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# Americas Zone Annual Report 2013

 International Federation  
of Red Cross and Red Crescent Societies

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**This report covers the  
period from 01 January  
2013 to 31 December  
2013**

*A Costa Rican Red Cross member  
conducts awareness raising about  
dengue prevention with children  
through the use of puppets.  
Source: Costa Rican Red Cross*



## Overview

The Americas zone of the International Federation of Red Cross and Red Crescent Societies (IFRC) comprises of the zone office in Panama City, four IFRC coordination offices covering Guatemala and El Salvador; Honduras and Nicaragua; Costa Rica and Panama and the Dominican Republic and Cuba, three IFRC country representations in Haiti; Chile and Paraguay; and Argentina and Uruguay. There are also two regional representations for the Andean region and the English-speaking Caribbean.

The 35 National Societies in America work to help the most vulnerable groups in their respective countries who are most affected by disasters and socio-economic and health crises. With the wide network of members and volunteers, the National Societies seek to address the needs of the most vulnerable people in disaster and non-disaster situations. The Americas zone's mission is to support its regional and country offices as well as the National Societies in the Americas to increase humanitarian and development standards, helping them remain relevant within their country and sustainable and accountable for their actions, guided by the implementation of *Strategy 2020*.

The main achievements for the Americas zone in 2013 can be summarized as follows:

### Business line I: Raise humanitarian standards.

- The Red Cross was positioned as a key humanitarian actor through high level dialogues with seven States' defence bodies or armed forces. Dialogues and participation in regional events opened doors for increased coordination and knowledge-sharing between government's defence systems and the Red Cross during disaster response.
- Governments, regional and sub-regional organizations, international organizations, and Red Cross National Societies met to discuss the movement of international assistance in Central America in case

of disasters resulting in national plans of action and one regional plan of action to implement recommendations on the facilitation of humanitarian assistance.

- 11 National Societies received technical support in 2013, with continuous advice to IDRL projects in other countries which started in 2012.
- One case study was done in El Salvador on green initiatives and other climate change issues related to increase vulnerability and overall study of the level of implementation of green friendly disaster response of the IFRC.
- The agenda of urban risk issues under the umbrella of multidimensional challenge has being widely promoted at different Intergovernmental forums, such as the MIAH Platform that brings together Government actors from the Americas, the UN System, the Red Cross and the Civil society.
- The IFRC presented the new Friendly Neighbourhood Initiative at the IV Regional Forum on Violence Prevention.
- All 35 National Societies in the Americas are using the Federation-Wide Databank and Reporting System (FDRS) databank.
- 24 National Societies submitted their strategic plans and 25 National Societies submitted their audited annual reports.
- Nine National Societies have thus far participated in the Organizational Capacity Assessment and Certification (OCAC) process.
- There are 18 National Societies in the America with more than 100 users registered in the Learning Platform.
- The Caribbean National Societies leaders and the Movement components operating within the Caribbean region, fortified their collaboration links through an event in which common trends and joint approaches were identified to address important themes affecting vulnerability in the region, such as violence, migration, humanitarian diplomacy, disaster laws and non-communicable diseases.
- By the end of 2013, 22 National Societies (Argentina, Bahamas, Barbados, Belize, Bolivian, Canada, Chile, Costa Rica, Colombia, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Nicaragua, Panama, Paraguay, Peru and Venezuela) had aligned their Strategic Plans to *Strategy 2020* and *The Inter-American Framework for Action*.
- Since the roll-out of the OCAC process and training of facilitators in 2012, 9 National Societies have completed their self-assessments up to 2013: Belize, Bolivia, Chile, Colombia, Costa Rica, El Salvador, Guatemala Honduras and Peru.

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

- Five National Societies were supported in adjusting their community-based response and recovery programmes.
- More National Societies are actively working in community response readiness in vulnerable urban communities utilizing adapted tools.
- While all National Societies are working in climate change adaptation at community level, six National Societies incorporated climate change into community-based early warning/early action.
- In order to reduce potential violence in community interventions, three National Societies (Guatemala, Suriname and Venezuela) mainstreamed the Better Programming Initiatives (BPI).
- Two National Societies (Honduras and Argentina) adopted an integrated approach to violence prevention in their disaster and crisis planning and operations.
- Ten National Societies increased their capacity in logistics.
- Ten National Societies are taking full advantage of the available technology resources for their response interventions (Mega V for beneficiary registration/or Open Data Kit (ODK) for damage and needs assessments, and monitoring).
- Five disaster response operations incorporated green response approaches.
- Six National Societies have included joint programming between National Societies to address the needs of migrant populations.

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

- During 2013, two National Societies (Costa Rica and Peru) adapted their National Strategic Plans to address internal pressures and improve integrated community development. The Dominican Red Cross has fully integrated migrant communities in the National Society volunteer corps.
- The Haitian Red Cross and the Dominican Red Cross have agreed on a joint action plan for addressing the specific needs of immigrant populations on both sides of the border.
- Several volunteers were trained as *Youth as Agents for Behavioural Change* (YABC) peer educators and made a follow-up action plan on how to integrate the YABC into their programmes.
- The six Central American National Societies are actively engaged in the regional platforms for disaster risk reduction and the activities of the Coordination Centre for the Prevention of Natural Disasters in Central America (CEPRENAC).
- Pilot of strategic partnerships took place in six National Societies.
- Meetings were held in several countries fostering strong links with governments, academic institutions, the private sector and other partners.

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

- The World Disaster Report 2013 was launched in several countries (Argentina, Belize, Bolivia, Ecuador, Costa Rica, Chile, Colombia, Guatemala, Haiti, Honduras, El Salvador, Jamaica, Nicaragua, Paraguay and Trinidad and Tobago) with participation from government authorities, civil society and the media.
- National Societies at the same time are increasing their use of social media to position themselves within their national contexts, showcase their work and raise awareness of key issues for the population.
- In order to continue increasing the support for Red Cross work, National Societies have received support in resource mobilization through knowledge-exchanges and spaces share best practices.

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

- Eight National Societies are represented and active in the Human Resources network.
- Based on the work from previous years and 2013, 22 National Societies from the Americas have aligned their Strategic Plans to *Strategy 2020*.
- One new disaster operation in 2013 carried out a Real Time Evaluation (RTE) (the Cuba – Hurricane Sandy Operation).
- Two National Societies (Costa Rica and Colombia) were certified to be able to move to a Cash Transfer system, after completing an evaluation.

**Operational Context**

During 2013 a total of 12 new operations for 14,463,326 Swiss francs were launched by the Pan American Disaster Response Unit (PADRU): 10 DREF operations and two Emergency Appeals aiming at assisting a total of 866,780 people. Out of 12 operations, 50 per cent were in response to epidemics. PADRU was able to support 70 per cent of the operations with Mega V software for distributions and/or Open Data Kit (ODK) for assessment monitoring. Evaluations of emergency operations continued to be successfully incorporated into PADRU procedures. 90 per cent of the DREF operations included at least one type of evaluation, a significant increase since 2011, when only 23 per cent were evaluated.

