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Americas Zone Annual Report

 International Federation
of Red Cross and Red Crescent Societies

MAA42003
16/10/2013

**This report covers the
period 01 January 2012
to 31 December 2012**

*The first plenary session of the XIX
Inter-American Conference in Haiti.*

Source: IFRC/Zuleyka Maynard.



Overview

During 2012 the Americas Zone of the International Federation of Red Cross and Red Crescent Societies (IFRC) has made significant progress towards its projected goals, as reflected in the celebration of the XIX Inter-American Conference (IAC) which took place in March under the theme “Reducing the gaps”. The IAC was a major success thanks to the participation of 35 National Societies from the Americas and other Red Cross Red Crescent partners. The conference concluded with the adoption of the Montrouis Commitment and the Inter-American Framework for Action 2012-2016. The latter focuses on urban violence, migration, the role of state actors (in particular the civil defence and the military), non-communicable diseases (NCD), climate change, urban risk, social media, and migration, among other areas; these themes will guide the work of the National Societies of the Red Cross in the Americas over the next four years.

While this report shows in detail the progress made, notable strides have been made in in terms of all of the business lines. In the area of humanitarian standards, the secretariat has promoted a reference document on disaster law (DL) in Argentina, Colombia, the Dominican Republic, Ecuador, Guatemala, Haiti, Mexico and Peru. Additionally, eight National Societies registered for AIDS 2012 and the General Assembly HIV side-meeting and at least ten National Society abstracts have been presented. With the aim of increasing the Red Cross services for vulnerable people, the IFRC publication *No Time for Doubt*--an advocacy piece on urban risk--and other materials on the issue were launched at the pre-hurricane meeting held in May in Barbados. National disaster response plans were reviewed in light of the trends during the Hurricane season preparedness meetings that were held in the Caribbean and Central America.

As part of the goal to strengthen contributions to development, the Haiti Learning Conference held in April served as a space to share information and to document lessons learned in shelter, water and sanitation,

relief and other sectors. Actions were taken to increase influence and support for the Red Cross work in the region.

As part of the Secretariat's efforts to promote joint work and accountability, green response and urban risk initiatives between the IFRC and the Association of Caribbean States (ACS) have gained momentum and will be useful for more extensive discussions with the governments and National Societies. In addition, the National Societies in the Americas maintain active roles on their respective national platforms for disaster risk reduction (DRR). This is also the case for the Secretariat which takes part in regional DRR platforms where United Nations agencies have shown interest to continue collaborative actions. The IFRC Haiti country representation has intensified the dialogue with government authorities about the camps and the need for a status agreement as part of the largest emergency operation in the Americas. With regard to accountability, the Federation-wide reporting system for the Haiti earthquake operation continues to provide a model for progress in effective and efficient monitoring, evaluation and reporting.

Working in partnership

The Secretariat, the National Societies in the region and the Partner National Societies (PNS) continue to work together to further the humanitarian goals in the Americas. Additionally, partners from outside the International Red Cross Movement collaborate and coordinate their work towards these main objectives. The following table lists the most salient operational partnerships in the Americas and the agreements signed with each of them:

Operational Partners	Agreement
American Red Cross	Memorandum of Understanding (MoU)
Association of Caribbean States	MoU
Barbados Red Cross (Resource Centre)	MoU
British Red Cross	MoU
Canadian Red Cross	MoU
Caribbean Disaster Emergency Management Agency (CDEMA)	MoU
CARE consortium	MoU
Coordination Centre for the Prevention of Natural Disasters in Central America (CEPRENAC)	Partnership agreement
CIDA through Canadian Red Cross	MoU
DG ECHO	MoU
DFID (UK Department for International Development)	Partnership agreement
Ely Lilly Foundation	MoU
Finnish Red Cross	MoU
French Red Cross	MoU
Italian Red Cross	MoU
Japanese Red Cross Society	MoU
Netherlands Red Cross	MoU
Norwegian Red Cross	MoU
PIRAC	MoU
Spanish Red Cross	MoU
Swiss Humanitarian Foundation	MoU

Progress towards outcomes

Business line I : Raise humanitarian standards.

Outcome 1.1: *The Red Cross is better positioned to lead and demonstrate the Federation-wide contribution to reducing vulnerability and the exposure to risks; to increasing the ability of most vulnerable people to deal with their daily challenges; and to improving the quality of the Red Cross work through learning and knowledge management.*

OUTPUT 1.1.1: Humanitarian access is addressed through learning and action.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
Increase in three National Societies the support for national legislation for international disaster response, civil-military relationships, and sub-regional initiatives related to disaster law.	0	3 National Societies	<p>100%</p> <ul style="list-style-type: none"> The civil-military relationship has grown as a priority in the IFRC agenda due to the interest from several military forces and continental agencies; moreover, progress has been made as a result of the 19th Inter-American Conference, where the National Societies agreed upon an approach, a commitment and an enabling action on civil-military relations and the auxiliary role of the National Societies. This new approach has also reflected in the Montrouis Commitment and in the Inter-American Framework for Action 2012–2016. The preparation process was led by the IFRC, together with five National Societies. Key IDRL country-focused actions: the Cuban Red Cross identified the gaps in the Cuban laws related to international assistance and met with authorities to make recommendations; moreover, the Paraguayan Red Cross participated in a meeting with the IFRC Americas Zone director and high-level authorities of the Paraguayan government to discuss the auxiliary role of the Red Cross and the modernization of the Red Cross law. On the other hand, efforts to strengthen the role of the Red Cross in different fields were made in Chile within the framework of the 3rd Regional Platform for Risk Management. The IDRL project was also implemented successfully in Jamaica through a national workshop held with governmental institutions, national and international organizations, as well as other stakeholders. Lastly, two countries have adopted new draft law articles drawing on the recommendations of the IDRL Guidelines. Mexico proposed a new article to facilitate the entry of international humanitarian actors after disasters. The Dominican Republic also proposed a new article to facilitate the entry and transit of humanitarian goods at the customs. Both texts are in process of being adopted.

OUTPUT 1.1.2: The Inter-agency and Movement emergency shelter sector have the appropriate global and in-country coordination and support.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
Country-level contingency planning and preparedness support is given to two countries, and country-level shelter cluster or Movement shelter coordination is convened in one country as required.	0	2 countries/1 country	<p>75%</p> <ul style="list-style-type: none"> The REDLAC shelter working group was created in February 2012 under the IFRC lead. The working group analysed information provided by the different countries through the IOM questionnaire, assessing coordination capabilities in each country when the shelter cluster is activated. The workshop on Haiti shelter lessons learnt took place in June 2012 in Panama, involving IFRC, Habitat for Humanity International and UN Habitat. The IFRC is regarded as shelter cluster lead in emergency situations in Peru, and the Peruvian Red Cross is the lead in preparedness and contingency planning. A shelter cluster team was sent to support the humanitarian country team and the Housing Ministry to develop the strategy for the Iquitos flood operation. The Reference Centre for Institutional Disaster Preparedness (CREPD) provided advice on updating response and contingency plans to the Red Cross National Societies of: Dominican Republic, Nicaragua, El Salvador, Haiti, and Honduras. In addition, An exchange of technicians between the Nicaraguan and Honduran Red Cross was conducted to take advantage of these activities, as a part of the First Responders Initiative IPR/FRI project. Through an internship, CADRIM conducted a review of the existing guide and template adapted in year 1 by the Centre, taking into consideration the new IFRC Contingency Planning Guide. Improvements, amongst others, include new templates for contingency plans and Memorandums of Understanding (MoUs), updated content with references to cash based programming, 'business continuity' and simulations, and an adapted training package. Pilots were conducted in October and November 2012 in Suriname and Barbados respectively. The final review is underway and will be finalised in May 2013.

OUTPUT 1.1.3 Urban risk reduction, climate change adaptation, migration violence prevention, and non-communicable diseases are better understood and promoted within National Society.

Measurement

Indicators	BL	Annual Target	Year to Date Actual
<p>Promotion of and interaction with at least three national and at least one regional, inter-agency, thematic platforms, each one working with a) urban risk, b) climate change, c) migration, d) violence prevention, or e) other issues related to increased vulnerability, in order to produce draft guidelines for the Red Cross work.</p>	<p>0</p>	<p>3 national platforms and 1 regional platform</p>	<p style="text-align: center;">100%</p> <ul style="list-style-type: none"> • The Dominican, Colombian, Guatemalan and Costa Rican Red Cross Societies took part in important events that included governments, NGOs and other organizations, in order to share experiences and knowledge in the area of urban risk reduction and climate change. These meetings served to focus the attention at the government level on these areas and the consequences for vulnerable groups. • Climate change resilience-awareness building was carried out at the Antigua and Barbuda Red Cross, the Barbados Red Cross Society, the Jamaican Red Cross and Suriname Red Cross. • The Cuban Red Cross also participated in an integrated planning workshop, focused on volunteering in emergencies, climate change, and urban risk. The National Society is also preparing its personnel, relief groups and equipment to respond to disasters involving urban and seismic risk. • The Red Cross participated actively in the global coalition meeting to eradicate cholera from Hispaniola island. • The horizontal cooperation has been supported with the Argentine Red Cross and efforts have been made to implement the Venezuelan Red Cross HIV programme at the national level. • Seven National Societies from Central America have initiated the development of a joint national disaster risk management agenda together with their national government counterparts and national defence systems, thus improving their relevancy as auxiliaries and their positions in the national agendas. • Different urban risk forums were held in Colombia, Costa Rica, Guatemala and the Dominican Republic, resulting in a closer coordination with local governments, representatives of national government ministries, NGOs, PNS and National Societies; other main achievements were the harmonization of the urban risk concept and an increased understanding of contemporary approaches related to violence, social inclusion, livelihoods, climate change, advocacy and public awareness. • In terms of tool development for tackling urban risk, the IFRC has revised and disseminated the methodological guide produced in the DIPECHO VII Action Plan, "Urban Risk Guidelines". A meeting was also held to review the Vulnerability and Capacity Assessment tool in order to include the urban risk, climate change and resilience components, and the Caribbean Reference Centre developed a climate change adaptation toolkit.

Comments on progress towards outcomes

The National Societies of the Americas rely on key strategic tools to strengthen their understanding and approach to better address risk in urban contexts through a conceptual framework and strategic guidelines available in Spanish and English. These baseline documents were disseminated among key actors in the region.

A national urban risk workshop was held in the Dominican Republic as part of a series of activities related to the promotion of an urban risk agenda in the region, consistent with the mandate laid out in *Strategy 2020* and the Inter-American Framework for Action; four National Societies, one PNS, local and international NGOs, the government and the Dominican Red Cross participated at the workshop.

Two regional meetings to discuss on IDRL matters took place, involving governments' stakeholders, regional and sub-regional organizations, international organizations, NGOs and the Red Cross National Societies. The first meeting took place in June 2012 to discuss the IDRL Model Act and was co-hosted by Mexico and OCHA. The second meeting took place in November to discuss the role of the Customs Office in disaster response, and was co-hosted by OCHA and the World Customs Organization. As a result, the participants elaborated a plan of action to implement the recommendations of the IDRL Guidelines in their respective countries. Also, a regional seminar on the role of Customs in disaster response was carried out in the Dominican Republic, with the participation of 68 representatives from governments, regional and international organizations and NGOs.

The National Societies in the Americas have been supported by the IFRC Americas zone office towards their participation in several high-level regional and global platforms (Rio +20, World Urban Forum, COP 18), where they also advocated for the role and work of the Red Cross. Furthermore, the IFRC in the Americas is recognized for its leadership in disaster risk reduction, climate change and urban risk, and acknowledged by external partners such as UN-ISDR, ECHO, OFDA, DFID, UNICEF, OXFAM, Plan International, and WSPA among others.

In 2012 the DRR advocacy toolkit was adapted to the Americas context. The key messages from the global Public Awareness and Public Education workshop were translated and the National Societies of Belize and Honduras have already made use of them.

Outcome 1.2: *A system for research, education, learning and knowledge-sharing, initially focusing on urban risk reduction, climate change adaptation, migration issues, and violence prevention, enhances the understanding of these trends in the context of the Red Cross, as well as the capacity to address them.*

OUTPUT 1.2.1.: The Federation-wide Reporting System and data bank are established in the National Societies of Americas.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
Uptake by eight National Societies.	3 National Societies for FWRS / 6 National Societies for databank	8 National Societies	<ul style="list-style-type: none"> The Federation Data Bank and the Federation-wide Reporting System initiatives were merged at the end of 2011. However, not all National Societies which have included information in the data bank have filled in information against the seven proxy indicators of the Federation-wide Reporting System. At the end of 2012, 11 National Societies have placed information on the data bank platform (this does not include those which have provided information only against the seven proxy indicators): the Bolivian Red Cross, the Chilean Red Cross, the Colombian Red Cross Society, the Costa Rican Red Cross, the Ecuadorian Red Cross, the Haitian Red

			<p>Cross Society, the Honduran Red Cross, the Jamaican Red Cross, the Paraguayan Red Cross, the Trinidad and Tobago Red Cross Society and the American Red Cross.</p> <ul style="list-style-type: none"> At the same time, nine National Societies have entered information on between four and seven of the proxy indicators: the Bolivian Red Cross, the Belize Red Cross Society, the Colombian Red Cross Society, the Dominican Red Cross, the Ecuadorian Red Cross, the Guatemalan Red Cross, the Jamaican Red Cross, the Paraguayan Red Cross and the Peruvian Red Cross.
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OUTPUT 1.2.2: All National Societies in the Americas provide a minimum set of information including audited annual reports and strategic plans.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
Ten National Societies provide their audited annual reports and strategic plans.		10	<ul style="list-style-type: none"> Eleven strategic plans have been received from: the Argentine Red Cross, the Bahamas Red Cross, the Barbados Red Cross Society, the Belize Red Cross Society, the Canadian Red Cross, the Costa Rican Red Cross, the Ecuadorian Red Cross, the Salvadoran Red Cross Society, the Haitian Red Cross Society, the Jamaican Red Cross and the Paraguayan Red Cross. The Dominican Red Cross Society and the Paraguayan Red Cross received financial support to carry out audits which revealed the areas where the two National Societies need to improve, especially in terms of financial controls. Other Red Cross Societies which carried out audits in 2012 are: The Barbados Red Cross Society, Bolivian Red Cross, the Canadian Red Cross Society, Dominica Red Cross Society, Dominican Red Cross, Salvadorean Red Cross Society, Guatemalan Red Cross and American Red Cross.

Comments on progress towards outcomes
<p>The Federation's Data Bank and Reporting System was merged at the end of 2011; at present, the zone office is seeking to engage the National Societies by highlighting the value of the system at national, regional and global levels for portraying the collective work carried out by the Red Cross both in the Americas and worldwide and the numbers of people reached by the Red Cross work.</p> <p>Monitoring and reporting on the Americas Long-Term Planning Framework and the Secretariat plan have improved with the adoption of the SharePoint tool, which gathers information from all IFRC programmes and offices. To date, the National Societies of Bolivia, Chile, Colombia, Costa Rica, Ecuador, Haiti, Honduras, Jamaica, Paraguay, Trinidad and Tobago and the U.S. have placed information on the Federation Data Bank and Reporting System.</p>

Outcome 1.3: *The use of Federation-wide assessment tools, furthering the understanding of the collective impact of the Red Cross and Red Crescent Societies, is promoted.*

OUTPUT 1.3.1: Organizational Capacity Assessment and certification (OCAC) process was established.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
The methodology was designed and piloted. Five National Societies have participated in the self-assessment phase and two National Societies in the peer-review phase.	0	5 National Societies for phase 1/ 2 National Societies in phase 2	<ul style="list-style-type: none"> OCAC's self-assessment phase was implemented in five National Societies (Chile, Costa Rica, Guatemala, Peru, and Colombia). Several other National Societies (Honduras, Bolivia, Argentina and Haiti) have expressed an interest in conducting the self-assessment process, which has been planned for 2013. A workshop was held in March 2012 with the National Society leadership, in order to provide orientation on the OCAC process; the workshop followed the Inter-American Conference (with 24 participants) and a facilitators' workshop held in April in Panama, with 14 participants from the National Societies and the Secretariat.

