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Salvadorean Red Cross Society

Annual Report 2013

 International Federation
of Red Cross and Red Crescent Societies

MAASV002

4 August 2014

**This report covers the
period 1 January 2013 to
31 December 2013**

*A member of SRCS is carrying out
activities with children at risk as part of
the social inclusion project.
Source: Salvadorean Red Cross.*



Overview

Crime and violence threaten social development and economic growth in El Salvador and negatively affect the quality of life of its citizens. After a sharp and sustained increase in the levels of violent crime since 2000, the murder rate peaked at 71 homicides per 100,000 inhabitants in 2009, declining slightly to 69 in 2011.

An ongoing truce between rival street gangs has further reduced homicide rates in El Salvador since the pact began in March of 2012 to 39,6 homicides per 100,000 inhabitants by the end of 2013. El Salvador's vulnerability to adverse natural events, exacerbated by environmental degradation and extreme climate variability, also compromises the country's sustainable development and long-term economic growth. In 2011, Tropical Depression 12E hit El Salvador, affecting more than 1.4 million people and causing 902 million US dollars in damages and losses.

In Brief

El Salvador is considered one of the world's countries with the highest vulnerability to natural disasters such as floods, earthquakes and volcanic activity. However, the year 2013 was relatively quiet in terms of humanitarian situations in the country, counting the crops affected by coffee rust and the eruption of the volcano Chaparrastique as more relevant incidents.

In the case of coffee plantations, it is estimated that 70 per cent of crops have been affected, and it is estimated that the production of the 2013-2014 crop will shrink by 36 per cent, affecting access of the vulnerable people to harvest and work; and 11,505 families in terms of food insecurity.

Poverty and social exclusion were the prevalent cultural conditions that impelled young people with no future to join the ranks of the *maras*. El Salvador is experiencing new forms of violence. To address this challenge, the Salvadorean Red Cross Society (SRCS) will need a concerted and multipronged effort on the part of Red Cross Movement and international development partners.

Under this framework and for the present period the SRCS has achieved the following results:

1	People reached by disaster response and early recovery programmes	65,000 people
2	People reached by long-term services and development programmes	22,950 people
3	People were covered by large-scale institutional disaster preparedness and risk reduction programmes	32,000 people
4	People who volunteered four or more hours	2,124 people
5	Paid staff	221 people
6	Local branches	64 branches
7	People who donated blood	21,476 people (collected through the promotion of volunteer blood donation)

Working in partnership

Operational partners	Agreement
IFRC, Norwegian Red Cross	Health
Spanish Red Cross and Norwegian Red Cross, IFRC	Water and sanitation
IFRC, American Red Cross, Finnish Red Cross, Norwegian Red Cross, Spanish Red Cross	Development of institutional capacities
IFRC, American Red Cross	Governance and volunteering management
Swiss RC, ICRC, Italian Red Cross, Norwegian Red Cross, Finnish Red Cross, IFRC	Violence prevention
ICRC	Protection and assistance in prisons
ICRC, IFRC	Support for the development of the Humanitarian Principles and Values programme
IFRC, Spanish Red Cross, Swiss Red Cross	Risk reduction

Progress towards outcomes

Business Line I: To raise humanitarian standards

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

Output 1.1.3 Urban risk reduction, climate change adaptation, migration and violence prevention, non-communicable diseases are better understood and promoted within National Societies:

Indicators	Annual Target	Implementation to date
1. The National Society is part of at least one inter-agency platform or partnership related to key trends or emerging health issues (non-communicable diseases, migration, violence prevention or climate change)	100%	Coordination is actively engaged in Inter-agency platform discussions.
2. The National Society health staff participates in inter-agency platforms, and regional events related to key trends and emerging issues.	100%	At least 10 National Society staff participated in disaster risk reduction (DRR), Urban Risk, among others.
3. The National Society staff/volunteers participate in two virtual seminars carried out during 2012 to better understand key trends in relation to regional context.	100%	2012: Virtual seminars took place after the REDCAMP-Health networking meeting in September 2012. 2013: 85 National Society staff/volunteers participated in four workshops with a holistic approach on HIV, youth and violence