Operations	Amount in CHF	Target beneficiaries
Argentina floods	299,892	9,600
Bolivia floods	299,846	10,000
Colombia dengue	297,813	62,000
Costa Rica dengue	139,066	50,400

<b>Ecuador drought</b>	264,319	5,125
<b>Guatemala dengue</b>	129,671	9,500
<b>Hispaniola cholera</b>	11,244,952	672,000
<b>Honduras dengue</b>	162,996	30,000
<b>Nicaragua dengue</b>	148,536	25,000
<b>Paraguay floods</b>	251,160	8,155
<b>Paraguay drought</b>	930,108	10,000
<b>Peru Cold wave</b>	294,967	5,000

Table 1. Operation during 2013 in the Americas per budget and target number of beneficiaries

## Working in partnership

The IFRC Secretariat, the International Committee of the Red Cross, 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 and Red Crescent 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 (Multilateral & Bilateral Partners)
American Red Cross, Australian Red Cross, Austrian Red Cross, Barbados Red Cross Society's Resource Centre, British Red Cross, Canadian Red Cross Society, Red Cross Society of China (Hong Kong Branch), Czech Red Cross, Danish Red Cross, Finnish Red Cross, French Red Cross, German Red Cross, Icelandic Red Cross, Irish Red Cross Society, International Committee of the Red Cross (ICRC), Italian Red Cross, Japanese Red Cross Society, Red Cross Society of the Democratic People's Republic of Korea, Luxembourg Red Cross, Netherlands Red Cross, Norwegian Red Cross, Qatar Red Crescent Society, Spanish Red Cross, Swedish Red Cross and Swiss Red Cross.
Corporate, multilateral partners and Foundations
Eli Lilly Export S.A., European Commission (the Humanitarian Aid and Civil Protection department - DG-ECHO, the General Directorate for Development Cooperation and of the European External Action Service - DEVCO/EEAS; Nethope and Visa; Organization of the Petroleum Exporting Countries (OPEC) Fund for International Development; Swiss Humanitarian Foundation (SRK); The Global Fund to fight AIDS; United Way; Western Union and Z Zurich.
Governments
Australian government Overseas Aid Program, Department for International Development of the United Kingdom (DFID), Foreign Affairs, Trade and Development Canada, Irish government, Italian Development Organization, Japanese government, the Netherlands government, Norwegian government: Norwegian Agency for Development Cooperation (NORAD) and the Ministry of Foreign Affairs (MFA), Organisation of American States (OAS), Spanish Agency for International Cooperation and Development (AECID), Swedish International Development Agency (SIDA), United States of America: the United States Agency for International Development (USAID) and the Office of U.S. Foreign Disaster Assistance (OFDA).
Other Partners
CARE consortium, Caribbean Disaster Emergency Management Agency (CDEMA), Coordination Centre for the Prevention of Natural Disasters in Central America (CEPREDENAC), Regional Intervention Platform for the Americas and the Caribbean (PIRAC) of the French Red Cross

## Progress towards outcomes

This Annual Report reflects progress towards the outcomes, outputs and targets for the year 2013 based on the original Long-Term Planning Framework for the Americas zone 2012-2015. The original LTPF, issued on 10 January 2012, was developed using specific targets per year (2012, 2013, 2014 and 2015). For 2012 information, please refer to the 2012 Annual Report available [here](#). The Long-Term Planning Framework and its specific outputs and indicators were revised at the end of 2013, for 2014 and 2015 annual reports will follow the structure of the revised plan LTPF.

### 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			
Target	2012 Baseline <sup>1</sup> (if available)	Annual Target	Year to Date Actual <sup>2</sup>
<b>2013:</b> Increase in 4 National Societies, support for national legislation and develop doctrinal and operational guidelines for Red Cross civic military relationships and support regional and sub-regional initiatives related to disaster law.	3 National Societies (Dominican Republic, Mexico, Jamaica received technical support for disaster law)	4 National Societies	15 National Societies received technical support either for disaster legislation or for dialogues with defence bodies.
<p><b>Comments on the progress:</b></p> <p>In 2012, two countries (Colombia and Mexico) adopted new draft law articles drawing on the recommendations of the IDRL Guidelines. And the IDRL project was also implemented successfully in Jamaica through a national workshop held with governmental institutions.</p> <p>In 2013, in its efforts to raise humanitarian standards in the Americas, the IFRC and the National Societies continued to work by positioning the Red Cross as a key humanitarian actor through <u>high level dialogues with seven States' defence bodies/armed forces</u> from Chile, Colombia, Dominican Republic, Guatemala, Honduras, Mexico, and Venezuela. Dialogues and participation in regional events opened doors for increased coordination and knowledge-sharing between government's defence systems and the Red Cross during disaster response, placing the Red Cross as a key actor and a reference source in humanitarian work. This is the first dialogue between Red Cross and militaries addressing urban risk, disasters and development, took place in Dominican Republic with 27 participants, including the Red Cross Societies from Dominican Republic, Colombia and Mexico. In <b>Chile</b>, dialogues opened opportunities for training and promotion of International Disaster Response Law (IDRL) and disaster risk reduction (DRR). Also, coordination took place to analyse civil-military cooperation and define military training support lines for the Army's War School and the Peacekeeping Force (CECOPAC). The IFRC participated in the U.S. SOUTHCOM Trade Winds</p>			

<sup>1</sup> Baseline information throughout this Annual Report refers to the situation at the end of 2012, based on the 2012 Annual Report for the zone.

<sup>2</sup> Information on 'Year to date actual' reflects achievement for the year 2013. Cumulative achievement (2012 and 2013) against the target is marked in red for clarification (e.g. **cumulative**), depending on the target.

Conference in Miami and the Civil Military Relations Forum with the Chilean ONEMI and U.S. Army South. In the **Dominican Republic**, dialogues led to the Minister of Defence expressing interest to work with the IFRC in urban risk, the role of the military forces in addressing day-to-day situations, and in International Humanitarian Law. The first IFRC Civil Military Coordination Course took place in the Caribbean island of St. Lucia. Focal points from 6 National Societies, the French Civil Defence Forces and PIRAC in the Caribbean were trained on Civil-Military Coordination with participation from Bahamas, Barbados, Belize, St. Lucia, St. Kits & Nevis, and Trinidad and Tobago.

The Americas zone was engaged in high level dialogue with various Defence Ministers of the region and significant interest was demonstrated in working with the IFRC, together with National Societies, in disasters and crises, health, community development initiatives and urban risk reduction.

