches of the British Red Cross, the French Red Cross and the Netherlands Red Cross.
- Strong working relationships with inter-governmental and regional bodies such as ACS, CDEMA, ECDG, PANCAP, CANARI, CPDC.
- Ongoing fluid communication with key donors such as ECHO, CIDA, JICA and USAID. ,
- Cooperation agreements with universities such as: the University of the West Indies (Geoinformation), St. George's University. (child PSP with UNICEF) and John Hopkins.

Programme Partnerships

- The Global Alliance on HIV's programme has had a more unified vision and a strong influence on the development of partnerships with groups at higher risk of HIV. The usefulness of these partnerships in expanding the capacity of the work on prevention, care, treatment and support, and reduction of stigma and discrimination is acknowledged by National Societies. Strategic alliances with governments have enabled National Societies to provide HIV-related services. For instance, the Honduran Red Cross has worked closely with the government to integrate prevention of mother-to-child transmission (PMTCT) into maternal, neonatal and child health (MNCH) programmes. The Guatemalan Red Cross has greatly increased its reach and capacity by partnering with the Ministry of Health (MOH) focusing on key actions such as a widespread campaign to expand voluntary testing and counselling among key population, strengthening the MOH capacity to provide support and services for PLHIV, and on supportive activities such as monitoring, evaluation and joint resource mobilization. Most recently the Guatemalan Red Cross has partnered with UNAIDS on the *See to Understand anti-stigma* campaign jointly mobilizing private sector funding.
- The Global Alliance on HIV in the Americas is supported through a multi-lateral partnership with the Norwegian Red Cross and through bilateral partnerships with the American, Finnish, French, Italian, Netherlands, Norwegian and Spanish Red Cross societies. National Societies report partnerships in 2011 with national and regional PLHIV networks, community based associations and NGOs, ministries of health, education and social services, UN agencies and international NGOs.
- Club 25 programmes mobilizing voluntary non-remunerated youth blood donors work in partnership with the Red Cross Red Crescent and government blood services. Interagency collaboration is established with PAHO for emergency health, water, sanitation and hygiene (WASH) and voluntary blood donation, with UNICEF on maternal, newborn and child health and the WASH cluster with WFP and UNAIDS on HIV in emergencies. Looking forward there will be an increase focus on strengthening the strategic and operational partnership with PAHO, particularly in relation to prevention of non-communicable diseases and maternal child health, with UNFPA on gender based violence prevention and with OIM on migration.

In addition, the disaster risk management programme has worked to establish partnerships and alliances as follows:

- Work through the existing DRM networks in the Caribbean and Central America which facilitate communication and coordination with the National Societies.
- Coordination with the Movement components present in the continent: The American Red Cross, the Canadian Red Cross, the Finnish Red Cross, the French Red Cross (PIRAC), the German Red Cross, , the Netherlands Red Cross, the Norwegian Red Cross and the Spanish Red Cross. The programme is promoting a working model that strengthens the collaboration with partners beyond the donor relationship with some PNS.
- The working relationship with governments has been strengthened through the participation and dialogue in fora, meetings and joint activities through the sub-regional systems such as CEPREDENAC, CDEMA, CAPRADE, FEMICA, RedHum, the Association of Caribbean States (ACS) and the OAS.
- Dialogue, coordination meetings and joint work continue with the UN system, multilateral organizations and international cooperation organizations. Positive and productive relationships have been maintained in particular with: AECID, CIDA, DG ECHO, OCHA, OFDA, PAHO/WHO, REDLAC, UNISDR, UNDP Policy Centre Brazil, UNDP, UNHCR, UNICEF and the World Bank .