Comments on progress towards outcomes
The National Societies have demonstrated an high level of interest in the OCAC work starting from the first half of 2012. The targets for 2012 were met and given the expressions of interest from other National Societies, several OCAC self-assessments will be carried out in 2013 provided financial support is found. The consultation session with the National Societies demonstrated the need to revise the tool, as some of the concepts were presented in a contradictory manner and/or poorly translated. Detailed feedback was presented to the Geneva team so that the National Societies' concerns about some of the OCAC content would be addressed.

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

OUTPUT 1.4.1: The capacity of the National Societies to provide professional qualifications and competences to volunteers and staff at all levels is strengthened.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
The learning platform is introduced to five National Societies, and alliances with two academic institutions are established, resulting in training opportunities for	0	5 National Societies for the platform and 2 alliances with academic institutions	<ul style="list-style-type: none"> The total number of users of the learning platform was 6,713 (4,785 from National Societies) and there were 7,952 (5,997 from the National Societies) course completions. Eighteen National Societies in the region have received training on the management of the e-

<p>different levels of the National Societies.</p>			<p>learning platform and on how to incorporate and complement the education services they offer.</p> <ul style="list-style-type: none"> • There are eight new e-learning focal points in the National Societies from Ecuador, Bolivia, Colombia, Nicaragua, Mexico, Honduras, Guatemala, and the U.S. • Financial support was provided to the Argentine Red Cross to implement a virtual classroom; moreover, training was provided to 300 branch directors of the National Societies. • A relationship with Northwestern University's Faculty of Law was established. The students worked as volunteers for the disaster law (DL) programme and, as such, conducted studies on the disaster risk reduction (DRR) legislation. Also, the University of West Indies collaborated in the implementation of the IDRL project in Jamaica as an active member of the project steering committee. • The Public Awareness and Public Education Strategy for the Americas was finalized, incorporating an e-learning component as a key tool to enable risk reduction actions and knowledge to be accessed by communities and the Red Cross volunteers. In line with the aforementioned strategy, DesAprender will have a virtual training section for which a structure has been developed. The first tool to be adapted and available virtually on DesAprender is the micro-projects module from the CRREC series "Is Better to Be Prepared". <p>DesAprender, now available in English, has become a powerful tool that has assisted knowledge-management processes, as well as information exchange on DRR activities and urban risk. Over the last year the number of users of this platform increased by 500% and DesAprender is now acknowledged as an inter-agency tool for external partners.</p>
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Comments on progress towards outcomes

The process to increase Red Cross professional skills and competencies so that National Societies can provide leadership in addressing risks and vulnerabilities entails concerted efforts and comprehensive actions.

The IFRC developed 12 e-learning courses on key topics. Efforts have been made to make the core courses available in Spanish, mainly using DFID funding directed towards this aim. The Learning Platform has been introduced to all National Societies in the Americas and the number of users is growing faster than in any other region of the world. The CRRO has promoted the learning platform so that National Societies are continually aware of the various e-learning courses and programmes available on the platform.

The DRM programme organized an individual training plan and an adaptation of the DM mechanisms based on the simulation exercises for the National Societies of the Dominican Republic, Honduras and Nicaragua, to identify problems and gaps in the existing DM tools and procedures; the plan was elaborated in coordination with the centres of reference and with support from the areas of volunteering, shelter and the RLU. The Well-

Prepared National Society (WPNS) analyses, as well as the simulations, were used as the basis for the design of the training plan. Based on this diagnosis, more than 20 trainings were carried out with the support of the CREPD and CREC. More information is available in the *First Response Initiative (FRI) Interim Report*.

The DRM programme and the University of Louisiana began discussing the future development of leadership training, and an agreement was reached to facilitate the participation of the National Societies and of the centres of reference in the CEPREDENAC information and communication platform.

Business Line II: To grow Red Cross Red Crescent services for vulnerable people

Outcome 2.1: *The Red Cross National Societies, through their network of branches, have enabled communities to better understand trends (urban risk, climate change, migration and violence) that increase the impact of disasters and crises in their lives, and to develop appropriate integrated responses.*

OUTPUT 2.1.1: Key humanitarian trends are integrated into disaster crisis plans and programmes.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
IFRC's tools and methodologies for community-based response and recovery mechanisms have integrated relevant key humanitarian trends.	0		<ul style="list-style-type: none"> The Dominican Red Cross and the Haitian Red Cross Society are engaging in a regional coalition (OAS and PAHO) to integrate a contingency plan on cholera with an island perspective (Hispaniola). The key humanitarian tendencies are integrated into plans and disaster and crisis programmes. The Argentine Red Cross and the Chilean Red Cross participated in the regional workshop on water and sanitation and National Intervention Teams in emergencies. The Argentine Red Cross is the focal point for violence in the health network. Six desk studies and two in-country studies (for Guatemala and Nicaragua) on DRR legislation were completed. Also, six desk studies pursuant to shelter legislation have been carried out. Tools: Barbados Risk Management Resource Centre's CDRT training; <i>Response and Contingency Planning Guide</i>; <i>Simulations and Drills Guide</i>; <i>Safer Housing Guide</i>; and the <i>Climate Change Adaptation Community Training Guide</i> The health unit has integrated key trends into the operational framework for water and sanitation (countries such as Argentina, Chile and Paraguay were among the participants), including emergency, development and other key components. The Regional Intervention Team (RIT) and the National Intervention Team training curricula in emergency health and water and sanitation have been revised and validated, in order to integrate violence-prevention, anti-stigma and

			<p>discrimination subject areas.</p> <ul style="list-style-type: none"> • The psychosocial support module has been developed and added to the National Intervention Team emergency health training, with the support from the Psychosocial Support (PSS) Global Reference Centre. • Twenty-two National Societies from the Americas Zone were trained through the Trainer of Trainers (ToT) methodology in psychosocial support. • The creation of a PSS network in the Americas was initiated and the PSS directory was created during the PSS ToT training, together with the PSS Reference Centre in Copenhagen. • The Peruvian Red Cross completed and approved their National Epidemic Plan, validated at the national level. • An external evaluation was conducted to evaluate the four-year contribution of the Norwegian Red Cross to the health-in-emergencies programme, including the CBHFA implementation in the Americas. The scope of the evaluation included technical visits to Colombia, Peru, Guatemala and Belize. • Information was gathered for a mapping system in Central America and the Caribbean during the hurricane season preparedness meetings, to be used towards an information-management system. • New global guidelines and contingency plan guidelines for the Red Cross National Societies in the Caribbean have been developed with the input from the National Societies and the Disaster Management (DM) network. They will be piloted in two countries before dissemination. • A shelter toolkit and pilot project in Jamaica was included as part of the DFID climate-change project. In addition, the shelter-and-settlements programme is sharing and disseminating widely risk-in-urban-context materials, the migration policy, and a study on violence after disasters (from the Haiti operation). • The CREPD provided advice on updating response and contingency plans to give National Societies, and supported drills and simulations were carried out in three National Societies, developing the tools and assessing the exercises within the different National Societies; each exercise lasted for five days. • CADRIM supported the development of guidelines and tools for a Strategic Targeting Methodology (STM) for Community-based Disaster Risk Reduction (CBDRR), including
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			<p>the updating of the Community Selection Tool (CST), and the re-design of the Community Disaster Risk Assessment Questionnaire (C-DRA-Q).</p> <ul style="list-style-type: none"> • CADRIM has conducted another review of the CDEMA Climate Adaptation toolkit, first adapted in 2011 by CADRIM to complement the VCA process, as well as similar guides from other organizations. The final product also includes climate change awareness, assessment and assimilation/adoption tools. In addition, the “Safe House” methodology was developed by the French Red Cross through CADRIM and was financed through the Caribbean DIPECHO VIII project; the implementation is led by the French Red Cross. The methodology aims to provide Red Cross volunteers with the necessary knowledge to train community members on how to make their houses safer. • The CRREC worked in incorporating the risk focus in urban contexts into the VCA methodology. It is expected that during 2013 a version of the methodology will be adapted to the risk in urban contexts and means of living.
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OUTPUT 2.1.2: Urban risk approaches are adopted in disaster and crisis management.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
<p>With the involvement of at least five key National Societies, the following methodologies have been adapted for urban environments: VCA, CBHFA, PASSA, water and sanitation, health-in-emergencies, search-and-rescue and volunteering.</p>	<p>0</p>	<p>5 National Societies</p>	<ul style="list-style-type: none"> • In the shelter-and-settlements programme, the PASSA's ToT methodology was rolled out in January in collaboration with Habitat for Humanity. The PASSA training has taken place in four countries in urban contexts. • Lessons learned from the Dominican Republic and other countries have been shared. • In Haiti, a USAID/OFDA study tour focused on urban settings. • A lessons-learned-in-shelter workshop was held with the participation of the Haitian Red Cross Society, Dominican Red Cross, and PNSs in Haiti. Many of the findings focused on the urban context. The final findings were shared regionally through the REDLAC platform. • A new disaster risk management process in line with Strategy 2020 and focused on “local to global” was agreed upon. • The communications and DRM teams are coordinating together to incorporate the promotion of urban-risk technical tools and to elaborate an advocacy piece on the issue. • CREPD, in coordination with the health

			<p>programme, presented the first update and adaptation of the training modules on health in emergencies, epidemics control, and water and sanitation, based on the recommendations received at the technical meeting held in Guatemala.</p> <ul style="list-style-type: none"> • In line with the Vulnerability and Capacity Assessment (VCA) adaptation process carried out by Geneva, a questionnaire was shared with the National Societies, in order to include the lessons learned in the Americas in the new version adapted to the urban context. • In the regional DIPECHO VIII project, three National Societies in the Caribbean have received support from the DRM programme and are in the process of piloting at least three of the tools adapted to urban contexts in settings chosen due to their homogeneity.
<p>Five National Societies have mainstreamed livelihood and food-security (cash transfer, food for work) strategies and methodologies as part of community-based readiness programmes in the urban environment.</p>	<p>0</p>	<p>5 National Societies</p>	<ul style="list-style-type: none"> • In coordination with the centre of reference of the Spanish Red Cross, a study on livelihood vulnerability in local urban context will be created and implemented through micro-projects in the National Societies of Costa Rica, Guatemala and Nicaragua. The process and results of this study, which is based on an approach reflecting gender equity, diversity and inclusion, will be disseminated with the aim that it later be adapted and applied by other National Societies in the region. • CADRIM worked in updating the Response and Contingency Planning Guide, taking into consideration the new IFRC Contingency Planning Guide. Improvements, amongst others, include new templates for contingency plans and Memorandums of Understanding (MoUs), updated content with references to cash-based programming, 'business continuity' and simulations, and an adapted training package. Pilots were conducted in October and November 2012 in Suriname and Barbados respectively. • In Haiti, the Technical Movement Coordination (TMC) team provided technical and programmatic inputs to the Hurricane Sandy operation's livelihoods and cash transfer components of the operation. In addition, the IFRC/HRCS Integrated Neighbourhood Approach (INA) team, has assisted 2,142 families to relocate from camps to safer shelters in Port-au-Prince and in the provinces, bringing the total number of assisted families to more than 9,000 using the grant system.

OUTPUT 2.1.3: Climate change adaptation is integrated into disaster and crisis management.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
With the support of five key National Societies, adapt the existing community tools and approaches and create new ones, in order to include climate change adaptation around shelter, water and sanitation, health, and food security.	0	5	<ul style="list-style-type: none"> An early warning system on epidemics has been started through the Red Cross health network. The climate change resilience shelter component is being implemented in three National Societies: Antigua and Barbuda, Jamaica, and Suriname. PADRU appointed one of its disaster-management delegates as climate change focal point. PADRU, the Regional Logistics Unit (RLU) and the shelter delegates coordinated with the Colombian Red Cross Society to test the use of green leaf beds in one of their emergency operations. Relationships with meteorological institutions have been strengthened. The Caribbean Institute for Meteorology (CIMH) is now the main regional source for hydro-meteorological information. CIMH will be direct information providers to the RMS. The National Societies of the Caribbean now have a Caribbean Climate Change Adaptation (CCCA) toolkit, which was piloted in Antigua and Barbuda, Jamaica and Suriname. The tool incorporates GIS and GPS information and complements the Vulnerability and Capacity Assessment (VCA) tool as well as additional analysis tools that support the finalization of a community climate change adaptation plan. A green response initiative was further promoted with the Association of Caribbean States, this include meetings with several governments and a framework of action that will continue in 2013 aiming to obtain the support from the Governments members of ACS.

OUTPUT 2.1.4: Migration: Better programming initiatives are mainstreamed in programming and services to communities of origin and host communities impacted by migration

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
In association with agencies specializing in migration, adapt community-based early warning systems and mechanisms associated with migration.	0		<ul style="list-style-type: none"> The Dominican Red Cross has finalized a proposal for this initiative and will use it for potential fundraising. The proposal was developed in collaboration with the Spanish Red Cross and the regional representation. Migration was included inside the programmatic

			<p>planning of the Guatemalan Red Cross.</p> <ul style="list-style-type: none"> • A migration-and-health concept paper was finalized and will be presented to National Societies in the Americas to guide their interventions related to these topics. • The Tropical Storm Isaac DREF operation in the Dominican Republic included activities with Haitian immigrants.
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OUTPUT 2.1.5: Violence prevention is integrated into disaster and crisis management.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
With the support of five key National Societies, adapt the existing community tools and approaches and create new ones, in order to include violence prevention in disasters and crises.	0	5 National Societies	<ul style="list-style-type: none"> • The Chilean Red Cross organized an important gender seminar focused on diversity and violence prevention. National and parliamentary authorities, journalists and representatives of the civil society, as well as the organizational development delegate from the regional representation in Buenos Aires participated in the seminar. • The Argentine Red Cross along with UNDP, the civil protection, and the National Council of Women participated in a workshop on gender violence in disasters. • The Caribbean Cooperation of the Red Cross (CCORC) has requested that the Canadian Red Cross' "10 Steps" programme for building Red Cross National Society institutional awareness and capacities to address violence prevention are delivered to all Caribbean National Societies. • The IFRC included protection and gender-based violence (physical and sexual) in its emergency relief assessments that were completed after the passage of Tropical Storm Isaac in Haiti at the recommendation of the PADRU support team in Haiti. • During the RIT trainings in the Dominican Republic and Guatemala, the participants completed assessments in urban communities that took into account protection-related topics. An assessment specialist will join the PADRU team as of 2013. • The role as a designated violence-prevention focal point in PADRU has been integrated in the Regional Disaster Management Coordinator job description for Central America. • The development of a methodology for friendly neighbourhoods and friendly stadiums as components for violence prevention was incorporated within the planning and internal

			studies and consultation on those areas served to end with an initial approach to be further develop in 2013.
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OUTPUT 2.1.6: Support the development and measurement of National Societies' logistic capacity, in order to help strengthen the National Societies and articulate the global capacity and effectiveness of the IFRC logistics.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
Four National Societies of the Americas will have a comprehensive customised capacity-building package in logistics (including technical recommendations, a training package and an online data-collection-and-reporting mechanism).	0	4 National Societies	<ul style="list-style-type: none"> The Dominican Red Cross has increased its logistic capacity and one member of the National Society received capacity-building training, with support from the logistic unit in Panama (by means of an internship). Under the First Response Initiative (FRI) project, the logistic assessment and capacity building plan at the National Society level has been prepared in Honduras, Nicaragua, the Dominican Republic and Haiti. Simulations were carried out in the above-mentioned countries and the Zone Logistics Unit (ZLU) provided logistics recommendations for the final reports. The logistics capacity-building project is in place and the initial assessment for warehouse pre-positioning was carried out in six National Societies: Barbados, Bahamas, Belize, Grenada, Saint Vincent and the Grenadines and Trinidad and Tobago. In the framework of the First Initiative Project and with the support of the RLU, the National Societies of Honduras, Nicaragua, Dominican Republic and Haiti have improved their capacities to support emergency operations through a series of tailored capacity-building plans including assessments, trainings and internships.