Comments on progress towards outcomes
<p>2012: A focus on a community-centred approach resulted in integrated activities in water and sanitation and Emergency Health during various operations and monitoring visits, such as the visit to El Salvador's dengue operation.</p> <p>2013: With the objective of capacity building, the SRCS carried out four workshops, each contributing in two areas of intervention: the first one was to promote a culture of peace and nonviolence; and the second one was to prevent STDs/HIV and young pregnant women. These workshops benefit an average of 1,500 young people (directly and indirectly). It is expected that volunteers can replicate these sessions in every single health project by developing a comprehensive approach.</p>

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.

Indicators	Annual Target	Implementation to date
1. The SRCS uses Movement tools, initially addressing urban risk reduction, adaptation to climate change, migration and violence prevention, and thus increases and promotes the understanding of the National Societies' collective impact.	85%	The National Society has started the revision of its National Strategic Plan in alignment with the Inter-American Framework
2. Strengthen the capacities of SRCS volunteers and staff knowledge about	85%	Volunteers have participated in different

situations that affect the country and National Society's actions implemented for preparedness, response and recovery		trainings in DRR and CBHFA, in order to reinforce their capacities.
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Comments on progress towards outcomes

With the support of the IFRC, the National Society has started the analysis in how to face new trends and aligned key priorities within the National Strategic Plan. Meanwhile, discussions with key actors (Governmental, UN, and NGOs) have been carried out and allowed that the national staff, volunteers and governing board have a better understanding of the country challenges, such as: violence in urban contexts, climate change and accountability.

Output 1.2.1 Federation-wide Reporting System and the databank (FWRS) are established in the National Societies of Americas:

Indicators	Annual Target	Implementation to date
During 2012 and 2013 the National Society has provided information on the 7 indicators.	7	The SRCS uploaded information on four of the seven FWRS proxy indicators.

Comments on progress towards outcomes

Efforts to enhance the FWRS were put in place and a focal point was designated in order to provide the adequate follow up within the SRC since 2012.

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 established

Indicators	Annual Target	Implementation to date
At the end of 2013 the SRCS has started the self-assessment phase of the OCAC.	OCAC initiated	The government and management representatives participated in the OCAC process carried out in December 2013.

Comments on progress towards outcomes

The OCAC process was carried out and will be used as the starting point for a discussion with the leadership of the National Society on the way forward. The second phase will be based on customised National Society development action plan, if possible, in cooperation with other relevant partners (ICRC, Partner National Societies) to address the various key deficits that were identified through the process.

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

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

Indicators	Annual	Implementation to date
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	Target	
Professional knowledge and abilities of SRCS volunteers and staff are strengthened, allowing the branches to lead and address new risks and vulnerabilities	100%	<p>2012: The National Society carried out initiatives promoted by the IFRC such as CBHFA integration within plans.</p> <p>2013: The repairing of a training space in the headquarters was carried out, with the objective to improve the conditions for staff/volunteers.</p>

Comments on progress towards outcomes

2012: The IFRC Americas zone health programme has assumed the role of global focal point for the Secretariat in the development of a violence prevention module for CBHFA. This has led to discussions between the focal point and the Canadian Red Cross on approaches and tools and has been instrumental in the integration of violence prevention into the four-year health plans for programmes funded by NORAD/Norwegian Red Cross in El Salvador.

2013: The Salvadorean Red Cross Society made a presentation on the importance of the Americas Learning Strategy at the General Assembly. The promotion of the Learning Strategy has enhanced the interest and the commitment of the National Society to develop new tools and create learner-friendly spaces linked to the official websites for volunteers

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

Outcome 2.1 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 crisis in their lives, and to develop appropriate integrated responses.