In relation to specific support in disaster legislations, 11 National Societies (Argentina, Colombia, Cuba, Dominican Republic, Ecuador, Guatemala, Nicaragua, Haiti, Jamaica, Paraguay and Peru) received technical support in 2013, with continuous support to IDRL projects in other countries which started in 2012. Work on disaster legislation across these National Societies, has firstly increased the knowledge of the National Societies' on IDRL, the importance of having updated disaster legislation and the impact existing legislations have on humanitarian assistance. Further, support has enabled National Societies to do advocacy work on disaster and DRR legislation with their governments, and to establish clear guidelines and agreements on IDRL in the countries. Through these processes the National Societies have been actively engaged in furthering IDRL nationally, becoming key actors in the validation of guidelines, cementing their role as auxiliary to their governments and establishing source of reference on international humanitarian standards for their governments and other organizations.

Furthermore, the global Humanitarian Diplomacy (HD) guidelines were translated into Spanish for dissemination to National Societies at the General Assembly. In Guatemala, 85 members of the National Society increased their knowledge on Humanitarian Diplomacy (HD) and developed a plan of action for the HD Strategy and Integrity Policy.

In 2013, the IFRC supported the positioning of the Red Cross National Societies through engagement in 24 national, regional and sub-regional events related to disaster law with governments, regional coordination bodies and international organizations. The impact of the Red Cross participation can be seen on new declarations, protocols and agreements at regional levels integrating language on International Disaster Response Laws Rules and Principles thanks to the advocacy work conducted. Furthermore, governments were encouraged to express their interest to develop further collaboration with Red Cross National Societies on IDRL and requesting the development of regional instruments for the facilitation of international disaster assistance.

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

Measurement			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013:</b> Contingency planning and preparedness support for 1 additional country is given and country level shelter cluster or Movement shelter coordination is convened in 1 additional country where required.	7 countries/ 0	1 / 1	4 National Societies / 0
<b>Comments on the progress:</b>			

In relation to contingency planning support to countries in 2012, 7 National Societies (Barbados, Dominican Republic, El Salvador, Haiti, Honduras, Nicaragua and Suriname) through the CREPD and CADRIM. While in 2013, the CREPD supported contingency planning and preparedness processes in 4 National Societies (Dominican Republic, Haiti, Honduras and Nicaragua). The Haitian Red Cross for example, received support and coordinated with the Civil Protection Directorate for national and regional contingency planning processes, furthering their collaboration.

Although no Movement shelter coordination was convened in the Americas in 2013, 10 National Societies increased their knowledge and capacity for in-country shelter support and preparedness through the standard Movement methodology: Participatory Approach for Safe Shelter Awareness (PASSA). The trained National Societies' personnel/volunteers learned to integrate activities that address needs in the shelter sector and human settlements during the preparation stage or early recovery within the risk management cycle. This event also strengthened collaboration with other humanitarian actors (i.e. Habitat for Humanity), positioning the IFRC as a key actor for shelter coordination and expertise.

Regionally, the REDLAC shelter thematic group was reactivated with the support of the Shelter and Settlements team in Geneva.

**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			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013:</b> Produce 3 case studies for a better understanding of risks and vulnerabilities related with a) prevention and mitigation measures in urban settlements; b) food security, safe and clean water access, green initiatives and other climate change issues related to increased vulnerability; c) human settlements and the migration routes; d) the impact of violence on people's vulnerability and the Red Cross ability to perform or e) other issues related to increased vulnerability.	0	3	4
<b>Comments on the progress:</b> Four case studies were produced including a case study in El Salvador focusing on green response, reflecting the impact of Carbon Dioxide (CO2) during the implementation of the response operation for the Tropical Depression 12-E in comparison with the operation carried out during the Haiti earthquake. Although, progress was slow towards this target in 2013, increased understanding of humanitarian trends in relation to vulnerability within National Societies was strongly promoted throughout the year through workshops, trainings, adaptation of tools and presentation of new initiatives. As a result of that work the Peruvian Red Cross is now disseminating among its branches its new national plan for disaster risk management, in line with the country's Disaster Law and taking into account the key humanitarian trends. The IFRC presented the new Friendly Neighbourhood Initiative at the IV Regional Forum on Violence Prevention. Also, technical support was provided to the Argentine Red Cross and the Uruguayan Red Cross. The Uruguayan Red Cross organized a workshop about the new trends with participation of 60 per cent of the branches.			

**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			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013:</b> Uptake increased to 16 National Societies	15	16	35
<p><b>Comments on the progress:</b></p> <p>By the end of 2012, at least 15 National Societies had added information the Federation Databank and Reporting System (FDRS), updating information against the proxy indicators or at least basic information on the National Society. In 2013, the use of the Federation Databank and Reporting System (FDRS) by the Red Cross Societies in the Americas increased, 19 out of 35 National Societies have completed all the information required by the FDRS, 31 out of 35 National Societies uploaded information on six of the seven 2012 FDRS proxy indicators; 24 out of 35 National Societies have uploaded their Annual Reports and Strategic Plans.. This signifies a progressive uptake in the use of FDRS since its roll-out in 2011.</p> <p>As a result of four FDRS internships in 2013 (Guyana, Trinidad and Tobago, Grenada and Barbados), the National Societies' increased their capacities and knowledge about the FDRS. The Grenada Red Cross highlighted that it allowed them to revise important documentation, identify gaps and areas for improvement. The knowledge gained will help them with future FDRS data collection.</p>			

**Output 1.2.2:** All National Societies in the Americas provide a minimum set of information including audited annual reports and strategic plans.

Measurement			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013:</b> 15 National Societies provide their audited annual reports and strategic plans.	8 audited reports/ 11 strategic plans (uploaded)	15 audited reports / 15 strategic plans	25 audited reports / 24 strategic plans
<p><b>Comments on the progress:</b></p> <p>National Societies in the Americas are increasingly complying with a minimum set of information, strengthening step by step their accountability mechanisms. The 2013 target was reached with 15 National Societies (43 per cent providing their financial statements audited by an external agent, as per their financial closing periods. These are: Antigua and Barbuda, Argentina, Barbados, Belize, Bolivia, Canada, Colombia, Costa Rica, Dominica, Dominican Republic, Ecuador, El Salvador, Guatemala, Paraguay and the United States of America.</p> <p>Another 10 National Societies (29 per cent), uploaded into the system their financial statements for 2012 non-audited by an external agent, those were: Bahamas, Chile, Haiti, Honduras, Mexico, Nicaragua, Panama, Saint Vincent and the Grenadines, Uruguay and Venezuela. Leaving 28 per cent of National Societies that did not send financial statements for 2012.</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.