OUTPUT 2.1.7: Increase the logistics capacity to deliver logistics services for preparedness and relief activities, connecting the National Society assets where possible and making it self-sustaining through promoting the effective functioning of the IFRC.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
Implement phase one of the logistics strategy and tracking system.	0		<ul style="list-style-type: none"> Standard and non-standard relief items have been sourced and delivered to the National Societies and Red Cross Red Crescent

<p>Put resources and systems in place to source, procure and manage delivery of relief items for 50,000 families, a fleet of 80 vehicles and associated air assets.</p>			<p>operations.</p> <ul style="list-style-type: none"> • The CREPD supported the formation of the National Intervention Teams according to the plans of the National Societies of Bolivia, Chile, Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua. 412 staff and volunteers were trained in social micro-projects, VCA, the protected school, shelter, early warning systems and basic training skills. • Four simulation exercises were carried out in the National Societies of the Dominican Republic, Haiti, Honduras, Nicaragua, and the WPNS analysis has been updated in three of these. The simulation and WPNS in 2012 demonstrated the positive impact of the plan and the areas that merit sustained attention.
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Comments on progress towards outcomes

Although actions leading to the outcome to support National Societies to work with communities on urban risk, climate change, migration and violence and their related comprehensive responses have moved forward during this period, the progress made in more traditional areas was more significant. National Societies' attention on trends affecting vulnerable communities and on areas requiring different technical skills has increased. However, progress has been slower on issues of migration and violence prevention, although initial work was completed in line with the goals in the four-year plan. The progress in urban risk reduction is significant and all programme areas show increased attention to the urban context, by developing knowledge in the field and increasing the awareness about the need for a diversified approach to urban challenges. The presence of staff dedicated to these areas will increase the opportunities for further progress. With additional support from ECHO, the traditional areas of work will contribute to achieving the outcomes.

Urban risk, climate change, and migration and violence are current humanitarian trends that lead to more frequent and more extreme weather events occurring in more violent, vulnerable and crowded urban centres. The Secretariat promotes National Societies' adaptability, integrating current humanitarian trends into its tools and methodologies for community-based response and recovery in order to strengthen National Society networks and foster greater specialization within key programme areas.

In line with the Hyogo Framework for Action and following agreements of the Red Cross Inter-American conferences, the disaster management objectives include the strengthening of National Societies, so that they can support each other in times of crisis, and the streamlining of the Red Cross approaches to building community safety and resilience to risks from natural hazards and risks produced by increasing violence and overpopulation due to migration.

With the support of the zone office, the 35 Red Cross National Societies of the Americas have increased their work at the community level, focusing especially on awareness-raising and education.

In association with agencies specialized in migration, the National Societies are adapting community-based early warning systems and other mechanisms associated with migration. Small-scale projects are being designed to reduce vulnerability to disasters and violence in the case of specific groups such as migrants.

With regard to logistics, the secretariat offers the National Societies of the Americas comprehensive customized capacity-building packages (technical recommendations, a training package and an online data collection and reporting mechanism) aimed to increase their capacities.

The Red Cross has improved the partnerships for preparedness, response and recovery from disasters, thus fulfilling the secretariat's mandate *"to organize, coordinate and direct international relief action"* as a core service to its members.

Outcome 2.2: *An efficient and effective Red Cross disaster-and-crisis-management system in the Americas will lead and inspire through strengthened capacity and coordination of all components, focusing on increased shared operational responsibility with the National Societies, improved mapping, the inclusion of innovative technology, together with creating new approaches and tools to address external trends in the zone and improved early warning/early action.*

OUTPUT 2.2.1: Humanitarian access is ensured as part of the readiness for response and early action within a context of increased activity by military forces and corporate interests.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
Based on the results from relevant discussions during the Inter-American conference, a thorough assessment of the impact of other humanitarian actors (military forces, corporate sectors) on the Red Cross humanitarian access will be completed and recommendations will be distributed.	0	1 assessment	<ul style="list-style-type: none"> • A Civil-Military Relationships unit was established at the zone level. • Key stakeholders in the Americas region who are directly involved in civil-military activities and actions in the fields of disaster response, violence and other related areas under the IFRC mandate have been mapped. • Key relationships have been established and developed with high-level military leadership working in the areas referred above and the potential activities for knowledge-sharing have been explored, ensuring that the Red Cross Fundamental Principles and values are promoted at all times. • The Civil-Military Relationships unit engaged in high-level coordination and cooperation with the U.S. Southern Command, the Canadian Armed Forces, the Guatemalan Armed Forces, the Chilean Ministry of Defence, OCHA and MINUSTAH. This cooperation resulted in the inclusion of the IFRC in high-level exercises such as FA HUM 2013 and the HOPEFOR initiative. • The Civil-Military Relationships unit was also part of and involved in high-level planning meetings with CEPREDENAC, the Salvadoran Civil Protection and U.S. Army South for the “Fuerzas Aliadas Humanitarias” (Humanitarian Assistance and Disaster Response) exercise, resulting in the IFRC’s becoming a major actor in the civil-military relationships before, during and after a disaster or crisis. • A meeting between the Red Cross Society of Panama, IFRC, the Costa Rican Red Cross and Clorox took place in San Jose, Costa Rica to explore areas of potential future collaboration between Clorox and the Red Cross Society of Panama. • Coca-Cola participated in the Barbados pre-hurricane meeting and was invited to the RIT

			<p>training in Guatemala.</p> <ul style="list-style-type: none"> • An agreement was established between Digicel and the IFRC for an early warning system in the Caribbean. • Pre-hurricane meeting for Central America was carried out on the first week of May in Toluca, Mexico and the one for the Caribbean was held in Barbados on the third week of May. They had the participation of relief directors of all the National Societies in the region as well as representatives of government response agencies, Partner National Societies and, for the first time, of Coca-Cola.
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OUTPUT 2.2.2: The disaster and crisis response system in the Americas will be forward-looking through innovation and by taking maximum advantage of the resources available throughout the Red Cross network.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
Guidelines and policies designed to promote and facilitate horizontal operational cooperation.			<ul style="list-style-type: none"> • Sandy emergency appeal coverage for Cuba, Haiti and Jamaica reached nearly 40% towards the year's end. • A mapping of donors' information, regarding their presence and work in different countries, and regarding their programmes and interests has been updated with recent information provided by PNS and other partners. • Resource mobilization created a template called "Operations Marketing Document" which is aimed at marketing small-scale disasters in a more appealing way to different partners. This tool was used and sent out systematically in the first months of the appeals for Jamaica, Haiti and Cuba following Hurricane Sandy. • The ownership of the Regional Response Plan for Central America and Mexico was transferred to REDCAMP, in order to ensure its application and monitoring during the pre-hurricane preparedness meeting in Mexico. With the support of the CREPD, five National Societies (Peru, Bolivia, Honduras, Nicaragua and Saint Lucia) have updated their disaster plans to respond in accordance with the NDPRM, incorporating early warning and early action. • In 2012 a total of five RIT trainings were completed in Guatemala, Dominican Republic, Colombia, Mexico and Trinidad and Tobago. 153 participants were trained following a new methodology developed in 2011 that included a large field/practical component while also emphasizing urban vs. rural environments. Also—and for the first time—the opportunity

was opened for the participation of specialized IFRC personnel.

- The strengthening of RIT database for Guatemala, the Dominican Republic, Colombia and Mexico is part of the development of the RRU system. The RIT Database is now in Phase II.
- The reference centre in charge of NIT training participated in the development of the new RIT training methodology and was part of the RIT training in Colombia. A new strategy which integrates the NIT/RIT/RRU tools is being developed and there's hope to implement it during 2013.
- Eight National Societies have accepted the development of RRUs (Mexico, Guatemala, USA, Canada, Ecuador, Colombia, Jamaica and Dominican Republic), with two water-and-sanitation, three health and three relief units, and appointed their focal points. The RRU working group met in Panama, and the draft for RRU SOPs was finalized.
- Completed two EVHAC missions: the Caribbean EVHAC (Bulgarian Red Cross) participated in emergency operations during Tropical Storm Isaac; also, the Lima EVHAC (Finnish RC) finalized the report on the current status of volunteering in emergencies in the Andean region (ViE), and included it inside all key documents of the Peruvian RC.
- Horizontal cooperation was demonstrated through internships. Twenty-seven internships were completed, with participants coming from the National Societies of Mexico, Guatemala, Honduras, Nicaragua, Costa Rica, Panama, Colombia, Ecuador, Trinidad, Jamaica, Dominica and Suriname. Internship were in the areas of shelter, logistics, health, water-and-sanitation, disaster management, finance, human resources, communications, reporting and IT & telecommunications.
- The technical meeting to develop the health-related RIT training module integrating water and sanitation was completed. The health focal points from South America, Central America, the Caribbean, the centres of reference, National Societies (Guatemala Red Cross, Belize Red Cross Society, Bolivia Red Cross and Canadian Red Cross) participated.
- The DIGICEL SMS technology has been introduced to all National Societies in the Caribbean region. The SMS technology from Digicel was utilized for dengue prevention messaging in Jamaica, following Hurricane Sandy. An agreement with the company has been reached for early warning messages, and a first test was completed during Tropical Storm

			<p>Isaac.</p> <ul style="list-style-type: none"> • The MEGA V relief distribution system software was discussed during the RIT trainings. MEGA V was implemented during the TD 12-E operation in Guatemala (late 2011, early 2012). PADRU is encouraging the incorporation of a delegate from the Mexican Red Cross to offer support on the use of the MEGA V to other National Societies. A training was organized for the Haiti operations in the fourth quarter, with participants from the Haitian Red Cross, PNSs in Haiti and the IFRC Haiti operation. • The institutional capacity to respond to emergencies has been strengthened and tested through simulations; support has been provided through planning and the execution of a tailored training, in line with the IFRC response guidelines and standards applied since 2010 in the Honduran Red Cross, Nicaraguan Red Cross, Dominican Red Cross and the Haitian Red Cross Society. • Support has been provided to the Colombian Red Cross Society to develop a proposal for the creation of a shelter unit, which will support horizontal cooperation in the region. • Thirty-five Sphere manuals were distributed, together with an explanation on how they should be applied, to participants from 13 National Societies in the region (the Honduran Red Cross, the Swiss Red Cross in Honduras, the Italian Red Cross in Honduras, the Nicaraguan Red Cross, the Salvadoran Red Cross Society, the Dominican Red Cross, the Peruvian Red Cross, the Colombian Red Cross Society, the Mexican Red Cross Society, the Chilean Red Cross, the Bolivian Red Cross, the Canadian Red Cross and the Red Cross Society of Panama). The Dominican Red Cross has increased the number of volunteers and staff who are knowledgeable about the Sphere standards and has trained a group of seven ToTs.
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OUTPUT 2.2.3: Urban risk approaches are integrated into disaster and crisis management.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
<p>Create capacity-readiness tools adapted for the urban environment, focusing on VCA/DANA, CBHFA, PASSA, water and sanitation, health in emergencies, search and rescue and</p>	<p>0</p>		<ul style="list-style-type: none"> • A water-and-sanitation team from the Dominican Republic has supported the Haitian Red Cross Society to develop its own water-and-sanitation programme. • From 9–12 October a forum on urban risk in disaster response was held. The forum was carried out with the purpose of identifying minimum actions and conditions that would

volunteering.			<p>allow for the municipal deployment and the implementation of existing policies and strategies at national and regional levels within the current existing global frameworks. This forum was a chance to build dialogue and exchange practices based on the experiences at the national and international levels in this area.</p> <ul style="list-style-type: none"> • The <i>Emergency Operations Centre Management Guide</i> elaborated by the CREPD has been revised and adapted. • The Colombian Red Cross Society and Ecuadorian Red Cross met with the REDLAC shelter working group for the identification of the best practices to overcome regulatory barriers to the provision of temporary shelters.
Readiness capacities to respond in urban slums have been developed and tested in two National Societies.	0	2	<ul style="list-style-type: none"> • PADRU assigned an urban risk focal point.

OUTPUT 2.2.4: Climate change is integrated into disaster and crisis planning

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
At least 1 disaster response operation has incorporated and tested green response approaches which are reviewed by key programmatic areas of shelter, water and sanitation, health and food security.	0		<ul style="list-style-type: none"> • The Colombian Red Cross Society has incorporated and tested green response approaches using cardboard beds. This initiative is being reviewed by PADRU and shelter and settlement programme areas. The cardboard bed solution for collective shelters will continue to be tested by some National Societies in emergency operations. Also green response was incorporated into the El Salvador Appeal.
Based on the results of the green response approach review, environmental standards are established.	0	2	<ul style="list-style-type: none"> • A framework of action on this field included the participation of the Association of Caribbean States (ACS), the Government of Trinidad, the Trinidad and Tobago Red Cross and the International Federation, • The ACS got the endorsement of their membership to advance on the preparations of a green response initiative. • ACS and IFRC agreed to prepare for the Head of State Summit to incorporate green response into the topics of discussion within the declaration.

OUTPUT 2.2.5: Migration is integrated into all levels and scales of disaster and crisis planning and operations.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
In association with agencies specializing in migration, adapt assessment tools and methodologies to include early warning systems and mechanisms associated with migration for an effective response.	0		<ul style="list-style-type: none"> The information about the migrant population was incorporated into the assessments in the Dominican Republic before, during and after an emergency (cholera, Tropical Storm Isaac/Hurricane Sandy); mainly Haitian nationals were who reside in vulnerable conditions have been affected. Efforts were made in the border area for advocacy, increased awareness and communication in Creole and Spanish. The IFRC Migration Policy has been disseminated through the shelter regional networks, reaching 35 Red Cross staff and 14 external partners.
Assessment teams included in all the operational assessments the specific needs of immigrant populations during times of disaster and crisis.	0		<ul style="list-style-type: none"> A disaster management delegate in the unit for disaster response, crisis and early recovery has been assigned to be a migration-related focal point for emergencies. The Guatemalan Red Cross has disseminated the IFRC Migration Policy and, as part of the DFID project, three migration micro-projects carried out in the Department of San Marcos were carried out, allowing the establishment of the soap opera tool in Spanish and Mam dialect. The Guatemalan Red Cross has also established a strategic alliance with the International Organization of Migration (IOM) for the training of 40 volunteers on migration trends for the border branches in Tejutla, San Marcos, Tecun Uman and Peten. Technical support has been provided for the incorporation of issues pertaining to migration in the strategic planning process of the Guatemalan Red Cross. In addition, support has been provided to the Guatemalan Red Cross for the development of a TV spot addressing issues faced by migrant populations, with three migration micro-projects carried out in the Department of San Marcos. Furthermore, Migropoly, a game for children about a community dealing with migration issues, is being developed. The National Societies from Central America (for example, Costa Rica, Guatemala and Honduras) have also developed workshops in their branches, promoting the IFRC's Migration Policy in order to understand the magnitude of the global phenomenon on migration; participated on discussions in national and regional platforms; and included governance trainings and awareness raising sessions.