Output 2.1.1: Key humanitarian trends are integrated into disaster crisis plans and programmers

Indicators	Annual Target	Implementation to date
1. By 2012, the operational framework for water and sanitation is developed and disseminated within the National Society	100%	The SRCS has disseminated the water and sanitation operational framework and developed a response protocol.
2. The National Society has validated the revised training curricula for RIT and NIT health in emergencies and water and sanitation training.	100%	The SRCS has participated in the validation and revision of the training curricula for the Regional Intervention Team (RIT) and National Intervention Team (NIT) in health in emergencies and water and sanitation.

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

Indicators	Annual Target	Implementation to date
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1. The National Society health staff met to discuss the links between climate change and water and sanitation, health in emergencies and community health programmes for further interventions	100%	Accomplished during first semester 2012.
2. The SRCS becomes part of regional Red Cross early warning system on epidemics.	100%	Accomplished during first semester 2012.

Output 2.1.5 Violence prevention is integrated into disaster and crisis management.

Indicators	Annual Target	Implementation to date
The National Society has put on place anti-stigma tools for violence prevention and discrimination during epidemics/outbreak situations.	1	The National Society has developed a tool which has been disseminated and adopted for emergency situations.

Output 2.1.6: Support the development and measurement of National Society logistics capacity, to help strengthen National Societies and articulate the global capacity and effectiveness of the Federation logistics.

Indicators	Annual Target	Implementation to date
During 2012, the National Society will have a comprehensive customized capacity building package (technical recommendations, training package and an online data collection and reporting mechanism)	100%	The National Society has participated in the refresher logistics training carried out on the second semester of 2012.

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

Indicators	Annual Target	Implementation to date
During 2012 the National Society will implement phase one of logistics strategy and tracking system	50%	The regional warehouse was reduced for a country service, so the National Society needs to identify the next steps for its stock and achieve this target.

Comments on progress towards outcomes

In order to facilitate information sharing within the water and sanitation sector, the IFRC Americas zone office (AZO) has established an online platform with the purpose to host discussion forums. Focus on water and sanitation at community level. Additionally the National Society has participated in the validation and revision of the training curricula for RITs and NITs, strengthening their response capacities. In addition, the DREF operation in El Salvador received support from the water and sanitation technical area.

A focus on a community-cantered approach resulted in integrated activities in water and sanitation and emergency health during various operations and monitoring visits, such as the visit to El Salvador DREF dengue operation. During 2012, the Salvadorean Red Cross Society also used the Epidemiological Regional Monitoring tool as an early warning system for epidemics and incorporated green response into the El Salvador Appeal.

The health department of the National Society developed an anti-stigma tool as part of the HIV Global Alliance interventions, and its staff and leaders participated in AIDS2012 and the Red Cross Red Crescent HIV Community of Practice meeting in Washington DC, presenting a skill-building workshop and a youth side event.

Under the IAC Montrouis Commitment, the SRCS agreed to recognize logistics as a key component of National Society organizational and operational development, contributing to a more effective and efficient use of material resources and services. In addition, a cost-benefit analysis of the regional warehouse was conducted and accordingly to the new logistic strategy, the SRCS warehouse was reduced to a country service.

Through intensive logistics participation in the drafting of the DREF requests, the Zone Logistics Unit (ZLU) services have been further used, resulting in improved quality, strengthened integrity, and timely and cost-effective service delivery.

The ZLU advised the National Society on standard IFRC procurement procedures regarding IFRC funds, with considerable progress in helping the National Society align its standard procedures to those of the IFRC.

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 National Societies, improved mapping, the inclusion of innovative technology, 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 readiness for response and early action within a context of increased activity by military forces and corporate interests.

Indicators	Annual Target	Implementation to date
In 2012 SRCS strengthened its auxiliary role in the promotion and development of the International Disaster Response Law (IDRL) through national laws and other measures undertaken by the executive and legislative authorities in El Salvador, in compliance with their own policies and agreements approved in the 31st International Conference	50%	2012: The revision of key documents within the SRCS is ongoing. This initiative will be implemented in the second semester of 2013. 2013. Due to being a pre-electoral year, the IDRL initiative will start in 2014.