Measurement			
<b>Output 1.3.1:</b> Organizational Capacity Assessment and certification (OCAC) process was established.			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013:</b> 10 National Societies have participated in self-assessment and 10 National Societies in the peer review phase.	5 self-assessed / 0 peer-reviewed	10 self-assessed / 10 peer-review	9 completed self-assessment/ 0 peer-reviewed <i>(cumulative)</i>
<b>Comments on the progress:</b>			
<p>In 2012, 5 National Societies had completed the phase 1 of the Organizational Capacity Assessment and Certification (OCAC) process, the self-assessment. By end of 2013, Nine National Societies participated in the Organizational Capacity Assessment and Certification (OCAC) process (Chile, Peru, Colombia, Guatemala, Costa Rica, Belize, Honduras, Bolivia, and El Salvador). At least six National Societies are interested in conducting their self-assessment in 2014 (Argentina, Jamaica, Haiti, Dominican Republic, Panama and Nicaragua).</p> <p>The National Societies are progressing to incorporate adjustments based on the OCAC self-assessments results, such as the Honduras Red Cross which started a process of change in its organization, including a new organizational structure, a volunteering strategy, the regionalization of the branches and the implementation of an accounting system for accountability. Also, the Guatemalan Red Cross conducted a diagnosis of 20 branches, using the Well-Functioning Branch tool in order to progress in the OCAC process.</p> <p>The peer review process is on stand-by as the methodology has not been decided yet and funding needs to be secured.</p>			

**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			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013:</b> Learning platform is mainstreamed in 10 National Societies and alliances with 3 academic institutions are established resulting in training opportunities for different levels of the National Societies.	18 National Societies / 2 alliances	10 National Societies / 3 alliances	18 National Societies / 5 alliances
<b>Comments on the progress:</b>			
<p>The number of users of the Learning Platform from the Americas went from 8,762 in January 2013 to 26,027 users in December 2013. A total of 80 per cent of the users are National Society staff and volunteers. Fourteen National Societies increased in more than 100 per cent their numbers of users in the platform, making the American region the most active in the world.</p> <p>The most active National Societies are Mexico, Ecuador, United States, Canada, and Colombia, each with</p>			

more than 1,000 users. Mexico continues to lead globally, with a total number of 11,064 users. There are 18 National Societies in the Americas with more than 100 users registered in the Learning Platform.

Our network for research, education, learning and knowledge-sharing DESAPRENDER, was upgraded to a new platform allowing for more interaction between Movement users and other sectors including governments, United Nations and civil society organizations. Since the launching of the new platform on April 2013, we have had 2,441 visitors. Five workshops were live streamed through DESAPRENDER, allowing 2,620 people from over 10 countries to participate in knowledge sharing and have greater access to specialized information.

A new learning platform, based on Moodle technology, was created which will enable the IFRC and the National Societies to offer more specialized trainings supported by e-learning tutors.

In 2012, 2 alliances with academic institutions were established (Northwestern University's Faculty of Law and the University of West Indies). In 2013, **4 new** partnerships were established between the Americas zone office' Learning Unit and the following institutions, to promote learning and internships: Florida State University, Tecnológico de Monterrey, West Coast University and Escuela Internacional de Formación from Spain for the development of courses in Moodle Technology. In addition, strategic partnerships were established by National Societies with universities including Florida International University in the Caribbean, National University of San Carlos in Guatemala, West Coast University, Henry Dunant Institute in Chile, Florida State University, Tecnológico of Monterrey, UCI University in Peru, Spanish Training School; universities in El Salvador; among others academic institutions, allowing for increased knowledge sharing, creation of new internships and learning opportunities at national and regional levels. The partnership between the IFRC Caribbean Disaster Risk Management Reference Centre and the University of the West Indies continued to be strengthened as CADRIM hosted one intern from the University and was also invited to present and share the 3CA methodology to 12 masters' students. The alliance with Northwestern University was only applied in 2012.

National Societies also worked themselves on establishing alliances academic institutions in 2013. For example, the Salvadorean Red Cross Society signed a MoU with the National Association of Universities, promoting internships, resource mobilization and social volunteering. The Guatemalan Red Cross established a MoU with the National University of San Carlos to promote the Learning Platform. The Peruvian Red Cross signed an alliance with UCI University, for eight colleagues from the National Societies and the IFRC to take the Diploma on Disaster Risk Management and Insurance sponsored by JICA Peru. Furthermore, agreements were signed with two MBA schools in Madrid and Barcelona (IE and IESE Business School) to provide interns to work with IFRC and the Peruvian Red Cross in the preparation of an event with the Corporate Social Responsibility sector.

The achievements of the Caribbean Disaster Risk Management Reference Centre (CADRIM) were:

- 111 Red Cross staff and volunteers from 14 National Societies and 2 Overseas Branches trained as trainers and/or facilitators in the Caribbean Climate Change Adaptation (3CA) methodology. Additionally, 3CA trainers have begun organising 3CA facilitator's training workshops in their own countries.
- CADRIM has increased input into its Training Registry from Caribbean National Societies (72 people to date from 13 National Societies, 3 Overseas Branches and PIRAC).
- 2 Technical exchanges to facilitate an Emergency Operations Centre (EOC) workshop for the Suriname Red Cross Society. 9 internships from 5 National Societies, 6 countries and 2 Tertiary Level Institutions (TFIs), collaborating on CADRIM tools and visibility.
- Gender was incorporated in three tools: Simulations and Drills Guide, Volunteering in Emergencies Manual and Strategic Targeting Methodology.
- Strategic partnerships with tertiary level institutions and other partners (e.g. CDEMA, MapAction, government agencies in Barbados) were established and/or strengthened;
- A new website and catalogue of products and services for the 2012 report were developed.

The achievements for the Centre for Community Education and Disaster Preparedness (CRREC) were:

- Revision of the earthquake methodology module conducted to support the National Societies in earthquake prone countries.
- Revision of Temporary Shelter Management Module has improved identification and management of shelters in the National Societies.
- Methodology is improved in VCA livelihoods approach, climate change, and risk in urban contexts. The methodology for the training workshops was reviewed since the tools have had significant changes.
- A new website and catalogue of products and services for the 2012 report were developed.
- Basic Training Skills workshops were conducted in Honduras, Nicaragua, Haiti and the Dominican Republic.
- A regional workshop on best practices on livestock management in Guatemala, Honduras, El Salvador, Nicaragua and Costa Rica was held.
- A regional workshop on temporary shelters management in Guatemala, Honduras, El Salvador, México, Nicaragua and Costa Rica was held.

The achievements for the Reference Centre for Institutional Disaster Preparedness (CREPD) were:

- A new website and catalogue of products and services for the 2012 report were developed.
- The methodology and tool for the evaluation of relief evaluation was tested in Argentina.
- Developed a draft on Open data Kit evaluations for health evaluations for water and sanitation NITs with technical support from Guatemala, El Salvador, Honduras, Nicaragua, and a representative from the USAID/OFDALAC.
- A training on the Management of Emergency Coordination Centres for the SDPAE Bogota (District Institutions for Emergencies), Colombia was held.
- A training on the “Evaluation of National Mechanisms for Disaster Preparedness and Response” to be implemented by Canadian Red Cross in Afghanistan and Jamaica was held.
- A Training of Trainers for the Costa Rican Red Cross on the Module for National Intervention Teams (NITs) was held.