OUTPUT 2.2.6: Violence prevention is integrated into the disaster and crisis management.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
With the support of five National Societies, and including government authorities as well as key stakeholders, methodologies and tools will be adapted or created for the inclusion of human security inside the disaster and crisis planning and operations	0		N/A
Gender-based violence protection is mainstreamed in disaster and crisis operations.	0		<ul style="list-style-type: none"> The Disaster, Crisis and Early Recovery Unit has assigned a disaster management delegate to be the violence-prevention focal point for emergencies.

OUTPUT 2.2.7: Providing agreed logistics services to pre-selected agencies

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
Capacity to provide procurement and delivery services of relief items and storage facilities of NFIs for two pre-selected agencies.	0	2 pre-selected agencies	<ul style="list-style-type: none"> Storage facilities were provided to one external agency in the fourth quarter. An offer has been provided to UNDP in Cuba to supply NFIs. The tender process has started for the supply of NFIs to Cuba as requested by an external agency.

Comments on progress towards outcomes

The work towards this outcome has helped to increase National Societies' focus on trends affecting vulnerable communities in areas requiring different technical skills. In other more traditional areas of work, the progress made is even more significant at this stage. During the reporting period, the DRM programme provided guidance and support to National Societies through different initiatives, in order to develop and update their contingency and response plans in line with the NDPRM guide.

The DRM programme and the centres of reference, in coordination with internal and external partners, have developed and adapted relevant community tools as well as methodologies to urban contexts. The DRM capacities were strengthened in five Caribbean National Societies through the DIPECHO VIII project, in two National Societies through the CCRDR project, and in a further three National Societies through a DFID-funded project.

In seeking to improve the disaster management system and by embracing innovative means and methods of working, the zone offices continue to develop and disseminate tools to ensure a faster and smarter response. Innovation will build on traditional and well-tested tools and seeks to support their growth and integration into

a holistic system, with the common goal of providing efficient and effective response to disasters. The development, dissemination, implementation and assessment of new tools (MEGA V, Digicel, RMS) have been carried out in coordination with the National Societies, Partner National Societies and the Secretariat.

Over the period, there has been an increased focus on regional networks (CAPRADE, CDEMA, and CEPREDENAC) and other partners such as private enterprises. Together with the civil-military agreements, they have improved the disaster management capacity of National Societies. Baseline studies show that many National Societies have made significant progress in strengthening their overall preparedness and capacities for response, including: improved plans and assessment tools, well-trained staff and volunteers, more appropriate response systems, and improved coordination with stakeholders.

Business line III: To strengthen the specific Red Cross Red Crescent contribution to development.

Outcome 3.1: *The Red Cross National Societies, through their network of branches, demonstrate leadership by adopting policies, procedures and practices which promote social inclusion, non-discrimination and a culture of peace in the manner in which they work internally, as well as with communities and with other beneficiary groups.*

OUTPUT 3.1.1: Creating National Society leadership and institutional capacity for partnership.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
Three National Societies are using the outcomes of the baseline assessments to identify and prioritize sectors for their own development and to adopt policies, procedures and practices to implement integrated community-based development programmes in partnership with key stakeholders.	0	3 National Societies	<ul style="list-style-type: none"> The Argentine Red Cross intensified its work in the area of prevention and damage reduction, together with other public and private institutions. The Dominican Red Cross will take on a lead role with the local authorities in the Regional Coalition on Water and Sanitation for the Elimination of Cholera in the Island of Hispaniola (call for action from PAHO). Three side-events took place during the IAC, covering the Federation-Wide Strategic Resource Mobilization Strategy, corporate partnerships (Coca-Cola) and public-humanitarian partnerships (with the participation of the Association of Caribbean States), and were targeted at the National Societies present at the meetings. A Coca-Cola workshop to define Zone and country activities as well as the partnership's next steps for the National Societies in the Americas took place in Toluca, Mexico in May 2012. The main themes discussed were disaster management and public engagement. Resource mobilization and communications colleagues from seven National Societies (from the Mexico, Costa Rica, the Dominican Republic, Colombia, Chile, Paraguay, and Brazil) attended. The Americas resource mobilization network has been consolidated and works as a knowledge-sharing platform. A peer-to-peer exchange programme to enhance leadership and horizontal cooperation

has been developed amongst National Societies. During the last quarter of 2012, the Mexican Red Cross hosted the Paraguayan Red Cross and organized a two-week programme for the Paraguayan Red Cross to learn about best practices in corporate alliances and fundraising initiatives from the Mexican Red Cross. Likewise, the Costa Rican Red Cross hosted the Salvadoran Red Cross Society on a two-week programme to develop a resource mobilization plan of action and learn about the best fundraising practices and corporate alliances.

- The national councils and the national directors from the National Societies of Venezuela and Peru have been trained on new trends, the IFRC strategic framework (both Strategy 2020 and the Inter-American Framework for Action) and leadership. The new trends have been included in the strategic and annual planning of both National Societies.
- Mother, Newborn and Child Health (MNCH) global framework and National Society contributions were promoted at the MNCH side event at the Inter-American Conference with PAHO/WHO in March 2012. Presentations were made by Bolivia, Canada, Colombia, Guatemala and Honduras.
- The MNCH mapping assessment in the Americas was carried out by the Canadian Red Cross and supported by the health programme; the key interventions have been identified and are geared towards contributing to the improvement of the health status of mother and children; more support is needed in key areas in the Caribbean.
- In October 2012, the Honduran and Nicaraguan Red Cross presented their abstracts on MNCH interventions at the Canadian Conference on Global Health in Ottawa, Canada. IFRC's Maternal, Newborn and Child Health initiative has been promoted among the National Societies in the Americas.
- Proposals from Belize, Colombia, El Salvador, Honduras and Guatemala were supported for a new four-year funding framework with Norad/NRC for integrated community-based health programmes, in partnership with key stakeholders.
- The Secretariat participated in regional multi-sectorial processes for NCD prevention, including America's regional forum in Brazil and the regional strategic planning for the Caribbean.
- Discussions were held with PAHO on updating the operational agreement; the agreement has been finalized during 2012 and signed by the incoming PAHO director in 2013.
- The Grenada Red Cross volunteers represented the Americas at the European first aid network meeting in Prague.

		<ul style="list-style-type: none"> Two key investigations for a more sustainable and cost-effective programming for the National Societies in the Americas that ultimately contribute to community safety and resilience are in place; the CBDRR study for the Americas and the Cost Benefit Analysis are both using the Colombian Red Cross Society and the Guatemalan Red Cross as examples. Both studies are interlinked and complement each other to measure the impact of the National Societies on the communities they work with. A new process for selecting/identifying the most vulnerable communities was developed, in order to be of help to any stakeholder (governments, NGOs and the Red Cross Red Crescent Movement) throughout the region; the Strategic Targeting Methodology will facilitate the selection of the most vulnerable communities in a country in a more transparent and consistent manner.
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OUTPUT 3.1.2: Urban risk is integrated into the National Society programming

2012 Target	BL	Annual Target	Implementation to Date
<p>The Americas zone will focus on the development and dissemination of harmonized tools and methodologies to enhance at least three National Societies' urban risk programme-development, planning and implementation capacities.</p>	0	3	<ul style="list-style-type: none"> The National Societies of the Americas now have key strategic tools to strengthen their understanding and approach, to better address risks in urban contexts, through a conceptual framework and strategic guidelines available in Spanish and English, including trans-boundary cities. These documents were disseminated among key actors in the region. In Paraguay the urban risk component was validated in the NIT curricula but still needs to be validated in the CBHFA methodology; progress has been made by providing the global concept of urban risk and its relation to health and water and sanitation. There was an urban risk seminar carried out in Santo Domingo, the Dominican Republic, with the participation of four National Societies of the region, one PNS, NGOs and government authorities. The seminar helped the Dominican Red Cross to strengthen its relations with Movement partners, external partners, NGOs, governments and other actors. The Urban Risk Forum was organized in Colombia and the Colombian Red Cross Society DM coordinators from the entire country were introduced to disaster risk reduction and the concept of urban risk. An urban-risk-and-health concept paper has been finalized. It will be promoted as a guide for National Societies to start relating urban risk to health initiatives.

			<ul style="list-style-type: none"> Urban risk was considered in the NIT emergency health and a water-and-sanitation training curriculum review has been conducted in Guatemala.
A zone-wide academic network is established for urban risk development.	0	1 academic network	<ul style="list-style-type: none"> The regular support the IFRC has with the Henry Dunant Institute is contributing for the yearly disaster risk reduction trainings that the institute offers where the IFRC sends participants as well as provide technical support of facilitators. The annual support we provide to DELNET disaster risk reduction training programme, serves to offer scholarships for Red Cross people.

OUTPUT 3.1.3: Climate change is integrated into National Society development programming.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
In three National Societies expertise is gained on the impact of climate change on different aspects of vulnerability, including access to water and food security, through at least one formal academic and scientific partnership.	0	3 National Societies	<ul style="list-style-type: none"> Climate change was included in CBHFA/NIT, and the Chilean Red Cross is in the process of implementation. Two climate change focal points from the Chilean and Mexican Red Cross received technical shelter training and knowledge on how we can contribute to reducing vulnerability in the shelter sector. The Dominican, Colombian, Guatemalan and Costa Rican Red Cross Societies took part in important events that discussed climate change. These meetings served to focus the attention at the government level on these areas and the consequences for vulnerable groups; other main achievements were the harmonization of the urban risk concept and an increased understanding of contemporary approaches related to violence, social inclusion, livelihoods, climate change, advocacy and public awareness The climate change resilience shelter component is being implemented in three National Societies: Antigua and Barbuda, Jamaica, and Suriname. This included climate change resilience awareness building. In addition, the Cuban Red Cross also participated in an integrated planning workshop, focused on volunteering in emergencies, climate change, and urban risk. In terms of tool development for tackling urban risk, the IFRC has revised and disseminated the methodological guide produced as part of the DIPECHO VII Action Plan, "Urban Risk Guidelines". A meeting was also held to review

			<p>the Vulnerability and Capacity Assessment tool in order to include the urban risk, climate change and resilience components, and the Caribbean Reference Centre developed a climate change adaptation toolkit. CADRIM has also reviewed the CDEMA Climate Adaptation toolkit, first adapted in 2011 by CADRIM to complement the VCA process, as well as similar guides from other organizations. The final product also includes climate change awareness, assessment and assimilation/adoption tools.</p> <ul style="list-style-type: none"> • The National Societies of the Caribbean now have a Caribbean Climate Change Adaptation (CCCA) toolkit, which was piloted in Antigua and Barbuda, Jamaica and Suriname. The tool incorporates GIS and GPS information and complements the Vulnerability and Capacity Assessment (VCA) tool as well as additional analysis tools that support the finalization of a community climate change adaptation plan • A shelter toolkit and pilot project in Jamaica was included as part of the DFID climate-change project. In addition, the shelter-and-settlements programme is sharing and disseminating widely risk-in-urban-context materials, the migration policy, and a study on violence after disasters (from the Haiti operation). • In order to support the integration of the component in emergencies, PADRU appointed one of its disaster-management delegates as climate change focal point.
Two National Societies incorporate green programmes, and the use of green products and processes is taken up by the Red Cross network.	0	2 National Societies	<ul style="list-style-type: none"> • Trinidad and Tobago Red Cross accepted to incorporate the green response project as key component to further develop with their respective government. • Five other national societies contributed in the think tank discussions around green response.

OUTPUT 3.1.4: Migration is integrated into the National Society programming.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
Three National Societies pilot integrated programmes with migrant communities.	0	3 National Societies	<ul style="list-style-type: none"> • The Argentine Red Cross participated in the World Congress on HIV in representation of the RCRC+ group, having presented on its own an abstract of participation. • A migration concept paper in relation to health has been finalized and will be promoted among National Societies in the Americas.

			<ul style="list-style-type: none"> Guatemala Red Cross has formally started incorporating in their programme activities migration matters. The Caribbean Red Cross Societies will centre their cooperation meeting around migration to further improve their programmes. Dominican republic is reinforcing their local branches for better support to migrant communities and mutual support at border level.
Conduct research together with specialists in the field and disseminate the results to all National Societies on the impact of climate change, urban risk and violence, population movements and migrant populations.	0		<ul style="list-style-type: none"> The Guatemalan Red Cross has initiated the creation of a social inclusion department, which will include the development of a migration-related core area. It is expected to be finalized in 2013.

OUTPUT 3.1.5: Violence prevention is integrated into National Society programming.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
With the support of six National Societies, adapt existing and create new development-based methodologies and tools for violence prevention (VCA, CBHFA, PASSA, volunteering in urban communities and working in contexts of violence).	0		<ul style="list-style-type: none"> The IFRC presented at the Global Alliance Meeting (in Washington) the gender-and-violence-prevention module on HIV, with the participation of the Argentine Red Cross, the Venezuelan Red Cross and the Guatemalan Red Cross. The violence prevention concept paper has been completed and it will be promoted among the National Societies in the Americas. Violence prevention included YABC efforts with the Dominican Red Cross at the branch level. Violence prevention is increasingly being included in the strategic programming for youth in five National Societies. For example, the Honduran Red Cross is implementing YABC in its violence-prevention activities in schools and institutions. The initiatives friendly neighbourhood and friendly stadiums are methodologies mainly focused on urban contexts and will be further develop in 2013.
Six National Societies are currently working in violence prevention by strengthening the		6/ 6 National Societies	<ul style="list-style-type: none"> The CRRO received funding from the Swedish Red Cross, to be used for a youth leadership workshop scheduled for August, which was meant to strengthen youth advocacy at the

<p>coordination with the governments and, in addition, by providing peer-to-peer support to an additional six National Societies.</p>			<p>governance level for violence prevention and other issues.</p> <ul style="list-style-type: none"> • More than six national societies are currently working on violence prevention initiatives. The work done by these national societies was captured in the joint event (ICRC, IFRC, NorCRoss, Italian RC and Honduras RC) that took place in Honduras to better capture best practices and challenges. • Haiti violence prevention programme grow significantly in the level of implementation during 2012.
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Comments on progress towards outcomes

During this reporting period, five National Societies started to develop four-year NORAD funding proposals integrating violence prevention into community health programming in urban contexts. Three side-events were held during the Inter-American Conference in Haiti, covering the Federation-wide resource-mobilization strategy, corporate partnerships (with the participation of the Coca-Cola Company), and public-private partnerships (with the participation of the Association of Caribbean States). Additionally, side-events were held on urban violence and migration, promoting social inclusion, non-discrimination, and a culture of peace among the National Societies attending the IAC. Seven National Societies met with the Coca-Cola Company to define zone- and country-specific activities related to disaster management and public engagement, and key urban-risk-reduction documents were finalized and used as reference for the DIPECHO VIII Central America proposal, which was approved for three countries.