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.

Indicators	Annual Target	Implementation to date
1. The National Society participates in the online health platform by the end of 2012	100%	Output achieved during the second half of 2012.
2. # National Society staff/volunteers trained in Health in Emergencies NIT focused on Epidemic Control for Volunteers	15 volunteers	Output achieved during the second half of 2012.

3. # National Society staff/volunteers trained in Health in Emergencies NIT focused on Psychosocial Support	18 volunteers	Output achieved during the second half of 2012.
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Output 2.2.5: Migration is integrated into all levels and scales of disaster and crisis planning and operations.

Indicators	Annual Target	Implementation to date
The National Society recognized the importance of health in emergencies interventions including a migration focus	75%	Activities achieved.

Comments on progress towards outcomes
<p>As part of the Tropical Depression 12-E emergency operation, the National Society has trained volunteers on Health in Emergencies focused on Epidemic Control. Also, the SRCS has provided psychosocial support to 437 Red Cross volunteers involved in the emergency operations and 513 children affected by this particular emergency.</p> <p>The SRCS has consolidated the Community Based Health and First Aid (CBHFA) as a community methodology within their health programmes. As a fact, they increased the number of vulnerable communities engaged to improve their health conditions and to reduce risk through this approach</p> <p>The National Society has implemented interventions related to epidemic control, community health, psychosocial support and hygiene promotion, within the emergency operations that have taken place during the first six months of the year, as the Tropical Depression 12-E Operation, and dengue 2013.</p> <p>A case study on disaster risk reduction (DRR) legislation was scheduled for 2014 through a joint effort of the SRCS and the IFRC country support office. In preparation for the case study, in 2013 the SRCS, with support from the IFRC country representation office, has carried out negotiations with local authorities and donors.</p>

Business Line III: To strengthen the specific Red Cross contribution to development

Outcome 3.1 The Red Cross National Societies, through their branch network, show leadership by adopting policies, procedures and practices that promote social inclusion, the no discrimination and a culture of peace in the way they work internally with the communities and other beneficiary groups.

Output 3.1.1 National Society leadership and institutional capacity for partnership exist.

Indicators	Annual Target	Implementation to date
1. The National Society participates of the discussion of the global health SOF as part of the regional health network	100%	SRCS has participated on the global health SOF discussion.
2. The National Society health staff has been informed about the global initiative and health framework and the new MoU signed between IFRC and PAHO.	100%	A regional advocacy publication was developed..
3. By the end of 2012, the National Society has disseminated among the National Societies the mapping results of national health plans and institutional partnerships.	90%	This activity was completed.

4. The National Society, through its branch network, has facilitated communities' understanding of trends that impact their lives and to take actions to improve their health, safety, environmental and socio-economic conditions, making them safer and more resilient	85%	Through the alignment of the National Strategic Plan, new trends are being considered.
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Output 3.1.2 Urban risk is integrated into National Society programming

Indicators	Annual Target	Implementation to date
By 2012, the National Society health staff have evidence based case studies on urban risk in relation to health and water and sanitation.	50%	Activities partially achieved in the second semester

Output 3.1.3 Climate change is integrated into National Society development programming

Indicators	Annual Target	Implementation to date
By 2012, the National Society health staff have evidence based case studies on climate change in relation to health and water and sanitation.	50%	This indicator was achieved within the Green Response consultancy that was carried out in May 2013.

Output 3.1.4 Migration is integrated into National Society programming.

Indicators	Annual Target	Implementation to date
The National Society has been informed on issues related to migration and health through regional health networks. In 2012, the National Society health staff have evidence based case studies on migration in relation to health and water and sanitation.	100%	The National Society actively contributed and participated in the health working group of REDCAMP.