## **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			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013:</b> Five National Societies will be supported in adjusting their community-based response and recovery programmes to account for relevant key humanitarian trends.	N/A	5	5
<p><b>Comments on the progress:</b> National Societies were supported to adjust their community-based response and recovery to account for relevant key humanitarian trends. This support is in line with the Montreux commitments to address gaps in key priority areas. This support has taken place through different contexts (coordination meetings, country projects, field school, trainings).</p> <ul style="list-style-type: none"> <li>• As part of the DIPECHO VIII in Central America, National Societies’ Presidents submitted a</li> </ul>			

statement for the region to the Central American Integration System (SICA) Head of States' outlining the Red Cross commitment to continue working in disaster risk reduction as auxiliary to the governments. The experience helped to exchange tools and learning between the National Societies of the region. Additionally, the Heads of State and Governments of the country members of the Central American Integration System (SICA) adopted the Declaration of San Jose which instructs the development of a regional instrument for the facilitation and regulation of humanitarian assistance in case of disasters; in addition to the revision of national laws pertaining to the facilitation, reception, transit and shipment of regional and international aid. The 2013 Continental Pre-Hurricane Pre-Disasters Meeting focused on promoting coordination and cooperation mechanisms among National Societies in the Americas, Partner National Societies beyond the Americas, the Secretariat and strategic partners in regard to disaster response, crisis, and early recovery.

- 107 members from 32 National Societies in the Americas, 2 Overseas Branches, 2 National Societies from other Zones including 32 IFRC staff increased their skills to account for issues of migration, green response and urban risk during the Americas Field School during the disaster response cycle.
- At the community level, the Dominican Red Cross has implemented the knowledge and techniques acquired for shelter solutions, with secure and healthy living environment, starting with the seven provinces which are included in the project PPD-SUR with the Spanish Red Cross.(PASSA workshop).
- A DIPECHO proposal focused on urban risk and community resilience in South America was successful and another proposal, developed for Haiti, will be implemented together with other Red Cross partners.

**Output 2.1.2:** Urban risk approaches are adopted in disaster and crisis management.

Measurement			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013:</b> Five National Societies are actively working in community response readiness in vulnerable urban communities utilizing adapted tools.	N/A	5	7
<p><b>Comments on the progress:</b></p> <p>Seven National Societies worked in community response readiness in vulnerable urban environments using adapted tools. Four of these National Societies are part of the joint Canadian Red Cross/IFRC First Response Initiative (Honduras, Guatemala, Dominican Republic and Haiti) and used an innovative simulation evaluation tool to improve their response, developed by the Reference Centre for Institutional Disaster Preparedness with support from various Americas zone office technical units. Additionally, two DREF operations (Argentina and Honduras) were conducted in urban environments, including Cash Transfer Programme in Argentina and violence prevention measures during the dengue response in Honduras, where volunteers responded in areas with high levels of organized crime.</p> <p>Furthermore in 2013, PADRU strengthened its capacity to provide technical assistance on disasters and crises in urban environments. During the Americas Field School some urban communities were chosen to implement a complete intervention. The purpose was also to train Regional Response Units (RRUs) and Regional Intervention Team members (RITs) in assessments, plan of action development, implementation, and monitoring but based on the needs of a community in an urban context. The RRU and RIT teams learned to address some of the realities that urban communities face in relation to health, overcrowding and all its sanitary and hygiene implications, violence against women and children, outbreaks (Dengue fever). In 2013, eight National Societies joined efforts to develop Regional Response Units in water, sanitation, health, relief</p>			

and shelter.

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

Measurement			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013:</b> Five National Societies have incorporated climate change into community-based early warning/early action.	N/A	5	6
<p><b>Comments on the progress:</b></p> <p>In 2013, disaster and crisis management in the Americas integrated climate change adaptation through technical support to six National Societies for assessments and operations, and conducting analysis and research on good practices, moving towards a greener humanitarian response system in the Americas. Three National Societies (Haiti, Bolivia and Ecuador) received support on drought and food security assessments. Two DREFs (St Vincent and the Grenadines, and Saint Lucia) included green response elements and the operation Sandy in Jamaica included Safer Houses that raised people's resilience to the increasing number and intensity of floods and storms due to climate change.</p> <p>Furthermore, the Reference Centre in Barbados increased the capacity of 14 National Societies and two overseas branches in facilitation skills through one regional Training of Trainers course on Caribbean Climate Change Adaptation toolkit (3CA). CADRIM continues to contribute to knowledge management by documenting learning experiences within the Red Cross Red Crescent Movement.</p> <p>In addition, two case studies on green response in emergency operations were published, including one looking at greenhouse gas emissions. Thus, increasing and sharing the knowledge with the Movement. Three university students are supporting the IFRC in a Green Response analysis as part of the Americas zone green response initiative. Also a Swedish Red Cross intern continued developing a check-list for green response and short training for RIT/NITs focused on environmental sanitation.</p>			

**Output 2.1.4:** Migration: Better programming initiatives (BPI) are mainstreamed in programming and services to communities of origin and host communities impacted by migration

Measurement			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013:</b> Two National Societies champion BPI as an approach to promote a culture of peace between migrant and host communities	0	2	3
<p><b>Comments on the progress:</b></p> <p>Three National Societies (Guatemala, Suriname and Venezuela) mainstreamed the Better Programming Initiatives (BPI) as an approach to promote a culture of peace between migrant and host communities. The Guatemalan Red Cross established a national strategy between Movement actors to continue working on migration issues at the national level. The Venezuelan Red Cross also completed its national strategy and operational plan to address migration issues and provide assistance to refugees in the border with Colombia. The Suriname Red Cross is including this module as part of their programming with indigenous-newcomer</p>			

communities. Follow-up in the Caribbean will be conducted through the DM Caribbean intern to integrate BPI to overall programming.

The Americas Field School was implemented in the border between the Dominican Republic and Haiti. In the Haitian side, communities where the intervention took place were migrant communities, therefore, RIT teams, and RRU teams, gained experience on the aspects they have to take into account to assess, plan, implement and monitor DREF operations or any emergency operation when addressing the needs of migrant communities. The health sector, focused on intervening in preventing illness and epidemics and addressing the health needs of a community that does not have any support in health including communities that do not have access to their country services of origins and they do not have the right to be attended in the host country. Communication and coordination with local authorities was a key point in improving the impact of the intervention.

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

Measurement			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013:</b> Five National Societies have adopted an integrated approach to violence prevention incorporating human security approaches into all community-based disaster and crisis planning and operations with an emphasis on gender-based violence.	0	5	3

**Comments on the progress:**

Three National Societies (Argentina, Honduras and Venezuela) adopted an integrated approach to violence prevention in their disaster and crisis management. The DREF operation in Honduras included actions to respond in areas with high levels of organized violence to guarantee the security of volunteers and continue to have access for carrying out humanitarian actions. The Argentine Red Cross created a specially trained first aid group, which is activated during times of public unrest.