In the area of DRM, a DRR project mapping was carried in the Americas and shared to improve information management and facilitate information sharing within the National Societies and Partner National Societies in the zone, with external partners and donors. The zone-, region- and country-based information should also facilitate the identification of strategic alliances and establish the base for harmonized information collection within the IFRC.

The adaptation of the community-based disaster risk reduction (CBDRR) projects based on evidence from the Tsunami Recovery Programme (TRP) to the Latin American and Caribbean context is under way. For this purpose, three National Societies were selected: Colombia, Guatemala and St. Lucia. The outputs of this study will include a set of characteristics of a safe and resilient community, as well as the key determinants of a successful CBDRR programme. The adaptation will allow the National Societies to learn and integrate lessons from these regions in order to validate and test the global applicability of the findings. A proposal has been developed to incorporate the new trends into the *Simulation Guide* and into the Organization and Operation of Emergency Operations Centres (OFCOE).

Outcome 3.2: *The Red Cross National Societies, through their network of local branches, have enabled communities to understand better the trends that impact their lives and to take action to improve their health and safety, as well as the environmental and socio-economic conditions.*

OUTPUT 3.2.1: National Societies address the major trends and challenges contributing to vulnerability.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
<p>Three National Societies, together with their respective governments, are engaged in the development of</p>	<p>0</p>	<p>3 National Societies</p>	<ul style="list-style-type: none"> • Mother, Newborn and Child Health mapping-and-research project was conducted with support from the Canadian Red Cross for scaling up MNCH in the Americas to address health inequities and key trends.

programmes focused on indigenous communities inside urban slums and/or on migrant populations, taking into account their response to emerging trends.

- The report about lessons learned from the Global Alliance on HIV 2009–2011 was finalized and disseminated. In 2012, 13 National Societies were engaged in the Global Alliance on HIV.
- The four-year evaluation of the Global Alliance is in progress, and monitoring visits have been agreed with Jamaica, Argentina and Guatemala.
- Tuberculosis interventions in Honduras for the period 2012–14 have been approved and were supported by the Ely Lilly Foundation for TB MDR programming.
- The Costa Rican Red Cross has been implementing road safety interventions until the end of the year.
- Seven National Societies have developed their plans and have started activities for Phase 3 of the Club 25 project, funded by the Swiss Humanitarian Foundation.
- The Argentine Red Cross and the Chilean Red Cross are working with indigenous communities and marginal areas. Also, the Guatemalan Red Cross is working with indigenous communities on MNCH, community health and HIV prevention.
- The Argentine Red Cross, the Chilean Red Cross, the Paraguayan Red Cross and the Uruguayan Red Cross have prepared Mother, Newborn and Child Health mappings.
- The health programmes continued to give support to the Argentine Red Cross in the areas of HIV/TB, harm reduction, road safety and the planning and implementation, according to needs.
- Twenty-one National Societies, two PNS, and five IFRC staff participated in the Americas CBHFA lessons-learned meeting that took place during four days in Lima, Peru. During the meeting, experiences were shared among participants, together with the concepts of urban risk, non-communicable diseases and violence prevention applied to CBHFA. The meeting also aimed to improve the coordination.
- Eight National Societies in South America (Argentina, Bolivia, Colombia, Chile, Ecuador, Paraguay, Peru and Venezuela) and four in Central America (Nicaragua, Honduras, El Salvador and Guatemala) have trained 675 Red Cross staff and volunteers and 311 community volunteers in CBHFA. They have carried out 168 community assessments and 95 community baselines; moreover, they developed 43 community health committees as part of the CBHFA implementations, and 48

			<p>communities have a plan of action. In total, the implementation of CBHFA in these National Societies benefited 13,072 people.</p> <ul style="list-style-type: none"> • Tailored support for the implementation of CBHFA activities under the new DFID-funded programme is being provided to the Suriname Red Cross, Antigua and Barbuda Red Cross and the Jamaica Red Cross. • The Maternal Newborn Child Health mapping produced by the Canadian Red Cross has been promoted among REDCAMP and the South American health networking groups. • The Nicaraguan Red Cross and the Honduran Red Cross participated in the Canadian Conference on Global Health in Ottawa, Canada in October. The abstracts presented at the meeting were related to their work on MNCH with the support of the Canadian Red Cross and the health zone unit; the themes discussed were related to: sustainable community-based health programmes; and a general overview of the gender component of the Canadian Red Cross MNCH programmes in Honduras. • A proposal for the four-year funding framework for NORAD was completed. Also, the health unit has supported five bilateral National Society projects (Belize, Colombia, El Salvador, Guatemala and Honduras).
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OUTPUT 3.2.2: Urban risk is integrated into the community-based development programmes.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
<p>With the support of five National Societies, adapt existing and create new development-based methodologies and tools for the urban context (VCA, CBHFA, PASSA, volunteering in urban communities and working in contexts of violence).</p>	0		<ul style="list-style-type: none"> • With the support of the CRREC, the National Societies count with adapted methodologies that will enable them to carry out interventions in urban contexts. • The training centre of the Haitian Red Cross Society has adapted, with support from CRREC, the Flooding and Protected School modules from the series “It’s Better to be Prepared” to its context and using Creole. The VCA diagnostics CD are available in French and Creole. The network of trainers of the Haitian Red Cross Society (HCRS) training centre has been strengthened through a series of capacity-building activities from the CRREC agreed-upon together with the HRCS.

OUTPUT 3.2.3: Climate change is accounted for in community-based development programming.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
With the support of five key National Societies, adapt existing and create new community tools and approaches for assessing the impact of climate change on development programming in communities.	0		<ul style="list-style-type: none"> The Climate Change Adaptation Toolkit has been developed by the Barbados Disaster Risk Management Resource Centre. The Green Response to Disasters project has been developed by CRRO and ACS and passed to the ACS DRR Special Committee; the Green Response Coordinating Committee has been created together with the government of Trinidad and Tobago and the Trinidad and Tobago Red Cross Society. 26 Governments approved and agreed to include urban risk projects and green initiatives in the regional agenda The Seismic Risk Module on retrofitting housing was developed as part of DIPECHO VII and is being piloted and disseminated during DIPECHO VIII.
The definition of “green initiatives” in the Red Cross context is agreed-upon and disseminated.	0		<ul style="list-style-type: none"> Five governments from the Americas with five National Societies and IFRC staff participated in the development of a common definition for green response and defined the best possible mechanism to move this matter forward. At the Inter-American Conference discussions, the green response was incorporated, An interim programme for green response was open towards bringing students to support the further development of this initiative.
In one National Society, communities working together with the Red Cross branches have piloted a green initiative project designed to increase their ability to cope and adapt to climate change, focusing on issues of food security and nutrition, livelihoods, health, shelter and settlements, as well as accessibility to clean water.	0	80%	60% <ul style="list-style-type: none"> Green response considerations were incorporated as part of the study around shelter that the IFRC is doing using Haiti as a learning component for global learning.

OUTPUT 3.2.4: Migration is a priority theme in community-based development programming.

Measurement			
Indicators	BL	Annual	Year to Date Actual

		Target	
With the support of five National Societies and in coordination with the government, adapt existing and create new development-based methodologies and tools for working with migrant communities, including their places of origin, and with host communities (using VCA, CBHFA, PASSA, volunteering in urban communities and working in contexts of violence).	0		<ul style="list-style-type: none"> During the Inter-American Conference, all National Societies approved the Montrouis commitment where migration is adopted as an area where Red Cross Societies should work, and where coordination with their respective governments should be enhanced.

OUTPUT 3.2.5: Violence prevention is integrated into all community-based development programming.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
With the support of five National Societies, the existing approaches, methodologies and tools will be adapted or new ones created to ensure that violence prevention is an integral part of all community work being done.	0		<ul style="list-style-type: none"> During the Inter American Conference, all national societies approved the Montrouis commitment where violence is adopted as an area where red cross societies should work and coordination with their respective governments should be enhanced. The friendly neighbourhood initiative was created and was made as a result of the outcomes of the forums developed during the Interamerican Conference. The Argentine Red Cross applied the modules on gender and HIV within the processes of the Global Alliance.

Comments on progress towards outcomes
<p>The integration process of the external trends (urban risk, climate change, violence prevention and migration) into standardized IFRC tools and methodologies is under way, and progress towards this outcome is noticeable in the Americas zone. This focus allows the National Societies to better meet and address the individual needs of the communities they serve. Throughout the Americas zone, the IFRC, together with the National Societies, Partner National Societies, external partners and the academic sector, are working to make communities more resilient and enable them to address the major trends and challenges that contribute to their vulnerability.</p> <p>The tools and methodologies are being adapted and analysed in line with the trends to ensure that they include community-focused methodologies to facilitate the inclusion of these tools into National Society programming. For example, violence prevention is being integrated into tools for communities in the Caribbean region. In the area of shelter, initiatives were carried out to analyse different existing tools to identify commonalities and to see where the urban components can be identified. In addition, the Americas zone took the lead to becoming the focal point for the integration of violence prevention in the community-based health and first aid methodology.</p>

Furthermore, issues of access, marginalization, inequality and poverty have been addressed during 2012. Focused work with indigenous and marginalized groups was carried out in the Southern Cone, Brazil and the Caribbean, while youth at high risk and areas of increased violence received support in the Caribbean. The Mother, Newborn and Child Health project was scaled up to address health inequalities and key trends.

REDCAMP and the IFRC have interacted constantly with CEPREDENAC under the PCGIR. A first proposal was developed in coordination with CEDEMA to hold an initial workshop on green response and urban risk, together with the Association of Caribbean States.

Outcome 3.3: *The Red Cross National Societies have a progressive vision to reduce vulnerability, including leadership skills and capacities for working in partnership with communities, the government, NGOs, NGLs, academic institutions, the private sector and the civil society networks.*

OUTPUT 3.3.1: *The Red Cross leadership is recognized by governments and other key stakeholders.*

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
The Red Cross is showing leadership through three National Societies on existing national platforms or in promoting their creation.	0	3	<ul style="list-style-type: none"> A meeting with the health staff , the PNS and ICRC was held at the Americas zone office on violence prevention strategies and approaches, and a teleconference was held with the Canadian Red Cross and the American Red Cross regarding the HIV and violence prevention tool development in the Caribbean. The Canadian Red Cross presented the Elluminate session concerning the ten-step methodology to the South American and Central American National Societies working on the prevention of violence against children. The implementation by the National Societies will take place during 2013. The Argentine Red Cross, the Chilean Red Cross and the Paraguayan Red Cross have strengthened their roles on the existing national platforms in their countries (volunteering, HIV, and risk management among others). The Guatemalan Red Cross is active in Grupo ASH (emergency WASH coordination platform) with support from the regional WASH Cluster advisor. The Honduran Red Cross participated in the Mesa de Agua y Saneamiento en Emergencias (Emergency Water and Sanitation Coordination Platform) with support from the regional Water and Sanitation Cluster advisor, and supported in its establishment and promotion. Disaster Law (DL) advocacy was organized with the Jamaica Office of Disaster Preparedness and Emergency Management by the Jamaican Red Cross. Country profile development and the implementation of the Hyogo Framework was discussed with the Office of Disaster Preparedness by the Trinidad and Tobago Red Cross Society.

			<ul style="list-style-type: none"> • The relationship with the national disaster management and risk management systems has been strengthened in Colombia, Ecuador, Bolivia and Peru. Thanks to the IFRC support, the Colombian Red Cross Society reached an agreement with the National Federation of Municipalities to develop together disaster risk reduction activities. • A successful MNCH side-event was held at the IAC in Haiti. The panel was chaired by the IFRC's Head of Health Department in Geneva, with the participation of PAHO, the IFRC global MNCH focal point, and the National Societies of Guatemala, Nicaragua, Bolivia and Colombia. • Eighteen National Society leaders and health-and-HIV programme managers from the Americas participated at the AIDS 2012 conference and the RCRC pre-event in Washington DC in July.
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OUTPUT 3.3.2: The Red Cross leadership is regularly updated on key humanitarian and development issues.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
Produce twice a year a newsletter documenting key humanitarian and development challenges.	2	2	<ul style="list-style-type: none"> • Four Americas zone newsletters have been produced. • Three regional newsletters have been published by the Caribbean Regional Representation Office.

OUTPUT 3.3.3: Building National Society financial sustainability.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
Make use of existing best examples of National Societies' capacities in resource mobilization to increase capabilities of at least five Red Cross Societies in fundraising, income generation, donor reporting and accountability.	0	5	<ul style="list-style-type: none"> • The Paraguayan Red Cross ran a resource-mobilization project funded by the zone office, with the objective of strengthening the department and the capacities of branch offices in this area. • Income-generating activities at two branches of the Belize Red Cross Society have been carried out. • Fee-based membership development at the Jamaican Red Cross is being carried out. • Peer to peer support was provided through a knowledge sharing opportunity between Mexican red Cross who support the Paraguayan Red Cross. Costa Rican Red Cross supporting El Salvador Red Cross.

Comments on progress towards outcomes

During the reporting period the Red Cross has shown leadership on existing national platforms or in the promotion of their creation. This has included the strengthening of three Caribbean National Societies' relationships with their governments through their participation in consultations regarding the creation of a disaster law model. Guatemala and Honduras have been selected as priority countries for the newly established and regionally hosted WASH Cluster project, which is resulting in increased engagement of the respective National Societies with their governments and key national-level Cluster stakeholders. At the regional level, the secretariat is engaging with regional WASH Cluster stakeholders.

In the priority health area of addressing non-communicable diseases, the secretariat is supporting the National Societies to engage in NCD prevention and control at the national level, using a broad-based societal approach which involves the government, the civil society, the private sector and academia. The secretariat participated in the first meeting of the PAHO-led regional forum on NCD prevention and control held in Brazil, as well as in the Caribbean strategic planning meeting also led by PAHO and the Caribbean Health Communities Coalition in Jamaica.

Several National Societies have initiated innovative fundraising and income-generation initiatives using social media such as Facebook and by developing corporate partnerships. The secretariat is supporting mapping and regional proposal development on NCD in the Caribbean, with a view to mobilizing resources for National Societies' responses to NCD.

The Community-based Health and First Aid (CBHFA) strategy was consolidated in 18 countries, resulting in an increased number of vulnerable communities being engaged in improving their health status and reducing risk through the CBHFA approach. Moreover, two climate change focal points from the Chilean Red Cross and Mexican Red Cross received shelter-related technical training, to better understand how to reduce vulnerability.

OUTPUT 3.4.1: The National Societies are assisted by the National Society Development Facility (NSDF).

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
Two National Societies assisted by the NSDF	0	2	N/A

OUTPUT 3.4.2: The National Societies in the Americas participate in the National Society development community of practice (COP).

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
Twenty National Societies subscribe in the Americas if the information is available in English and Spanish.	0	20	<p>CORI has decided to open a page and start an exchange information regarding their future and vision.</p> <p>In FedNet was made available the Inter-American Framework for Action, the tools for implementing the Inter-American Framework and the promotion materials.</p> <p>Information is available in English, Spanish and French for all National societies. In addition, promotional video distributed via Twitter and Facebook allowed increasing accessibility to</p>

			different sectors of national societies,
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Comments on progress towards outcomes

Although there has been limited progress in terms of this outcome for the year, it should be mentioned that in relation to the organizational development, recent reports and case studies demonstrate that the National Societies that invest in the development of simple and sustainable service delivery capacity within communities are more agile in mobilizing resources, even in the short term (1-3) years. (NSKD mid-year report in reference to El Salvador).