Output 3.1.5 Violence prevention is integrated into National Society programming.

Indicators	Annual Target	Implementation to date
1. By the end of 2012, the National Society has included the violence prevention module in CBHFA national trainings.	100%	Activity achieved in the second semester of 2012.
2. The National Society applies the violence prevention modules inside the Global Alliances process	100%	Achieved in 2012.

Comments on progress towards outcomes

The National Society was involved in the global health SOP and the REDCAMP-Health networking meeting, where global initiatives related to health have been discussed. The SRCS was also part of the regional MNCH advocacy publication developed with support from the Canadian Red Cross Society, which was published in 2013.

The capacity for horizontal cooperation within the regional response system has been strengthened by the volunteer trainings in the global tools through the RIT system. SRCS staff has also been trained under a new methodology that includes a field component and distinguishes between urban and rural environments.

The National Society has participated in the regional network on violence prevention and in the development of a violence prevention module for CBHFA, including a tool for youth at risk.

In May 2013, the SRCS was part of a green response consultancy and contributed to identifying best practices and lessons learnt from the implementation of the humanitarian response for the TD 12E in 2012. This participation is considered to have contributed to improving the disaster response capacity of the National Society and achieve the outputs for the Continental Think Tank organized by the Pan-American Disaster Response Unit (PADRU).

Output 3.2.1: National Societies addressing major trends and challenges contributing to vulnerability.

Indicators	Annual Target	Implementation to date
1. The National Society participates in the MNCH regional mapping	100%	SRCS health department has been part of the MNCH mapping during the first semester of 2012.
2. By 2012, the National Society has reported scaling up HIV programming as part of Global Alliance on HIV.	100%	HIV programmes were planned, implemented, monitored and reported on in the framework of the Global Alliance on HIV.
3. The National Society submitted an abstract for AIDS 2012 conference.	100%	SRCS staff and leaders actively participated in the AIDS 2012 conference.
4. The National Society shares lessons learned on CBHFA roll out in 2012.	100%	The National Society has been part of the CBHFA lessons learnt shared among 21 National Societies,
5. # National Society staff trained on BCC.	2 people	BCC training carried out in the second semester 2012.
6. # staff and volunteers trained in CBHFA in 2012.	25 volunteers	Volunteers/staff from 12 branches trained in 2012
7. # people reached with HIV prevention messages during 2012.	7,957 people	People reached in during emergency interventions and the Global Alliance projects.
8. During 2012 the National Society, through its branch networks and their capacity development, has demonstrated leadership to adopt policies, procedures, and practices that promote social inclusion, non-discrimination and a culture of peace in internal work with communities and other target group.	75%	Achieved during the emergency interventions. The National Society continued working in 2013.
9. At the end of Q1 2013, the SRCS has strengthened its response capacity at the local and headquarters level.	Renovated centre	The SRCS has finalized the rebuilding of its training centre, which is being used for staff/volunteer trainings.

Comments on progress towards outcomes

The Global Alliance on HIV has reached directly 4,957 (2808 men and 2149 women) and indirectly 3,000 people through HIV prevention trainings and communication campaigns. In addition, CBHFA training has been carried out at the national level, reaching 25 volunteers who have replicated the process in their own branches. The National Society expects to continue introducing the CBHFA approach to their health interventions to vulnerable communities at the national level.
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Outcome 3.3 Red Cross National Societies have a progressive vision to reduce vulnerability including leadership skills and capacities for working in partnership with communities, government, NGOs, NIGs, academic institutions, the private sector and civil society networks.

Output 3.3.1: Red Cross leadership is recognized by government and other key stakeholders.