Furthermore, the CBHFA update included two new modules: the Violence Prevention and Chronic Illness, both with a strong emphasis on how to address health risks in urban contexts and not only in rural areas. 23 National Societies of the Americas, and representatives from Partner National Societies and the IFRC, joined for a CBHFA Capacity Building Workshop, with a focus on the Violence Prevention and Healthy Lifestyles modules. It was an opportunity to strengthen the integrating programming approach and the inclusion of violence in community work.

**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			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013:</b> Eight National Societies of the Americas will have a comprehensive customized capacity building package (technical recommendations, training package and an online	4	8	10

data collection and reporting mechanism).			
<p><b>Comments on the progress:</b></p> <p>In 2013, 10 National Societies (37 per cent) increased their capacity in logistics. A logistics assessment and capacity building plan at National Society level was prepared in four National Societies in the Americas (Nicaragua, Honduras, Haiti, and Dominican Republic). The logistics capacity building has started in the English speaking Caribbean National Societies with the implementation in six National Societies and further six in 2014. Simulations were carried out in the above-mentioned countries, and the Zone Logistics Unit provided logistics recommendations for the final reports.</p> <p>During 2013 the Dominican Red Cross had support of one logistic officer dedicated 100 per cent to the logistic issues of the National Society, covered by the IFRC office in Santo Domingo. This staff has the IFRC training and his expertise has been of great use for the DRC to strengthen its logistics knowledge and capacities.</p>			
<p><b>Output 2.1.7:</b> 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.</p>			
Measurement			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<p><b>2013:</b> Complete phase one of logistics strategy and tracking system. Resources and system in place to source, procure and manage delivery of relief items for 100,000 families, fleet of 100 vehicles and associated air assets.</p>	N/A	N/A	100% for the year
<p><b>Comments on the progress:</b></p> <p>The implementation of the logistics strategy is in progress and systems are being developed in Geneva. Stock prepositioning at country level was implemented. Replenishment for the 2013 hurricane season was done. Stocks were delivered to Bahamas, Barbados, Belize, Colombia, Costa Rica, Cuba, Haiti, Nicaragua, and Saint Kitts and Nevis. Meetings were held with potential suppliers from Argentina and the registration of new suppliers is in progress. Prepositioning of stocks has been implemented in Guatemala for 500 families, Nicaragua for 1,000 families and in Honduras for 1,000 families. The capacity to undertake and maintain self-sustainability in their ambulance services for the Dominican Red Cross was strengthened through a 4x4 fleet training including ambulance management. Country level stock prepositioning strategy contributes to the reduction of carbon footprint by 90 per cent compared to air shipment during emergencies. Regional and local sourcing has increased by 50 per cent in the Americas. Through the exportation of cost-cutting and green response activities, regional and local sourcing development plan is being implemented.</p>			

**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			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013:</b> Doctrine and an operational framework will be developed that clearly outline the position and role of the Red Cross actors in relation to military forces and the corporate sector.	0	1 doctrine and 1 operational framework	0/0
<p><b>Comments on the progress:</b></p> <p>Even though a doctrine and operational framework were not completed in 2013 and considering as well the departure of the Civil-Military Relationships Coordinator mid-year, the Americas zone still engaged in high-level coordination and cooperation during the year with the U.S. Southern Command, the Canadian Armed Forces, the Guatemalan Armed Forces, the Chilean Ministry of Defence, OCHA, PIRAC, the French Defence and Security Forces of the Caribbean Antilles and the United Nations Stabilisation Mission In Haiti (MINUSTAH), resulting in the inclusion of the IFRC in high-level exercises and planning meetings such as Tradewinds, Continuing Promise, Conference of the American Armies (CIMIC Exercise), the HOPEFOR Initiative, meetings with CEPREDENAC, the Salvadorian and Guatemalan Civil Protection and U.S. Army South for Fuerzas Aliadas Humanitarias. The civil-military relations coordinator also made a presentation on large-scale disasters and complex emergencies from the civil-military relations standpoint at the Inter-American Defence College Seminar. Participation in these events has positioned the Red Cross through clearly outlining its mandate, principles and role in relation to humanitarian work and coordination with military forces.</p>			

**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			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013a:</b> Five National Societies are involved in horizontal disaster operational cooperation.	N/A	5	12
<b>2013b:</b> Ten National Societies are using bar codes for beneficiary registration or SMS technology in DANA.	4 <sup>3</sup>	10	10
<b>2013c:</b> All disaster operations evaluate compliance with the SPHERE standards, including the Code of Conduct for disaster response.	N/A	100% of disaster operations	100% (12 operations)
<b>2013d:</b> Cumulative two Federation-wide Reporting Systems are implemented in a disaster where the National Society receives assistance from several Movement partners.	1	2	1 (cumulative)

<sup>3</sup> Haiti, Guatemala, Bolivia were using Mega V (bar codes for registration), while Haiti was using ODK.

**Comments on the progress:**

**2013a:** The capacity for horizontal cooperation within the regional response system continued to be strengthened by the expansion of volunteers trained in the global tools through the RIT system. 47 members from 33 National Societies, 3 from Overseas branches, and IFRC staff were trained as RIT in El Salvador and Jamaica. These past year efforts allowed to deploy at least one RIT member to all DREF operations in 2013: a total of 19 RIT members (RIT) were deployed in 2013 to 12 different countries, where all DREF operations launched in 2013 had RIT deployments. 12 National Societies (Belize, Bolivia, Canada, Colombia, Dominican Republic, Mexico, Nicaragua, Panama, Paraguay, Peru, Trinidad and Tobago, and the United States of America) supported other National Societies' response and capacity building through RIT deployments, coordinated via PADRU.

The Americas zone Relationship Management (RM) team proactively supported the Haiyan Typhoon emergency operation by deploying RM staff in the Asia-Pacific Zone Office and by supporting the dissemination of key information and encouraging donations from National Societies of the Americas. As a result, four National Societies (Chile, Costa Rica, Trinidad and Tobago and Ecuador) are fully engaged in fundraising campaigns nationwide and provided financial support to the Philippines emergency operation.

**2013b:** 10 National Societies (Argentina, Bolivia, Colombia, Costa Rica, Ecuador, Haiti, Honduras, Mexico, Paraguay and Peru) are taking full advantage of the available technology resources for their response interventions --Mega V for beneficiary registration, or Open Data Kit (ODK) for damage and needs assessments, and monitoring--.

Support was provided in late 2013 to the Asia Pacific zone and the Philippine Red Cross to transfer Mega V and ODK technologies to improve the relief operation that followed the Haiyan operation.

Three National Societies (Argentina, Paraguay and Peru) incorporated Cash Transfer methods in their response. Promotion of these tools is done at the continental level, with all the National Societies receiving a full ODK and Mega V kit and trained on cash transfer programming (CTP). The Americas zone, through PADRU, was also one of 5 global winners of the Visa Innovation Grant, which has provided funds to conduct additional CTP trainings and for the establishment of an electronic payment mechanism (debit cards) to rapidly transfer funds to beneficiaries post disaster in a secure manner, which also gives more flexibility to the people affected by allowing them to decide what to purchase based on their specific household needs.