Outcome 3.5: *Volunteers of the National Societies, representing all sectors and ages, are involved in all aspects of National Society life, from decision-making to programme implementation, and are key actors in demonstrating the added value of the work done by the Red Cross network in expanding the National Society humanitarian access.*

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
<p>Ten National Societies have defined a plan and strategies, and are working on the implementation for their volunteering development efforts.</p> <p>Fifteen National Societies volunteers are using modern technology in various aspects of volunteering development.</p> <p>Five National Societies are implementing integrated volunteering-in-emergencies practices.</p>	0	10/15/5	<ul style="list-style-type: none"> • In Colombia the government approved a National Volunteer Law where the National Society is highly recognized. • Paraguay has implemented the volunteering project funded by the zone office, involving 694 young volunteers. This project focused on basic institutional training, HIV and AIDS, community health and prevention of non-communicable diseases. • The Argentine Red Cross carried out its national meeting on volunteering, with funding from the zone office and the participation of 22 branches and 180 people. • The country office located in the Dominican Republic provided support for the implementation of a database for volunteers as part of the objectives of First Responder Initiative (FRI). The volunteer management database includes the Belize Red Cross Society and the Jamaican Red Cross. • A volunteering-in-emergency training workshop included the Suriname Red Cross, the Guyana Red Cross, the Saint Kitts and Nevis Red Cross Society, the Saint Lucia Red Cross, the Barbados Red Cross Society, the Jamaican Red Cross and the Trinidad and Tobago Red Cross. • The Ecuadorian Red Cross volunteer network has been strengthened in training, leadership and governance. • A new volunteer policy has been developed in the Peruvian Red Cross, and volunteer numbers have increased. • In Argentina, the Secretariat supported the implementation of a national volunteering meeting, with the participation of 180 volunteers

from 22 branches.

- In Guatemala, the first draft of the Volunteering National Law was developed with the participation of the UN, NGOs, the government, the civil society and the National Volunteer Centre.
- In Honduras, the implementation of a capacity-building project in 16 branches was carried out with the participation of 200 volunteers.
- The Jamaican Red Cross increased its fee-based membership through a DFID-funded volunteer development grant.
- Development of recognition methods at the Haitian Red Cross Society has increased the possibility for marginalized people to become volunteers.
- During the zone-wide volunteer development workshop, the National Societies received guidance on issues pertaining to urban risk and violence.
- Nine National Society volunteer development plans have been done in Argentina, Paraguay, Ecuador, Honduras, Guatemala, Saint Lucia, Haiti and Cuba.
- A volunteering policy, as well as an implementation manual, were developed and processed within the Haitian Red Cross Society; this was carried out in a participatory manner with the IFRC, ICRC and Partner National Societies (PNSs). The volunteer policy was approved and published, and an internal volunteer development plan was developed.
- Cuba finished its volunteer management manual in December 2012. It was printed and distributed to branches nation-wide.
- New volunteer policies have been adopted by the Peruvian Red Cross and the Nicaraguan Red Cross, according to IFRC policies.
- In the Caribbean, volunteer development strategies are in place in the Belize Red Cross Society, the Barbados Red Cross Society and the Jamaican Red Cross, and in near-completion stage in the Antigua and Barbuda Red Cross.
- Volunteer development projects are also being developed in the Argentine Red Cross, Paraguayan Red Cross, Ecuadorian and Chilean Red Cross societies, to integrate new volunteers (focusing on young people).
- A tool kit for volunteer development and an online training programme on volunteer management has been launched in Spanish.
- Eight good volunteering development practices were produced by the National Societies.
- Three National Societies (Nicaraguan Red Cross, Honduran Red Cross and Dominican Red Cross) are working on improving their volunteering-in-emergency systems. The Nicaraguan Red Cross and Honduran Red Cross are developing/improving their volunteer

			<p>databases.</p> <ul style="list-style-type: none"> • In the Dominican Republic, the country office is providing support for the implementation of a database for volunteers as part of the objectives of First Responder Initiative (FRI). • The Honduran Red Cross finalized its database, which was rolled out to branches. • The Bolivian Red Cross, the Honduran Red Cross, the Ecuadorian Red Cross and the Argentine Red Cross have used new technologies such as online recruitment. • A volunteer-in-emergency curriculum and manual have been developed in the Anglophone Caribbean region and draft plans have been developed in Trinidad and Tobago, Belize, Saint Lucia, Antigua and Barbuda, Barbados, Guyana and Suriname. • The Nicaraguan Red Cross finalized the first phase of the volunteer database system related to their volunteer-in-emergency system. • The Paraguayan Red Cross has launched a project to increase the abilities of teenagers and young people as volunteers. • The Chilean Red Cross has implemented successfully a pilot project for branch development and volunteering in nine branches in the region of Maule, with a view to implement the National Policy for Branch Development focusing on the recruitment of volunteers, on increasing financial resources and on improving the internal atmosphere. In the three weeks following the workshop, close to 200 new volunteers were recruited, representing a 100% increase. • A study on volunteering for the Peruvian Red Cross in the Andean sub-region was completed. • The Spanish version of WORC was launched; the Mexican Red Cross is using it for its induction course. The Costa Rican Red Cross is also using sections of WORC for trainings. • During 2012, the Cuban Red Cross has officially changed the name of the human resources coordinator to become the national volunteer coordinator. Through IFRC (with support from the Swedish Red Cross), the Cuban Red Cross has organized an annual meeting gathering volunteer coordinators from all the provinces in the country.
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Comments on progress towards outcomes

Volunteer initiatives have reached over a thousand volunteers in the region, developing their capacities, improving existing regulations and government laws, expanding volunteer practices at branch levels and enhancing peer-to-peer support in volunteer matters.

Approximately 500 volunteers have been trained in Chile, 200 volunteers in Argentina, 40 volunteers in Uruguay and 680 volunteers in Paraguay. Nine National Society volunteer-development plans have been drafted in Argentina, Paraguay, Ecuador, Honduras, Guatemala, Saint Lucia, Haiti and Cuba.

Outcome 3.6: Youth, as agents for change of the Red Cross network, are a leading voice for joint actions for inclusion, peace and innovation, together with different sectors of the society.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
<p>Four National Societies have defined a plan and strategies for generational change, including the creation or revision of youth policies, the establishment of mechanisms for inter-generational learning and the development of innovative youth programmes.</p> <p>Two National Societies provide peer support to other National Societies on youth development or youth programming.</p>	0	4/2	<ul style="list-style-type: none"> The Chilean Red Cross has incorporated a youth representative in its governing board. Also, the National Society has developed its plan and has published materials in the area of training activities in the prevention of school violence, HIV, disaster risk reduction, climate change, first aid and principles and values. These activities and the corresponding manuals are being prepared for the new school year. In Chile, the first YABC course was carried out with the participation of young people from different branches of the country. Two representatives of the Chilean Red Cross participated in the Global Youth Summit organized in Vienna. The Nicaraguan Youth Red Cross provided support to the Guatemalan Youth Red Cross in violence prevention and road safety. The Club 25 of the Ecuadorian Red Cross has promoted youth activities in schools. A youth volunteer strategy was developed and started to be implemented with positive results in the Peruvian Red Cross. Technical and financial support has been provided for the yearly Central American regional youth network meeting, involving 150 volunteers An evaluation of the Regional Youth Network of Central America has been carried out. The Haitian Red Cross and Club 25 organized the Youth Forum in Haiti in December 2012. The Dominican Red Cross, the Chilean Red Cross, the Bolivian Red Cross, the Haitian Red Cross Society, the Honduran Red Cross, the Guatemalan Red Cross, the Nicaraguan Red Cross, the Mexican Red Cross, the Trinidad and Tobago Red Cross Society, the Saint Vincent and the Grenadines Red Cross, the Surinam Red Cross, the Jamaican Red Cross and the Central American youth network camp in El Salvador have been active in promoting YABC activities in schools and as part of induction trainings. A Project and Programme Planning (PPP) workshop was held with a focus on planning and general youth strategic development, encouraging youth to become involved in programme and project development. Peer-to-peer support was provided by two Costa Rican Red Cross youth to the Red Cross

			<p>Society of Panama in planning and facilitating the national-level workshop on road safety; a strategic plan on road safety, a methodological guidebook and educational activities to be conducted in branches and schools by the youth were developed.</p> <ul style="list-style-type: none"> • A road safety alliance was formed between the Red Cross Society of Panama, ATTT (the governmental transportation authority) and a private company. • The Red Cross Society of Panama established an adult-youth mentorship between the national youth leader and an experienced senior volunteer, with good results in the implementation of the national road safety workshop. • Chile and Guatemala have incorporated a young person with the right to vote in the national governing boards, and the National Societies statutes have been changed for this purpose. • The Dominican Red Cross designated a youth representative to the governing board of the National Society. This person has received support to participate in the Global Youth Conference and received information about the Red Cross Red Crescent movement. • The Chilean Red Cross has implemented an innovative youth project that defines youth leadership as something that anyone can possess without having formal titles and can start at the local level. This was recognized at the Global Youth Conference. The National Society leadership has been heavily involved in supporting youth to integrate into the National Society, with assistance provided by the IFRC Chile earthquake operation organizational development coordinator. • The Youth-as-Agents-of-Behavioural-Change training was organized in Haiti between 7–13 March 2012, during the nineteenth Inter-American Conference. Forty-seven youth from 22 National Societies from the five regions were present, and two participants came from external organizations (the Haitian Scouts and MASJoves Mexico).
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Comments on progress towards outcomes

The continental training of YABC peer educators was successfully held for the first time in the Americas in March. Following this training, the participants and their respective National Societies have shown great enthusiasm for further training of the YABC peer educators, in order to promote a culture of non-violence and peace at the national level and to implement and incorporate the initiative in youth actions within their National Societies. The national plans of action for youth development are well under way, and youth project and programme planning will contribute to further involvement of young people inside the National Societies. The Chilean and the Guatemalan Red Cross Societies have incorporated a youth representative inside their respective national governing boards, which marks an important step in the National Societies' youth development efforts. Moreover, the Red Cross Red Crescent day on 8 May was celebrated in 2012 with the theme "Youth on the Move" in all National Societies across the Americas.

Business line IV: To heighten Red Cross Red Crescent influence and support for our work

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

OUTPUT 4.1.1. The National Societies become a source of reference information for humanitarian issues and vulnerability reduction.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
<p>Launch the <i>World Disasters Report</i> in at least four countries and use it for communication and positioning the Red Cross during the year.</p> <p>Beneficiary communication is implemented in two National Societies.</p>	0	4/2	<ul style="list-style-type: none"> Urban risk reduction forums in the Dominican Republic, Guatemala, Costa Rica and Colombia served to highlight the growing vulnerabilities in urban contexts. The <i>2012 World Disasters Report</i> was launched in Chile, Ecuador, Colombia and Costa Rica. A special mission by the CORI president and Guatemalan Red Cross President Anabella Folgar was undertaken with the purpose of sharing the beneficiary communications programme in Haiti, as a first phase for planning the roll out in Guatemala. In Argentina an article on the <i>World Disasters Report</i> was published in an online magazine specializing in the topic of risk management; moreover, the report was distributed at the DIPECHO regional workshop. In Chile, the <i>World Disasters Report</i> was presented in the city of Iquique, which was chosen due to its recent increase in migration. As a direct result of humanitarian diplomacy, an inter-institutional panel was created for coordinating the work on migration; the <i>World Disasters Report</i> was distributed at the Regional Platform on Risk Management and the Seminar on Gender and Disaster Management organized by the Ministry of Women and ONEMI. A talk on beneficiary communications (using the Haiti evaluation) has been presented at the WHD virtual forum held by OCHA concerning the impact of communication technologies on the delivery of humanitarian aid. The IFRC participated in a panel discussion on information and communication technologies and humanitarian aid.

OUTPUT 4.1.2. The International Federation in the Americas and the National Societies actively use social networking capacities.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
<p>Capitalize on the use of existing social media</p>	0	5/5	<ul style="list-style-type: none"> The mapping of the Argentine Red Cross' social media tools was updated.

<p>tools through research and partnership.</p> <p>Five National Societies are using the social media tools and begin to establish a network of communicators.</p> <p>Five National Societies participate in a conference on the use of social media in humanitarian efforts.</p> <p>A percentage of National Societies provide support for campaigns led by organizations promoting values shared by the Red Cross.</p>			<ul style="list-style-type: none"> • The National Society communicators have been trained in the Barbados Red Cross Society, the Grenada Red Cross, the Saint Vincent and the Grenadines Red Cross Society, the Trinidad and Tobago Red Cross Society, the Suriname Red Cross, the Jamaican Red Cross and the Trinidad and Tobago Red Cross Society on the active use of social media. • The Caribbean National Societies contributed to the CRRO newsletter with stories of their experiences. • REDCAMP is using social media to promote their programmes and share information with internal and external partners. • The water-and-sanitation group established a presence on LinkedIn. • The Jamaican Red Cross and IFRC Health Haiti spoke about the use of social media in HIV and emergency health programming at the IAC. • Two Youth-as-Agents-of-Behavioural-Change Facebook groups have been established: one for Latin America in Spanish and one for the Americas in English. • The CBHFA Latin America Facebook group has been established to share experiences and exchange information. • A Spanish-speaking volunteer network was created, based on the learning platform and later on Facebook. • Two young persons from the Americas (the U.S. and Antigua and Barbuda) participated as panel members in RedTalk no. 13 in Vienna, Austria in December, and other four (from the U.S., Jamaica, Surinam and Colombia) functioned as youth ambassadors disseminating information and news at the Global Youth Conference. • The @shelter_america Twitter account has been created. • The DesAprender platform has been promoted as an information-sharing tool and platform within the Red Cross shelter network. DesAprender is becoming a key tool for social networking on DRR in America, and the National Societies, external partners, donors and others are taking it as the main tool to write on blogs and forums about DRR.
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Comments on progress towards outcomes

The most significant progress during 2012 was with regard to the National Societies' active engagement with social media to promote the work of the Red Cross in different fields. The monitoring of Facebook pages and of tweets on Twitter indicate that the National Societies are making good progress. However, at the same time, the National Societies are challenged to work on and respond to claims against them.

The regional leadership of the National Societies in the Inter-American Regional Committee (CORI) agreed that the social media is a topic that requires understanding by the leadership and that decisions are needed to ensure social media expertise in the National Societies.