Indicators	Annual Target	Implementation to date
1. The National Society participated in the Inter-American Conference (IAC) side event about MNCH to promote National Society leadership with key stakeholders.	100%	Achieved
2. The National Society participates in AIDS2012 and the Red Cross pre-event.	100%	Achieved

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

Indicators	Annual Target	Implementation to date
During 2012 National Society have defined a plan and strategies for generational change, including the creation or revision of youth policies, establishing mechanisms for inter-generational learning and developing innovative youth programmes	75%	The SRCS has identified a youth member to be included in the Governing Board. 2013: 299 young people have been trained in the YABC methodology.

Comments on progress towards outcomes

The National Society has participated in the Youth as Agents of Behavioural Change (YABC) training in Haiti during XIX Inter-American Conference. Another YABC training was held in 2013, with participation of 299 young people.

2013: The Youth as Agents of Behavioural Change (YABC) initiative grew in the SRC, increasing the number of youth trained through the initiative and its integration into National Society programmes. Peer-to-peer within the Colombian Red Cross Society's support proved to be of particular value in youth initiatives.

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

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

Indicators	Annual Target	Implementation to date
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<p>In 2012 leadership capacities are improved to further benefit the National Society's auxiliary role to influence public policies on issues related to inequality and marginalization, which have a direct impact on urban contexts, migration issues, violence, and to promote the National Society's and Movement's humanitarian access in times of disaster and crisis</p>	50%	<p>The SRCS has improved its high level strategic relationships through programme activities and will continue to do so in the coming years.</p> <p>2013: 100% achieved</p>
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Comments on progress towards outcomes

The SRCS disaster response unit has increased its level of coordination and improved its relationship with the Civil Protection office, which facilitates access to vulnerable areas.

The SCRS also actively participated in the Humanitarian Network and has been part of different inter-sectoral meetings. In this regard, the shelter cluster coordination in El Salvador was handed over to Habitat for Humanity International with a follow-up internal evaluation.

Peer-to-peer support was facilitated between the Salvadoran Red Cross Society and the Ecuadorian Red Cross to exchange knowledge for organizational development. At the same time, links established between the Guatemalan and Salvadoran National Societies and the Movement components and the documentation of best practices on development and management are improving coordination in both National Societies.

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

Indicators	Annual Target	Implementation to date
<p>1. During 2012 promotion of productive relationships with the government, the public (particularly opinion makers), academic institutions, the private sector, and other SRCS partners who work at the local and national level.</p>	75%	<p>Not achieved. Postponed to 2013.</p> <p>2013. signature of MoU between SRCS and University National Consortium.</p>
<p>2. During 2012 The SRCS's humanitarian and advocacy labours with the public authorities contribute to promote and support the implementation of commitments made by the government of El Salvador at the 31st International Conference regarding the application of international disaster response law risk reduction, coordination measures, and the provision of shelter to people affected by disasters and crises</p>	0%	<p>Not achieved. Postponed to 2013-2014 due to being pre-electoral year and to the change of government.</p>
<p>3. Develop alliances with national and international universities and research centres to optimize the introduction of cutting-edge knowledge and technological tools to improve administrative processes</p>	0%	<p>Not achieved. Postponed to 2013-2014 due to being pre-electoral year and to the change of government.</p>

Comments on progress towards outcomes

The structural changes that the SRCS is undergoing have slowed down the achievement of this outcome, which was postponed to 2013 and 2014

Outcome 4.3 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

Indicators	Annual Target	Implementation to date
During 2012 the National Society and donors increasingly invest more financial and human resources to improve the skills of volunteers and technical staff to provide internal support services as a way to more efficient programming	100%	The SRCS has hired a new General Director, which will join the team in January 2013

Comments on progress towards outcomes

The recruitment of the General Director was carried out in the last quarter of the year by PriceWaterhouseCoopers.
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2013: In order to achieve the new ways of working of the SRCS, the Governing of Board took the decision to replace the General Director with the Administrative Director, who has been working within the National Society.