**2013c:** The Americas zone office, through PADRU promotes and assesses compliance with the SPHERE standards and the Code of Conduct for Disaster Response in all the operations it supports.

- **Chile:** The use of the Sphere handbook has continued to be promoted not only within the National Society but also in other institutions in this area. Students from the War Academy received these handbooks and were also distributed at a Scouts workshop, positioning the Red Cross as reference source for humanitarian standards in Chile.
- Two National Societies (Dominican Republic and Guatemala) strengthened their capacity to be water and sanitation focal points for regional response that fulfil international standards, equipped with two water and sanitation emergency response Kit 2.
- **Venezuela:** The use of the Sphere handbook has continued to be promoted in the National Society and in other institutions. Professionals from the Civil Protection participated in e-learning and face-to-face training sessions.
- **Dominican Republic:** The National Society trained 24 members on Sphere standards. In addition, four people completed the training to become a Trainer of Trainers for the Sphere methodology.

**2013d:** Although, no new Federation-wide Reporting Systems for emergencies were established in the Americas after the Haiti earthquake, due to the smaller size of the emergencies in comparison to Haiti and the

nature of the assistance; support continues to improve and streamline the Federation-wide reporting (FWR) in Haiti with a newly developed web-based platform meant to capture programmatic data.

**Output 2.2.3:** Urban risk approaches are integrated into disaster and crisis management.

Measurement			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013:</b> 2013 target: A pool of 50 National and Regional Response Team members are ready and available to utilize VCA/DANA, CBHFA, PASSA, water and sanitation, health in emergencies, search and rescue and volunteering in urban environments, slums and in themes of land use.	153	50	43
<p><b>Comments on the progress:</b></p> <p>In 2012, 153 RIT members were trained through several workshops, and including a focus on disaster response in urban and rural settings. In 2013, the pool of National and Regional Response Team members continues to grow with 43 new RITs; and 26 people trained as facilitators from the American, British, Colombian, Dominican Republic, Haitian, Cuban, Honduran, Salvadoran, Nicaraguan and Spanish Red Cross Societies and the secretariat in Participatory Approach for Safe Shelter Awareness (PASSA). Eight new Red Cross volunteers from Guatemala, Costa Rica, Honduras, Nicaragua were trained as facilitators on the tool for Community Shelter Management, two members of the Ecuador and Colombia Red Cross were trained on the Camp and Shelter Management by the CCCM cluster. Capacity building continues to show results, as these trained members supported operations across the zone, increasing cooperation, advocating for the use of updated standards in sectorial areas and sharing knowledge.</p>			

**Output 2.2.4:** Climate change is integrated into disaster and crisis planning.

Measurement			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013a:</b> At least 3 disaster response operations have incorporated and tested green response approaches which are reviewed by key programmatic areas of shelter, water and sanitation, health and food security.	2	3	5
<b>2013b:</b> Review and update the environmental standards based on lessons learnt.	1 in progress	Undefined target	2 key documents
<p><b>Comments on the progress:</b></p> <p><b>2013a:</b> Five disaster response operations in 2013 have avoided the use of international logistics approach in favour of local markets, in an effort to reduce carbon footprint. Green response practices were also included in the Americas Field School exercise organized by the Pan Americas Disaster Response Unit. In 2012, two disaster response operations had incorporated green response approaches (Colombia and El Salvador).</p> <p><b>2014b:</b> Environmental standards were reviewed but recommended changes still need to be made. The work</p>			

in 2013 focused on gathering lessons learnt and analysing practices. In El Salvador a green response case study was completed, reflecting the impact of CO2 during the implementation of the TD 12-E in comparison with the operation carried out during the Haiti earthquake. The IFRC and the Association of Caribbean States (ACS) collaborated with the Trinidad and Tobago Red Cross Society and their Disaster Management Agency to conduct a green response feasibility study. Three interns joined the IFRC zone office to research what the Red Cross currently does regarding this topic, what other agencies do and what is the legal framework on green response in the region. This work started in 2012, when a framework of action on this field started to be developed jointly.

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

Measurement			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013a:</b> Two National Societies will work with their respective governments to implement associated assessments and early warning systems associated with migration and population mobility.	0	2	1
<b>2013b:</b> Two National Societies have a cooperation agreement with sister National Societies for cross border support to increase services to migrant populations.	0	2	2
<b>Comments on the progress:</b>			
<b>2013a:</b> 1 National Society (Bolivia) worked with the local municipal governments to reduce the possibility of forced migration after floods in municipalities where there is already a high level of migration, by supporting affected families with livelihoods rehabilitation, in the framework of a DREF operation.			
<b>2013b:</b> An overall cooperation agreement was signed in 2013 between the Haitian Red Cross and the Dominican Red Cross, which includes a section outlining the collaboration to support migrant populations.			

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

Measurement			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013:</b> Three National Societies have emergency teams that are using human security approaches in disaster and crisis operations with an emphasis on gender and using mapping of violence as part of their response and contingency plans and are ready to work in environments where violence exists.	0	3	4
<b>Comments on the progress:</b>			
Four National Societies in 2013: Argentina, Guatemala, Honduras and Venezuela. To illustrate, the National Societies of Argentina and Honduras have emergency teams that use human security approaches in disaster and crises operations. Argentina has a specialized first aid team trained for response under civil unrest or violent events. The DREF dengue operation in Honduras used a violence prevention approach as part of the			

response, including revision of the operational security plan, which will be mainstreamed in each intervention. The development of the Friendly Neighbourhoods programme and its implementation in three National Societies will enable to better learn how to scale up a programme to include violence prevention and other trends.

**Output 2.2.7:** Providing agreed logistics services to pre-selected agencies.

Measurement			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013:</b> Capacity to provide procurement and delivery services of relief items and storage facilities of NFIs for 3 pre-selected agencies.	1 pre-selected agency	3 pre-selected agencies	3 pre-selected agencies
<b>Comments on the progress:</b> In 2012, logistics services were provided to 1 pre-selected agency (UNPD) for the supply of non-food items to Cuba. In 2013, the Zone Logistics Unit provided procurement and delivery services of relief items and storage facilities to three pre-selected agencies in 2013 (OXFAM, Save the Children and the Korean Government Agency – KOICA).			