Contributing to longer-term impact

- In terms of monitoring and evaluation, efforts were put in place to ensure better management, learning and improvement in the programmes by promoting and updating the IFRC evaluations database. In addition, programme activities were monitored between regional representations and programme staff at the zone level and through visits in each region and; monitoring will continue to be more strongly systematized in 2012. Furthermore, two external HIV evaluations took place within the year. A lessons learned review conducted in late 2011 concluded that the Global Alliance on HIV has had a profound effect on the way in which the Red Cross National Societies in Latin America and the Caribbean approach their work on HIV and AIDS. The concepts of integrated planning and working with partners on a consolidated response to the epidemic in their countries have strengthened their role as important contributors in their respective national AIDS' responses.
- The updated IFRC programme/project planning (PPP) manual has been promoted in 2011 and the second planning workshop conducted specifically addressed the **integration of gender** in the planning process. The PPP roll-out will continue in 2012 to improve project implementation within the secretariat and the National Society level. Also, most of the networks and National Societies involved in the implementation of the secretariat-supported programmes reported having taken into account gender equality and diversity both in their volunteer and beneficiary base, as in for example the materials developed for teaching about different areas of work of the Movement.
- In order to contribute to **gather best practices and improve projects/programme based on past experiences**, lessons learned workshops have taken place within emergency operations and programmes (disaster risk management, health, emergency health, shelter, resource mobilization). For example, the shelter coordinator participated on the development of the Federation-wide shelter strategy framework for Haiti in January, a volunteering development lessons learned study was also done in Haiti. Also, arising from a workshop held earlier in 2011, a desk review of Lessons Learned on Emerging and Re-emerging Diseases has been completed and the report will be disseminated in 2012. Lessons learned on development of water, sanitation and hygiene promotion technical units over the past two years will contribute to the next phase of water and sanitation programming supported by the secretariat, the American Red Cross and National Societies. Based on these approaches, *mechanisms to capture and disseminate emerging good practices and lessons learned will be built particularly into emergency operations as outlined in the draft Americas Long Term Planning Framework 2012–2015*. Also, lessons learned and best practices have been shared through regular virtual meetings, regional and national youth networks, at the youth and volunteering camp in Bolivia and at the global World Youth Summit on Youth Volunteering in Colombia, in which Red Cross Red Crescent youth from four regions of the Americas were present.

Looking ahead

Based on the progress during 2011, the programme areas will focus on the following actions for 2012:

- the youth programme will be building up youth's capacities in project and programme planning, supporting youth leadership development, especially through the youth as agents for behavioural change (YABC) programme, advocating for the involvement of youth at all levels in governance structures, programmes and services, and providing quality tailored support from the IFRC's secretariat and spaces for horizontal support between National Societies and within networks. All of these aspects will hopefully ensure that the work conducted leads to concrete long-term programming, continued funding for youth development, empowered youth and generational change within the Red Cross Societies of the Americas.
- Work will continue in relation to the adaptation and dissemination of harmonized tools and methodologies which enhance the institutional capacity of the National Societies through training, knowledge and the promotion of peer support and mutual cooperation. Additional efforts will be place in different programme areas and units to promote innovative ways of working. Promotion of existing resources such as DesAprender, the Centres of Reference and the Learning Platform will continue to take place.
- Secretariat staff will work to strengthen existing and develop new strategic partnerships and participate on regional inter-agency platforms with the aim of ensuring that both National Societies and secretariat staff better understand and promote key trends and emerging DRM/ DRR and health issues within National Societies. In addition Americas zone staff and health networks will participate in regional and global conferences and meetings which address key trends, priority and emerging issues.

- The programmes will work towards ensuring that key humanitarian trends (**urban risk, increased violence, climate change, migration**, among others) are considered in national and regional disaster and crisis plans. The focus will be on enhancing the Movement's ability to prepare and respond to disasters and crises through a range of national, continental and global mechanisms and National Societies' capacity to carry out emergency response needs assessments and response actions in health, shelter, water, sanitation, hygiene promotion, recovery needs assessments and community health planning, including long-term projects. In addition, support to improve coordination with relevant stakeholders, all while considering key humanitarian trends and emerging issues. The secretariat will also continue its work on the streamlining of the response system, further strengthening the RIT tool and establishing the Regional Response Units (RRU).

One of the main priorities for 2012 will be implementing the new Long-Term Planning Frameworks for the secretariat, covering the next four years and the respective Operational Plans. The Long-Term Strategic Planning Framework for the Americas zone reflects increased emphasis on National Society capacity building. The work of the support services: namely administration, finance, human resources, IT and telecommunications, logistics and planning, monitoring, evaluation and reporting is shifting its focus from supporting mostly the secretariat's day to day functions to giving more priority to promoting learning and development within the National Societies. The support service units, in cooperation with the regional representations, will work with National Societies to foster south-to-south cooperation and enhance their support services capacities through trainings, internships, the development of case studies, dissemination of policies and best practices, the use of FedNet, communities of practice and other information-sharing tools and platforms. Alliances with external partners will also be explored to enhance collective capacities in all support services.