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

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
Meetings are held in six countries with government authorities, to enhance the National Societies' auxiliary role, and one initiative with key stakeholders per country serves to improve opportunities for National Societies to access resources.	0	6	<ul style="list-style-type: none"> The IFRC is actively involved in the International Humanitarian Assistance Platform and in the Disaster Risk Reduction Platform. Both mechanism of continental reach out where the Federation participates as member of the organizing committees and also providing substantial contributions to the implementation of the decisions resulting from those events. These platforms bring together governments, intergovernmental organizations, UN, civil society and red Cross. The zone office director visited the South American Football Confederation in Paraguay, aiming to strengthen the commitment and promote the Health Pilot Plan in 11 schools in the country. The Argentine Red Cross (ARC) conducts public and mass campaigns on first aid. In the framework of this activity, it has managed to enter the Guinness Records with the campaign "Only with Your Hands, Save a Life" on RCP. The Argentine Red Cross participates, together with various governmental agencies, in the elaboration of policies on health and education. Moreover, it is also part of a cultural event called "The Night of the Museums" which allows the National Society to share the history and principles of the institution. The Paraguayan Red Cross led the commemoration of the World Day for Risk Reduction, involving the First Lady of the Republic and other organizations which work on the matter. A meeting took place between the Guatemalan Red Cross (GRC) and the country's vice-presidency on IDRL matters. The GRC offered its support in the development of an IDRL law in the country, with help from IFRC. The disaster-risk-reduction governments network of the Association of Caribbean States (ACS) approved the implementation of two new joint (IFRC-ACS) initiatives concerning urban risk and the green response. The governments of Colombia and Trinidad have taken the lead in promoting the initiatives. The IDRL Guidelines and the Model Act were adopted as "permanent activities of the ACS"; the ACS will promote them to its member states and will develop activities to intervene in favour of new legislation drawing on IDRL

recommendations. One OAS GA resolution and the associated Plan of Action highlight the importance of the IDRL Guidelines and encourage states to include the guidelines inside the domestic law. Moreover, the plan of action of the meeting on enhancing international humanitarian partnership (MIAH) also highlights the importance of the guidelines and spells out actions to be taken by states to implement them.

- The Advocacy Network of the National Societies was established in 2012 and will be consolidated during 2013.
- The WASH Cluster advisor has produced baseline evaluations for governmental/civil setup and status for WASH coordination platforms in both Guatemala and Honduras (including RC); at subsequent regional/zone-level meetings with the regional WASH group, 13 country governments participated; moreover, government-level meetings in Guatemala and Honduras have fostered the WASH-in-Emergencies coordination platforms and their leadership.
- Meetings are held in six countries with government authorities to enhance the National Societies' auxiliary role; moreover, one initiative with key stakeholders per country served to improve opportunities to access resources.
- One IFRC staff member and two National Societies (from Suriname and Haiti) participated in the Global CBHFA meeting and the NCD meeting in Geneva in November 2012.
- Two National Societies (Nicaragua and Honduras) participated in the Canadian Health Conference in Ottawa, in October 2012.
- The Americas zone staff participated in the AIDS2012 conference and the Red Cross Red Crescent pre-event, as well as in PAHO's Sanitation Week (in the NCD session and Regional Coalition for the Elimination of Cholera on Hispaniola).
- Six National Societies from Central America (Honduras, El Salvador, Costa Rica, Guatemala, Nicaragua and Panama) participated in the REDCAMP-Health meeting to share experiences and re-establish the communication mechanisms among their members.
- The RECA work plan and the national platform work plan for Guatemala and Honduras have been developed. The RECA support for Guatemala's work plan was not fully accepted, but both focus countries have work plans.
- Coordination has been achieved with Habitat for Humanity, UN Habitat and Minuto de Dios during the First Regional Forum for Adequate Housing, that took place in Bogota between 25–28 September 2012. The Red Cross participated on the panel for adequate housing and disaster risk reduction, and on the panel for

			adequate housing and volunteering. In addition to the IFRC, the following National Societies participated in the forum: the Belize Red Cross Society, the Dominican Red Cross, the Haitian Red Cross Society, the Bolivian Red Cross, the Peruvian Red Cross, the Colombian Red Cross Society, the Paraguayan Red Cross and the Guatemalan Red Cross.
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Comments on progress towards outcomes

Significant progress has been made to link and position better the Red Cross Societies with their respective governments. Recognition from governments is progressively growing and during this reporting period it has included direct high-level meetings, state representatives' participation in the Red Cross events, and co-organization and coordination of meetings and activities linked to specific initiatives. This is the case of the dialogue between the states and National Societies around disaster law.

However, different governments in the region have shown increased scrutiny of non-governmental organizations, which have been viewed in some cases as agencies responding to foreign political interests. This situation may trigger actions to reduce the number of NGOs or exert more control over them. In many countries, the National Societies are understood as NGOs by their own governments and have established their status within the country's legal frameworks. This situation will require increased efforts through humanitarian diplomacy, in order to guarantee that the Red Cross' auxiliary role in humanitarian issues is respected.

Outcome 4.3: *The National Societies and donors invest increasing financial and human resources to improve National Societies' abilities to deliver internal support services as the way forward for providing strong programming.*

OUTPUT 4.3.1. Resource mobilization capacities and efforts of the National Societies are scaled up to inspire more reliable contributions to the Red Cross Red Crescent.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
<p>Two National Societies use a membership fee approach and three National Societies carry out income-generating service development.</p> <p>Two best practices in resource mobilization are shared within the IFRC.</p> <p>Two National Societies receive focused resource mobilization support.</p>	0	2/2/2	<ul style="list-style-type: none"> The Argentine Red Cross established alliances with PAU Education and Mapfre for road safety projects. Also, the National Society participated in a university exhibition where more than 70,000 youth attended from all over the country; the National Society had the opportunity to share with the participants its educational services, in order to boost demand for them. A member of the Paraguayan Red Cross participated in an internship in the area of resource mobilization, together with the Mexican Red Cross. A document highlighting the concerns partners in the Americas have expressed about funding in different regions was developed. Resource mobilization focal points have been established in the Americas and monthly teleconferences are taking place in

			<p>order to improve communication and information-sharing.</p> <ul style="list-style-type: none"> • As a result of the creation of the Resource Mobilization Network, several National Societies have strengthened their negotiation skills and learned from the successful experiences of other National Societies of the region. • New fundraising initiatives were developed by the Panamanian Red Cross through their fundraising campaign at the International Airport, and the Costa Rican Red Cross created a new agreement model with the national banks for the development of limited-edition credit cards to support the Red Cross by allocating 25% of income to the Costa Rican Red Cross. • Best practices were also shared among the Movement partners at the London Skillshare workshop. The Mexican Red Cross presented its partnership model with the corporate sector in Mexico, with a special focus on the hotel industry. The Humanitarian Innovation Fund presented the Haiti Beneficiary Communications program (BENCOMS) as a case study, with support from the IFRC Haiti Communications team. • The Jamaican Red Cross is integrating a membership fee approach • The Jamaican Red Cross and the Trinidad and Tobago Red Cross Society have shared best practices within the IFRC. • The Belize Red Cross Society, the Barbados Red Cross Society, the Jamaican Red Cross and the Trinidad and Tobago Red Cross Society have carried out income-generation service development.
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OUTPUT 4.3.2. The funding provided directly or negotiated through by the Secretariat to the National Societies for capacity-building activities in support services has increased significantly over the four-year period of the framework.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
Funding channelled to National Societies increases by 10% compared to 2011.	0	N/A	<ul style="list-style-type: none"> • Two internships for the Salvadorean Red Cross Society (in Costa Rica) and Paraguayan Red Cross (in Mexico) took place to ensure the strengthening of resource mobilization capacities; • Funds were raised for the Mexican Red Cross, the Belize Red Cross Society and the Jamaican Red Cross to attend the London International Skillshare workshop for fundraisers. The workshop allowed capacity development and peer exchange in fundraising from PNS and

			<p>other Movement partners.</p> <ul style="list-style-type: none"> • Funds were assigned to the Panamanian Red Cross and Ecuadorian Red Cross to support their fundraising efforts. • A corporate social responsibility training at the Costa Rican International Cooperation University (UCI) was offered to 40 National Society participants from the Americas.
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Comments on progress towards outcomes

Resource mobilization is one of the greatest challenges facing the National Societies, and their interest in the area continues to increase. Several small initiatives have been taken, serving as opportunities to support the National Societies to implement income-generating activities. However, this area still requires more attention to diversify the potential opportunities. The greatest progress was seen in Haiti and Guatemala.

Business line V: To deepen our tradition of togetherness through joint working and accountability.

Outcome 5.1: *A knowledge network is established to provide a framework to disseminate innovations; moreover, it's important to promote horizontal cooperation and improve programming capacities in administration and finance, IT/telecom, human resources, logistics and planning, monitoring, reporting and evaluation.*

OUTPUT 5.1.1: A network of practice is established through FedNet and other information sharing tools in each support services area (Administration, Finance, HR, Logistics, PMER and IT/telecom)

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
At least five National Societies are active in each support services network.	0	5	<ul style="list-style-type: none"> • A finance-focused Community of Practice has been opened and is currently operating. Financial procedures have been posted on it to be shared with the National Society staff members and Secretariat staff. At least six National Societies in South America will have access to this network of practice. • The human resources manager for the Dominican Red Cross participated in an internship for one month in the office of the Panama Red Cross. • A second Community of Practice has been created to enable human resources professionals within the National Societies in the Americas to come together and learn from one another.

OUTPUT 5.1.2: The National Societies in the Americas and the Secretariat organized successfully the 19th Inter-American Conference to define our key priorities and strategic orientations for the Americas over the next four years and follow up on the outcomes.

Measurement			
Indicators	BL	Annual	Year to Date Actual

		Target	
The 19th Inter-American Conference is organized and a new Inter-American Plan (IAP) for 2012–2016, in line with <i>Strategy 2020</i> , is fully disseminated.			<ul style="list-style-type: none"> The National Societies in the Americas and the IFRC Secretariat organized successfully the 19th Inter-American Conference between the 14-16 March 2012 in Montrouis, Haiti, under the theme “Reducing the gaps”, and addressed the current trends in humanitarian assistance and development. The Inter-American Regional Conference gathered over 300 participants from 34 of the 35 National Red Cross Societies of the Americas, Partner National Societies and the International Committee of the Red Cross and Red Crescent (ICRC), as well as specially invited external organizations and partners; the conference was meant to promote cooperation, networking and partnerships among the National Societies, as well as setting a good strategic basis for the coming four years. The conference served to review the Guayaquil Plan of Action 2007-2011 and to define the key priorities and strategic orientations for the Americas through the adoption of the Montrouis Commitment and the Inter-American Framework for Action 2012-2016 which will guide and inspire the work of the National Societies in the Americas over the coming four years. Additionally, the conference held thematic sessions on volunteers and youth, migration, urban violence, and relations with state institutions. The conference also provided recommendations on the implementation of the Inter-American Framework for Action and agreed that the next conference will be held in the United States. The appeal (MMS42002) was fully covered and the conference generated no deficit.

Comments on progress towards outcomes

The establishment of a **knowledge network** to disseminate innovation, promote horizontal cooperation and improve programming capacities in services areas (administration and finance, IT/telecom, human resources, logistics and planning, monitoring, evaluation and reporting) is progressing slowly in the areas of finance, human resources, logistics, communications and resource mobilization. However, progress is taking place mostly on preparing the IFRC teams to lead and promote these networks among National Societies.

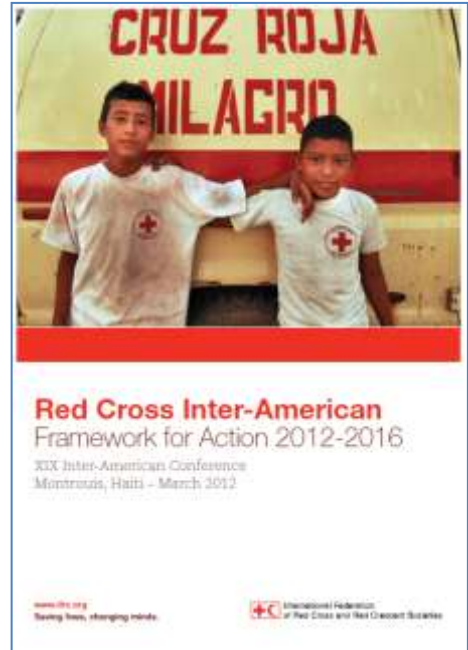
Most of these teams were primarily focused on servicing internally the IFRC programmes and offices while this outcome requires more refocusing on networking with the National Societies in the region. Activities to date include the development of terms of reference; the creation of databases of contacts; assessment missions to National Societies to analyse challenges and capacities; and the creation of required tools to promote these networks.

The **internships programme** was strengthened in 2012 thanks to the financial support provided by DFID and has been instrumental in promoting the exchange of knowledge, for better understanding of the realities in National Societies and the IFRC. During 2012, a total of eight internships involving staff from five National Societies were sponsored in the areas of IT/telecom, logistics, health, shelter and DM.

In the area of human resources, contacts for all National Societies' human resource teams were formalized. A mapping of National Societies' learning needs and identification of gaps is under way. An



inventory is currently being developed to facilitate the collection of information on National Societies' needs in this area, which will facilitate appropriate human resources support and encourage greater partnership development and knowledge sharing among National Societies. Building capacities within human resources has included the development of a tool kit made up of recruitment and selection guidelines, templates for job



descriptions and job performance appraisals, as well as distance coaching. Terms of reference have been created to start a Human Resources Community of Practice on FedNet, which will enable the HR professionals within the National Societies to come together formally or informally to learn from one another and to share information, best practices and experiences.

Learning opportunities have increased in the Americas region, ranging from the use of e-learning and virtual platforms for knowledge management to specialized training to benefit volunteers, staff and leaders from the national societies.

OUTPUT 5.2.1: Peer-to-peer initiatives are promoted among National Societies and disseminated through the knowledge network.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
Four peer-to-peer initiatives have been promoted, documented and disseminated.	0	4	<ul style="list-style-type: none"> The Argentine Red Cross participated in a peer-to-peer initiative with the technical staff at a workshop in Venezuela. Knowledge and lessons-learned sharing has been promoted among the Colombian Red Cross Society, the Ecuadorian Red Cross, the Bolivian Red Cross, the Peruvian Red Cross, and the Chilean Red Cross. The National Society finance directors' meeting took place in December and a knowledge-sharing exercise was organized; six National Societies (Ecuador, Colombia, Chile, Bolivia, Argentina and Paraguay) exchanged information on SWOT, National Society structure, and financial statements submission, among other topics. A video and an article on peer-to-peer collaboration was created for the Norwegian Red Cross, which facilitated a lifeguard training collaboration between the Red Cross Society of Panama and the Cuban Red Cross. Four peer-to-peer initiatives were facilitated in the area of volunteering: <ol style="list-style-type: none"> The Mexican Red Cross supported the

			<p>Belize Red Cross Society with volunteer management.</p> <ol style="list-style-type: none"> 2. The Honduran Red Cross provided support to the Dominican Red Cross in terms of a volunteering database. 3. Cooperation in form of peer-to-peer support for volunteering was given to the Haitian Red Cross by the Italian Red Cross and the Swiss Red Cross. 4. The organizational development/country support plan officer and the volunteer coordinator for the Latin Caribbean Regional Representation Office held a workshop together with the Nicaraguan Red Cross.
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Comments on progress towards outcomes

The four-year strategic plan of the Americas zone aims to gradually transfer responsibilities to those National Societies willing to take on a facilitation role and develop new capacities that will benefit the Red Cross. One of the approaches is the transfer of responsibilities through peer-to-peer support, networking opportunities and short-term consultancies.

Several peer-to-peer support initiatives have taken place during 2012, in order to promote cooperation and the exchange of experiences and best practices. In the HR area, work is under way so that the peer-to-peer initiatives can begin once the HR network is complete. Efforts will continue to be made to increase funding partnerships and resources and to share expertise, as well as in-kind support for building stronger National Societies.

Outcome 5.3: *National Societies' access and ability to use affordable technologies are improved, increasing the outreach in a self-sustaining manner by bridging the digital divide.*

OUTPUT 5.3.1: **The National Societies become ICDL-certified centres and offer their membership and communities courses and certifications on the use of computers and other technologies.**

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
Two National Societies become ICDL-certified centres and offer online training and in country certification.	0	2	<ul style="list-style-type: none"> • Staff from Saint Vincent and the Grenadines and the Peruvian Red Cross have been provided with ICDL training material and have taken the courses. • The Chilean Red Cross received donations of Microsoft Office licences twice. The second time the donation was for more than 350 licences, which meant they could be distributed to the branches.