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; 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 (Admin, Finance, Human Resources, Logistics, PMER and IT/Telecom)

Indicators	Annual Target	Implementation to date
In 2012, a knowledge network is established to disseminate innovations; promote cooperation between technical and administrative departments and improve the disaster response skills in administration and finances, IT/telecommunications, human resources, logistics and planning, monitoring, reports and evaluation	75%	The process is still ongoing, due to the current structural changes within the SRCS.

Comments on progress towards outcomes

IFRC policies on support services (finance, administration, human resources and planning, monitoring, reporting and evaluation) have been disseminated within the SRCS.

With the support of the Spanish Red Cross, the National Society is developing plan with key management areas that must be strengthened; moreover, the SRCS is involved in the STAR
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Process with help from the American Red Cross, in order to strengthen its capacities. Both processes will be implemented between 2013 and 2015.

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

Indicators	Annual Target	Implementation to date
The National Society's access and ability to use technology, increase self-sustainable dissemination and connect digital technology gaps are improved	60%	An assessment of digital technology will be finalized in 2015.

Comments on progress towards outcomes

The Digital Divide has been prioritized by the National Society in order to deliver better services. The assessment will finalize in 2015.

Output 5.4.1: National Societies in the Americas have a plan aligned with Strategy 2020 and report data on Federation wide reporting indicators:

Indicators	Annual Target	Implementation to date
The National Society participates in the Federation Wide Reporting System and the Databank (FWRS) that promote shared responsibilities through mutual accountability and good governance at all levels, demonstrating the Federation's effectiveness, transparency and reliability to partners, donors and the general public.	75%	SRCS reported on four indicators of the FWRS.

Comments on progress towards outcomes

The SRCS has uploaded information on four of the seven FWRS proxy indicator and has moved forward with the updating and compilation of key information for internal and external use.

2013: SRCS had technical support to improve or develop their plans by reviewing its strategic plan and other key documents.

Outcome 5.6: Federation policies and best practices on support services are increasingly adopted and implemented by National Societies.

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

Indicators	Annual Target	Implementation to date
Number of policies and improved practices for support services are adopted and implemented by the National Society	50%	This process is currently ongoing

Comments on progress towards outcomes

For the first time in fourteen years, the SRCS is revising its statutes, policies and rules. In May

2013 the SRCS organized a workshop gathering the Governing Board and the management team to revise the first draft; the final version will be submitted in 2014.

Key Risks or Positive Factors

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
The lack of sustainability in the financing of their programs	M	Strengthen the work in resource mobilization.

Lessons learned and looking ahead

The Salvadorean Red Cross Society works in a small, densely populated country, which still faces serious problems such as poverty, lack of safe water, increased violence (which makes El Salvador the second most violent country in Central America), outbreaks of dengue fever, and high vulnerability to hurricanes, earthquakes, and volcanic eruptions,

The fact that the SRCS have been taken important steps in the implementation of the national development plans revision, will allow the National Society to have a more coherent and better functioning administration, enabling the Governing Board to focus on their political role and not on management issues. This is also essential for the definition of the new role of the Salvadorean Red Cross Society in a post-war society and in the context of the new government due to start in June 2014.

The developing of a Country Cooperation Agenda is necessary, and this will allow the implementation of international cooperation according to the specific country context, needs and norms, taking into account a community resilience approach. The National Society will have more time and resources to focus on institutional development.

In order to respond to external trends, the Salvadorean Red Cross Society needs to update and modernize their manner of operating by addressing internal pressures related to the areas of leadership, integrity, accountability, performance, volunteers and resource mobilization. The main challenges are:

- Consolidating its new structure and its sustainability
- Diversifying and expanding resource mobilization
- Improving its strategic alliances with the public and private sector
- Developing a volunteering management system

Consequently, the SRCS will continue to focus on these challenges for 2014 as stated in their strategic plan.

Financial situation

Click here to go directly to the financial report.

<http://www.ifrc.org/Docs/LTPF%20Process/LTPF/2013/MAASV00213arf.pdf>

How we work

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

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

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Saving lives, changing minds.



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

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

Find out more on www.ifrc.org

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