The other main priority for early 2012, is supporting the Haitian Red Cross and the Inter American Committee (CORI) in the preparations for the upcoming XIX InterAmerican Conference. On the assumption that humanitarian endeavours not only assist those in need but also develop the capacities of the most vulnerable. The Planning Committee has reached a decision on the overarching theme for the Conference is "Reducing the Gaps". Eight working groups were established to cover strategic and thematic areas (Secretaries/Directors General, Coordination with State structures, Volunteering and Youth, Disasters and Crises, Enabling Health and Safe Living, Social Inclusion, Migration and Violence Prevention). The working groups will hold face to face meetings as well as virtual meetings in order to draft technical documents in each area in preparation for the event. As mentioned before these preparations commenced in 2011 and will continue through the first quarter of 2012. The secretariat team will share regular updates with National Societies, secretariat staff and potential donors on the progress and practical information for the InterAmerican Conference through bulletins.

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](#) (NGOs) 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.

www.ifrc.org
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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ANNEX 1

Disaster Response/ **Americas** / 2011

Number of people reached through disaster response support provided by the Pan American Disaster Response Unit (PADRU) to Red Cross National Societies

In 2011, PADRU coordinated 16 emergency operations in the Americas, 3 Emergency Appeals and 13 DREF-supported operations. Through these operations carried out by the National Societies, 128,780 persons were assisted in their time of need.

Region	Emergency Appeals		DREF		Total	
	No. of operations	No. Beneficiaries	No. of operations	No. Beneficiaries	No. of operations	No. Beneficiaries
Caribbean	0	0	4	12,395	4	12,395
Central America	2	17,500	3	21,500	5	39,000
North America	0	0	0	0	0	0
South America	1	11,500	6	65,885	7	77,385
Total	3	29,000	13	99,780	16	128,780

ANNEX 2

HIV and AIDS/ Americas

HIV programme performance by National Societies in the framework of the Global Alliance on HIV in the Americas 2008—2011

Service rendered	Total 2011 13 NS	Total 2010 14 NS	Total 2009 10 NS	Total 2008 10 NS
Number of people reached with prevention messages	1,249,814	1,794,544	1,439,991	796,242
Number of PLHIV supported	5,565	5,810	4,090	3,002
Number of OVC supported	2,281	1,324	703	5,195
Total population reached & served	1,284,543	2,627,032	1,599,500	804,439
Volunteer hours mobilized annually	578,724	662,420	612,908	448,776
Number of staff & volunteers trained and/or engaged in HIV programmes	10,586	12,242	4,037	Data not collected in 2008
Resources mobilized for HIV programme in CHF	3,543,377	1,661,745	2,057,944	1,864,303

ANNEX 3

Youth / Americas / 2011

Youth reached through the support of the regional representations and zone youth programme during 2011

- **Barbados:** 57 youth and 14 adults participated as beneficiaries in the violence-prevention micro-project of the Barbados Red Cross Society.
- **Bolivia:** 24 youth volunteers aged between 15-24 years trained in school brigade methodology in 14 branches during the first phase of the programme. 80 youth volunteers participated in the National Youth and Volunteering Camp of the Bolivian Red Cross.
- **Costa Rica:** 31 youth volunteers between 14-29 years participated in the road safety micro-project of the Costa Rican Red Cross.
- **El Salvador:** 30 youth volunteers' capacities built up as trainers of trainers of school brigades in 6 provincial branches. 13 School Brigades initiated in El Salvador in 2011.
- **Grenada:** The Grenada Red Cross Society gained 10 new professional volunteers and had sessions with over 60 incarcerated youth.
- **Guatemala:** 17 youth volunteers trained to work on climate change issues in Guatemala.
- **Honduras:** 40 youth volunteers trained as facilitators of the newly developed Manual of Leadership of the Honduran Red Cross youth.
- **Mexico:** 30 youth volunteers trained directly in the updated first aid materials of the Mexican Red Cross.
- **Nicaragua:** 15 youth volunteers' capacities built up as trainers of trainers of the Regional School Brigade material in Nicaragua, at the end of the project 30 schools have functioning school brigades.
- **Panama:** 10 youth volunteers' capacities were built up on school brigades and they were equipped with materials to start brigades within their branches. Follow-up will be done in 2012 to support the creation and first phases of new school brigades.
- **Saint Lucia:** Over 50 youth were trained as Ambassadors for peaceful solutions in schools and communities in the country.
- 4 National Societies were supported to participate in the 2nd World Summit for Youth Volunteering in Barranquilla, Colombia on 2-5 November, 2011.