OUTPUT 5.3.2: **The National Societies develop policies and procedures to manage their technology.**

Measurement			
Indicators	BL	Annual Target	Year to Date Actual

<p>Twelve National Societies become ITIL-certified; three National Societies write and implement three policies with related procedures</p>	<p>0</p>	<p>12/3</p>	<ul style="list-style-type: none"> • The Ecuadorian Red Cross developed its own IT policies and procedures. • The Chilean Red Cross expanded its telecommunications network throughout its territory and has implemented a system to transmit data via HF.
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Comments on progress towards outcomes

Progress towards this outcome during 2012 is below projections due to the limited capacities of the IT/telecom team as a result of the departure of the IT manager as well as to demands related to the organization of the Inter-American Conference and the setting up of the new IFRC offices in Panama. A revision of targets for 2013 has been found necessary so that these are more realistic and can identify potential areas for development of the IT technologies in the National Societies.

Despite the constraints during this period, ICDL capacity-building support has been provided to two National Societies (Peru and Saint Vincent and the Grenadines), which participated in the Digital Divide Initiative last year. IT policies have been disseminated in two other National Societies (Chile and Ecuador).

OUTPUT 5.4.1: The National Societies in the Americas have a plan aligned with *Strategy 2020* and report data on Federation-wide reporting indicators.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
<p>Twenty National Societies have a plan aligned with <i>Strategy 2020</i>.</p> <p>Eight National Societies are providing data on all seven FWRS indicators.</p> <p>Ten National Societies are providing data on one or more FWRS indicators.</p>	<p>0</p>	<p>20</p> <p>8</p> <p>10</p>	<ul style="list-style-type: none"> • According to the 2011 data, six National Societies have reported against seven indicators. • One National Society has reported against six indicators and two against four indicators (2011 data). • The Argentine Red Cross, the Bahamas Red Cross Society, the Barbados Red Cross Society, the Belize Red Cross Society, the Canadian Red Cross, the Colombian Red Cross Society, the Ecuadorian Red Cross, the Haitian Red Cross Society, the Jamaican Red Cross, the Paraguayan Red Cross, the Peruvian Red Cross and the Salvadoran Red Cross Society have their strategic plans aligned with <i>Strategy 2020</i>.

OUTPUT 5.5.1: The IFRC Framework for Evaluation is upheld for all the evaluations carried out in the Secretariat-funded programmes in the Americas.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
<p>N/A</p>	<p>0</p>	<p>N/A</p>	<ul style="list-style-type: none"> • The Framework for Evaluations has been shared with the Haiti country representation for the evaluations taking place in Haiti, as well as

			<p>with programme areas implementing evaluations.</p> <ul style="list-style-type: none"> A session on the Framework for Evaluations was included in the M&E workshops held in the Dominican Republic and Colombia.
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OUTPUT 5.5.2: All disaster operations in the Americas meet the criteria to carry out a real-time evaluation.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
N/A	0		During 2012, none of the emergencies in the region met the criteria to carry out a real-time evaluation

Outcome 5.6: *The federation policies and best practices on support services are increasingly adopted and implemented by the National Societies.*

OUTPUT 5.6.1. The International Federation policies on support services (finance, administration, human resources and planning, monitoring, reporting and evaluation) are disseminated among National Societies.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
Key policies are translated into Spanish and published on FedNet.	0		<ul style="list-style-type: none"> Ten financial procedures were translated and posted on FedNet in the area for Community of Practice. Six human resources guidelines have been reviewed and improved, and have been updated and shared to ensure Federation-wide learning. The guides were later on translated into Spanish. The PMER materials were distributed and links on FedNet have been disseminated during the PPP and M&E workshops; all materials exist in English and Spanish.

OUTPUT 5.6.2. The National Societies in the Americas region have improved their capacity in the area of finance and therefore have achieved the common goal of a well-functioning finance department, enabling them to move from the Working Advance (WA) system to the Cash Transfer (CT) system.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
Three National Societies have moved from the	0	3	<ul style="list-style-type: none"> The Costa Rican Red Cross and the Colombian Red Cross Society began the initial steps

<p>WA system to the CT system.</p>			<p>towards the Cash Transfer System. Visits to the National Societies took place in December 2012 and the resolution will be provided in early 2013. Both National Societies appear to have the characteristics to be certified as Cash Transfer System National Societies.</p>
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OUTPUT 5.6.3. The Americas Zone Office is seen as a well-functioning support unit by the National Societies.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
<p>The Americas Zone Office's outputs and targets are met in a timely manner; moreover, the quality is ensured by a well-motivated and functioning staff.</p>	<p>0</p>		<ul style="list-style-type: none"> • A robust mechanism for monitoring and tracking was implemented in 2012 and it is expected that for 2013 will be even stronger. • Four coordination meetings were organized to ensure better alignment and monitor progress. • All business units work in the development of their specific units concept notes that describe their roles, responsibilities, areas of concentration and contributions to the national, zonal and global initiatives.

Comments on progress towards outcomes
<p>There is a high level of alignment between the Secretariat's Long-Term Planning Framework 2012-2015 and the recently approved Inter-American Framework for Action (IAFA) 2012-2016, showing that the direction of the Secretariat's support to the National Societies and its programmes is moving in the right direction to address the same external trends and internal challenges, and enable the Secretariat to do more and to have more collective impact.</p> <p>One of the core elements highlighted in the Inter-American Framework for Action 2012-2016 is the importance of working with harmonized approaches and in accordance with Federation-wide strategies, frameworks and policies. Human resources, finance, planning, monitoring and reporting are areas where the IFRC has also promoted this Federation-wide approach.</p> <p>The finance department has made good progress towards the creation of policies and other reference materials available to the National Societies, in order to facilitate their use for the improvement of each National Society's internal financial procedures. These will also serve as elements to be developed as the community of practice. Assessments are under way in three National Societies, in order to move from the working advance (WA) to the cash transfer (CT) system. The CT modality significantly reduces the bureaucratic burden and the financial reporting requirements of National Societies when reporting on funds channelled by the IFRC to the National Societies.</p> <p>The human resources department has also shown positive progress towards providing references and sharing best practices with the National Societies. Special attention was paid to supporting the Haiti Red Cross Society in its efforts to modernize its human resources management. Numerous policies, best practices and trainings were implemented in the Haiti Red Cross Society, in order to enhance its capacity in the human resources area. Some of the challenges in this area stem from the time dedicated to the introduction of new staff rules and regulations for the international staff, the classification tool for them, the implementation of the INA structure in Haiti, the IAC in March 2012, and the staff surveys. All of these actions required a great deal of involvement by the human resources department, thus delaying some aspects of projected targets. To date, only four HR guides have been finalized and translated into Spanish.</p> <p>The Americas Zone has made efforts to increase the quality of its services to National Societies and also the internal coordination mechanisms. In order to move towards quality support it was imperative to invest on</p>

enhancing a more healthy working environment, this triggered the need to move to a new office building that offered the staff more opportunities for meetings and better space for coordination and dialogue and for implementing their work.

This change contributed to elevate the quality of services to national societies, offering new opportunities for internship programmes and reduction of costs while organizing events in the new office space.

The organization of the services under renewed business units was completed during 2012 and are aiming to improve the quality of the delivery of the services to national societies. In addition to the above the increase of countries with a Federation presence was significant, moving from six to eleven by the end of 2012 and serving to enhance the support to the membership according to the strategic directions of providing more relevant and timely services to the membership.

Stakeholder participation and feedback

The IFRC in the Americas has internal and external stakeholders. The internal stakeholders are composed of the programmes, the regional and country representations, the Secretariat headquarters, the National Societies and the Partner National Societies. External stakeholders include non-Movement partners such as NGOs, international organizations, the private sector, multilateral institutions, governments and the beneficiaries. Work with internal stakeholders involves significant coordination, strategic programming, knowledge-sharing, capacity building, fundraising, communications and support to the implementation of programmes and projects.

Internal stakeholders' needs have been addressed by organizing in a more integrated and efficient manner the way work is carried out. The current work model divides the National Societies' portfolio by region, assigning focal points to improve information management and capacity to respond to the needs of National Societies in joint collaboration with the regional and country representations and offices. The National Societies' country plans have been aligned with the Long-Term Planning Framework of the Zone Office, and the operational plans are in the process of alignment with the Montrouis Commitments (Haiti IAC 2012). Fundraising has been done proactively in emergency operations, and development fundraising has been done by supporting the programme dialogues with PNSs, mapping donors' interest and cross-checking these with needs. Coordination meetings and workshops have further paved the way to strengthen collaboration channels.

Working with external partners focused more on the development of strategic partnerships to develop the capacities of the National Societies in the Americas. Some of the ongoing partnerships include access to knowledge-sharing platforms, the development of thematic networks, funding for programmes, emergency operations, and capacity building of the National Societies.

Partner National Societies have demanded higher accountability standards. In response to this request, reports reflect earmarking, impact on beneficiaries and results against targets and outputs, which is carried out in close collaboration with the different business units and National Societies. An ongoing accountability and transparency campaign led by support services entails planning, monitoring and reporting trainings conducted across the Zone. These ongoing trainings aim to improve and standardize the quality of reporting and enhance the National Societies' overall accountability capacities. Within the next few months, peer-to-peer support activities designed to strengthen staff capacities in resource mobilization will be conducted. Several evaluations or mid-term reviews are programmed for projects funded by external donors to measure achievement against goals.

With regard to the beneficiaries, a beneficiary communications programme (BENCOMS), which was first launched in Haiti within the framework of the Haiti earthquake response has been developed. The BENCOMS programme consists of sending essential text messages with early warnings to beneficiaries through an Interactive Voice Recognition System. It has proven to be extremely effective and widely-accepted by

beneficiaries in Haiti, and the international community has recognized it as an innovative project. The Americas zone office is determined to extend this programme globally. During the IAC, communication side events were held, highlighting this successful experience, sharing best practices and lessons learned with Partner National Societies. The global roll-out of the beneficiary communication programme is planned for the near future.

Key Risks or Positive Factors

1. In line with the Strategy 2020 and the Inter-American Framework for Action 2012-2016, the Senior Management Team in the Americas decided in 2012 to adjust the zone structure following the conversations carried out in June 2012, the feedback received from GSMT and the outcomes of the XIX Inter-American Conference. The goals of the adjustment process are:
 - a. Be closer to National Societies' needs and enhancing our services to our membership, while increasing our capacities to be responsive and more predictable.
 - b. Boost integrated programming and services in order to better respond to the Strategy 2020 by creating an environment where planning, programming and monitoring are comprehensive, and learning, innovation and relationship management are more effective.
 - c. Strengthen our internal capacities to improve our systems and processes to increase our efficiency in order to make our services sustainable, and why not, business oriented.

The issues and potential implications of this adjustment process are:

1. Consolidate a **Disaster Response and Early Recovery Unit** to have a more holistic response approach (coordination, assessment, early recovery, information management, livelihoods, etc.). In practical terms, the new unit inherits the PADRU (Pan-American Disaster Response Unit) capacities but integrates a special focus on emergency response (health in emergencies, water and sanitation in emergencies) and early recovery to better respond to the Strategic Aim 1 of Strategy 2020.
2. Disaster Risk Reduction (DRR) and Health and Social inclusion units to be merged into one unit named **Urban Risk Reduction and Community Resilience Unit**, responding in a more comprehensive way to the Strategic Aim 2 and enhancing our capacities for the reduction of vulnerability and increasing the contribution to development.
3. The **Organizational Development, Learning and Innovation Unit** is created to enhance our collective capacity to generate knowledge and expand it in a more systematic way, in order to improve current practices, support improvements on National Societies' practices and enhance leadership capacities for National Society development.
4. The **Strategic Relations and Cooperation Unit** integrates Resource Mobilization, Reporting, Communications, Disaster Law, Civil-military relations and Humanitarian Diplomacy.
5. The position of **Head of Support Services** will change into **Head of Cooperation and Services**, integrating the former support services portfolio (Finance, Human Resources, IS, Administration, Security) and two new areas: NSD, Learning and Innovation and Strategic Relations and Cooperation.
6. **Three Regional Representations** (Latin Caribbean; Mexico and Central America; the Southern Cone and Brazil) **would disappear** and the IFRC will operate in the Americas under the following structure:
 - Four IFRC coordination offices covering: Guatemala and El Salvador; Honduras and Nicaragua; Costa Rica and Panama; Dominican Republic and Cuba.
 - Three IFRC country representations: Haiti; Chile and Paraguay; Argentina and Uruguay.
 - Two regional representations: Andean region and English-speaking Caribbean.

The following **positive factors and risks** are associated with the new structure:

<u>Positive factors</u>	<u>Risks</u>
<ul style="list-style-type: none"> • The proposed structure would enable us to be closer to the National Societies and to better understand their needs and challenges. • Better and more coordinated response to emergencies thanks to a wider country presence. • More agile and integrated programme implementation as the country representatives/office coordinators would be responsible for all programme activities within their countries. • As a consequence of the above, reporting and accountability will be improved as the new country representatives/office coordinators would have a better understanding of the context, the National Societies and all the activities supported by IFRC. • Early understanding and action on integrity issues. • Closer coaching to improve the leadership of the National Society. • Improved coordination and outreach to in-country Movement and external partners. 	<ul style="list-style-type: none"> • Potential delays in 2013 programme implementation as the adjustment will imply a revision of the job descriptions; developing new concepts notes; and recruitment of new positions, which will add to the regular workload in 2013. • Failing in our resource mobilization efforts to make the country positions self-sustainable after the initial support (two-year support provided by DFID funds). • An increasing number of reporting lines (six country offices versus three regional offices) for the Director of Zone, but also an increasing number of contact persons for zone managers and coordinators. • The expectations placed on the country representatives/office coordinators are high compared to the very limited initial resources (except for Haiti) made available to perform their duties.

Lessons learned and looking ahead

During 2012, important strategic activities and processes will take place at national levels to build a better coordination among the National Societies and government entities on the urban risk agenda in each country. These actions will contribute to the process of strengthening of the auxiliary role of these National Societies.

An e-learning training was held in October 2012 for National Societies of the Americas to promote and better understand the reach and use of the e-learning platform of the Federation. Coordination was started to adapt the NIT Training to the e-learning mode, which will be available on the IFRC Platform.

Financial situation

The current financial crisis had an impact on the Americas zone office to deliver its mandate due to the reduction of the financial contributions in support of our activities. One of the impacts of the adjustment in the Americas zone structure discussed and agreed during the second half of 2012 will try to mitigate this impact by winding down three of the regional representations in the Americas (Central America, Southern Cone and Latin Caribbean) which will be replaced in most cases by leaner and more cost-efficient IFRC offices.

The IFRC completed in 2012 the move to the much-needed new offices (located in the City of Knowledge as well). The refurbishment of the new offices required an important investment that was covered through an internal loan to be paid back during five years. This has a significant impact on the Shared Office and Support Cost (SOSC) of the zone office, increasing its costs for the next five years.

Click [here](#) to go directly to the financial report. Or here copy and paste this link in your browser: http://www.ifrc.org/docs/LTPF%20Process/LTPF/2012/SP2LTPF_12arf.pdf

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How we work

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

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

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