International Federation of Red Cross and Red Crescent Societies

MAA42003 - Americas Zone

Annual Report

Selected Parameters	
Reporting Timeframe	2011/1-9998
Budget Timeframe	2011/1-12
Appeal	MAA42003
Budget	APPROVED

All figures are in Swiss Francs (CHF)

I. Consolidated Response to Appeal

	Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	TOTAL
A. Budget	3,600,641	819,871	882,627		562,143	5,865,282
B. Opening Balance	1,103,281	27,956	89,426	486	96,958	1,318,106
Income						
Cash contributions						
American Red Cross	20,456					20,456
British Red Cross	9,307	141,199				150,506
CARE International	9,897					9,897
Centre for Cooperation in the Mediterranean	10,004					10,004
DFID Partnership grant	17,585		66,505		10,070	94,160
European Commission - DG ECHO	-3,368	3				-3,364
Finnish Red Cross	47,817	3,194	74,381			125,391
Finnish Red Cross (from Finnish Government)	190,901	18,098	71,402			280,402
Guatemala Private donors	10,282					10,282
Honduras Private Donors	29,495					29,495
IFRC at the UN Inc			1			1
Intermon Oxfam	9,943					9,943
Italy - Private Donors (from United States - Private Donors)	445					445
Japanese Red Cross Society			55,860			55,860
Mexican Government	6					6
Norwegian Red Cross	3,334	53,382	5,324			62,040
Norwegian Red Cross (from Norwegian Government)	313,684	454,341	47,918			815,944
Other		2,665				2,665
PAHO (Pan American Health Organisation)		20,422				20,422
Portuguese - Private Donors	10,192					10,192
Salvador - Private Donors	10,316					10,316
Save the Children	10,199					10,199
Slovenia Government	19,180					19,180
Spanish Red Cross	-2,045		31			-2,014
Swedish Red Cross					70,800	70,800
Swedish Red Cross (from Swedish Government)	196,147		125,403			321,550
The Canadian Red Cross Society	621,931		33,951			655,883
The Netherlands Red Cross	10,206					10,206
The Netherlands Red Cross (from Netherlands Government)	11,110					11,110
UNDP - United Nations Development Programme	9,940					9,940
UNESCO	9,989					9,989
United States Government - USAID					-816	-816
C1. Cash contributions	1,576,955	693,304	480,777		80,054	2,831,090
Inkind Personnel						
American Red Cross	34,393					34,393
Finnish Red Cross	40,297		54,600			94,897
Other	266,913		108,290			375,203
Spanish Red Cross	124,600	109,200				233,800
Swedish Red Cross			109,200		106,470	215,670
The Canadian Red Cross Society	109,200					109,200
C3. Inkind Personnel	575,403	109,200	272,090		106,470	1,063,163
Other Income						
Balance Reallocation	-43,871	6,160	26,714	258	15,160	4,421
Services Fees	6,530				117,968	124,498
Sundry Income	316					316

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<i>Write off & provisions</i>	53,267					53,267
C4. Other Income	16,242	6,160	26,714	258	133,129	182,503
C. Total Income = SUM(C1..C4)	2,168,600	808,664	779,581	258	319,652	4,076,756
D. Total Funding = B + C	3,271,881	836,620	869,007	743	416,610	5,394,862
Appeal Coverage	91%	102%	98%		74%	92%

II. Balance of Funds

	Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	TOTAL
B. Opening Balance	1,103,281	27,956	89,426	486	96,958	1,318,106
C. Income	2,168,600	808,664	779,581	258	319,652	4,076,756
E. Expenditure	-2,434,766	-703,963	-707,894	-593	-192,493	-4,039,709
F. Closing Balance = (B + C + E)	837,115	132,657	161,113	150	224,118	1,355,153

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III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination		
A		B					A - B	
BUDGET (C)		3,600,641	819,871	882,627		562,143	5,865,282	
Relief items, Construction, Supplies								
Construction Materials		124					124	-124
Food		108					108	-108
Water, Sanitation & Hygiene		34,304					34,304	-34,304
Medical & First Aid		1,512	92	2			1,607	-1,607
Teaching Materials	16,698	1,781		19,702			21,483	-4,785
Utensils & Tools	10,000							10,000
Other Supplies & Services	21,760	1,381		489			1,870	19,890
Total Relief items, Construction, Supplies	48,458	39,210	92	20,193			59,496	-11,038
Land, vehicles & equipment								
Computers & Telecom	77,616	25,096	2,236	2,311			29,643	47,973
Others Machinery & Equipment				59			59	-59
Total Land, vehicles & equipment	77,616	25,096	2,236	2,371			29,703	47,913
Logistics, Transport & Storage								
Storage	2,798	133	1,269	52		14	1,467	1,331
Distribution & Monitoring	21,013	292	16,940	81		93	17,405	3,608
Transport & Vehicles Costs	20,365	17,400	588	1,499		279	19,766	599
Logistics Services		1,811	776				2,587	-2,587
Total Logistics, Transport & Storage	44,176	19,636	19,572	1,631		386	41,225	2,951
Personnel								
International Staff	1,391,119	814,534	152,969	365,827		137,362	1,470,691	-79,572
National Staff	465,531	102,520	58,069	14,037		232,437	407,063	58,468
National Society Staff	230,711	131,410	8,617	5,569		-152	145,443	85,268
Volunteers		1,355	53	1,481			2,889	-2,889
Total Personnel	2,087,361	1,049,819	219,707	386,913		369,646	2,026,085	61,276
Consultants & Professional Fees								
Consultants	452,766	320,204	49,510	3,141		1,630	374,486	78,281
Professional Fees	55,969	9,823	507	9,187		32,452	51,970	3,999
Total Consultants & Professional Fees	508,735	330,028	50,017	12,329		34,082	426,456	82,280
Workshops & Training								
Workshops & Training	1,681,466	523,762	224,574	113,197		11,104	872,638	808,829
Total Workshops & Training	1,681,466	523,762	224,574	113,197		11,104	872,638	808,829
General Expenditure								
Travel	443,554	136,839	72,924	61,565	557	19,353	291,238	152,315
Information & Public Relations	247,703	66,151	12,889	17,914		4,213	101,166	146,537
Office Costs	78,055	25,439	10,055	2,805		13,853	52,152	25,903
Communications	76,316	26,878	11,590	3,816		19,847	62,132	14,184
Financial Charges	48,870	-40,043	-38,330	-7,520		-27,262	-113,155	162,025
Other General Expenses	249,707	15,884	14,085	-5,109		-79,056	-54,196	303,903
Shared Office and Services Costs	-106,074	59,966	58,938	40,768		-181,183	-21,511	-84,562
Total General Expenditure	1,038,132	291,115	142,151	114,239	557	-230,235	317,826	720,306
Depreciation								
Depreciation and impairment	2,521					2,521	2,521	-0
Total Depreciation	2,521					2,521	2,521	-0
Contributions & Transfers								
Cash Transfers National Societies		4,707					4,707	-4,707
Total Contributions & Transfers		4,707					4,707	-4,707
Operational Provisions								
Operational Provisions	14,420	21,494	3,430	25,096		-663	49,356	-34,936

International Federation of Red Cross and Red Crescent Societies

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III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination		
A		B					A - B	
BUDGET (C)		3,600,641	819,871	882,627		562,143	5,865,282	
Total Operational Provisions	14,420	21,494	3,430	25,096		-663	49,356	-34,936
Indirect Costs								
Programme & Services Support Recov	344,036	112,415	35,726	26,263	36	5,224	179,664	164,372
Total Indirect Costs	344,036	112,415	35,726	26,263	36	5,224	179,664	164,372
Pledge Specific Costs								
Pledge Earmarking Fee	6,690	9,091	5,095	4,131		426	18,742	-12,052
Pledge Reporting Fees		8,392	1,364	1,533			11,289	-11,289
Total Pledge Specific Costs	6,690	17,483	6,458	5,664		426	30,031	-23,341
Operational Forecasting								
Operational forecasting	11,670							11,670
Total Operational Forecasting	11,670							11,670
TOTAL EXPENDITURE (D)	5,865,282	2,434,766	703,963	707,894	593	192,493	4,039,709	1,825,574
VARIANCE (C - D)		1,165,876	115,907	174,733	-593	369,650	1,825,574	