**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			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013a:</b> Two new National Societies have adapted their National Strategic Plan as part of an overall strategy to address internal pressures and to improve integrated community development programming to vulnerable communities.	N/A	2	2
<b>2013b:</b> Five National Societies are using the outcomes of baseline assessments to identify and prioritize sectors for their own development and adopt policies, procedures and practices to implement integrated community-based development programmes in partnership with key stakeholders.	N/A	5	7

<p><b>2013c:</b> Two exchanges (peer support) between National Societies will be facilitated in support of the process to improve either internal development or community-based development programming.</p>	<p>N/A</p>	<p>2</p>	<p>7</p>
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**Comments on the progress:**

**2013a:** Two National Societies (Costa Rica and Peru) adapted their National Strategic Plans to address internal pressures and improve integrated community development. The Costa Rican Red Cross defined and integrated the strategic lines of its strategic plan 2013-2017 to address community development; and the Peruvian Red Cross has approved a Community-based Intervention Strategy.

**2013b:** The National Societies of Chile, Dominican Republic, Guatemala, Haiti, Honduras, Peru and Venezuela have used a variety of assessment tools in order to provide evidence based information that will support them to adjust their strategic plans and the corresponding policies and procedures. Specific examples are: the Dominican Republic is using the outcomes of the audit to improve their financial systems; Venezuela is using the assessment to improve the branch capacities and connectivity of the network; Peru has used an assessment to support the major institutional change process in which they are engaged; Haiti is using the assessments to improve their current programme and service delivery capacity; Chile is using their assessments to adjust their strategic plan and to define priorities for their plan of action. The Honduran Red Cross is implementing a change process within its structure, policies, procedures and practices in order to respond to the recommendations from the OCAC self-assessment. The Guatemalan Red Cross is strengthening its finance development in four branches.

**2013c:** Several exchanges and spaces for knowledge sharing on internal development or community-based development programming have taken place between National Societies. Among them:

- The 2nd Haiti Learning Conference brought together over 150 participants, including more than 20 National Societies of the Americas, 10 from Europe and selected external partners. The conference aimed at collectively defining how the lessons learnt from the Haiti operation will contribute to organizational learning and change.
- Knowledge sharing on Maternal, New-born and Child Health: Launch of the publication by the IFRC and Canadian Red Cross “A Report on the Commitments to Women’s and Children’s Health”, and the event “A Promise Renewed for the Americas”: Reducing inequities in reproductive, maternal and child health were held. Six National Societies (Bolivia, Canada, Guatemala, Guyana, Haiti and Honduras) participated.
- The annual Regional Red Cross Violence Prevention workshop focusing on humanitarian diplomacy and advocacy took place.
- An Urban Risk and Resilience Framework consultation with participation of Red Cross National Societies and external partners took place. Outcomes from the consultation were shared with the Presidents of National Societies and the discussion allowed having a better understanding on the needs and challenges on integrating this concept within National Societies in the region.
- 23 National Societies of the Americas and representatives from PNS and the IFRC, joined for a CBHFA Capacity Building Workshop, with a focus on the Violence Prevention and Healthy Lifestyles modules. It was an opportunity to strengthen the integrating programming approach and the inclusion of violence in community work.
- The IFRC participated in the annual Comprehensive Disaster Management Conference in Jamaica to support the revision and further development of the Red Cross Disaster Management Strategy.
- The publication of the “The HIV Pandemic in Latin America and the Caribbean and the Global Alliance on HIV in the Americas 2008-2012”, that gives an overview of the efforts and the progress that has been made over the past four years since the launch of the Global Alliance on HIV in 2008, and seeks to position the work that Red Cross Societies have done, committed to dramatically increase the reach and quality of their actions.
- Four National Societies (Belize, Colombia, Guatemala and Haiti) participated in the Global

Beneficiary Communications Boot camp in Sri Lanka, in order to increase their capacity to implement Beneficiary Communications in their countries and with the view of sharing their expertise with other National Societies of the Americas in 2014.

**Output 3.1.2:** Urban risk is integrated into the National Society programming

Measurement			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013a:</b> Three National Societies will be supported in developing their planning and implementation capacity of urban risk programming through tailored support, training, knowledge and the promotion of peer support and cooperation between National Societies.	0	3	4
<b>2013b:</b> Three National Societies develop formal partnerships with government, academic institutions and with other key national actors in addressing issues of urban risk.	0	3	5
<p><b>Comments on the progress:</b></p> <p>The integration of the key issue of risk in urban settings has carried over from 2012, where National Societies were given 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. Moreover, key events such as the urban risk seminar in Santo Domingo and the Urban Risk Forum in Colombia helped to bring further attention to the issue and to strengthen relations between the Red Cross Societies, governments, non-governmental organizations and other partners to address risk in urban contexts. At the same time, in 2012 risk in urban settings was slowly being integrated in National Intervention Teams (NITs) training curriculum in some National Societies, in particular with relation to health, water and sanitation approaches in urban areas during emergencies. In 2013, 149 staff from the National Societies increased their human resource capacity for disaster management through trainings as part of the National Intervention Teams (NITs).</p> <p><b>2013a:</b> Four National Societies (Bolivia, Colombia, Cuba, and Guatemala) were supported to enhance their urban risk programming: The Colombian Red Cross and the Guatemalan Red Cross are integrating urban risk issues funded by the Norwegian Red Cross and the Global Fund. Both proposals have included a Cost-benefit Analysis component at the community level. The Cuban Red Cross has increased the skills of 23 volunteers to address shelter and settlements needs in urban areas and can support the recovery work within the Sandy operation. An urban risk workshop was organized in Bolivia that included experience sharing from the National Societies of Peru and Colombia. The meeting was co-chaired by the Bolivian Civil Defence with the participation of municipalities from across the country. The main impact of this meeting is a strengthened Bolivian Red Cross and a new cooperation dynamic in the country that will allow further development of an urban approach in risk reduction and community resilience.</p> <p><b>2013b:</b> Five National Societies (Bolivia, Colombia, Dominican Republic, Guatemala and Nicaragua) developed dialogue with their mayors in each municipality on how to address urban challenges building on the Urban Risk Forum as a platform to discuss and seek the engagement of local authorities to work together with the National Societies.</p>			

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

Measurement			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013a:</b> In five National Societies expertise is gained on 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.	10	5	1
<b>2013b:</b> Four National Societies incorporate green programmes, and the use of green products and processes is taken up by the Red Cross network.	N/A	4	5
<p><b>Comments on the progress:</b></p> <p>In 2012, at least ten National Societies gained some expertise on the impact of climate change on the different aspects of vulnerability through either events, pilot projects or workshops: Antigua and Barbuda, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Guatemala, Jamaica, Mexico and Suriname. These actions however were not necessarily done through formal academic or scientific partnerships. In 2013, one National Society (El Salvador) gained expertise on the impact of carbon dioxide (CO<sub>2</sub>) during the implementation of the Tropical Depression 12-E by analysing its experience and developing a case study.</p> <p>In 2012, initial steps were taken to incorporate green response programming at the level of National Societies. For example, the Jamaican Red Cross accepted to incorporate a green response project to further develop with the Jamaican government. In addition, the think tank in 2012 had the collaboration of 5 National Societies to feed into the discussions on the topic of green response. In 2013, this was taken further through the inclusion of green response within the Americas Field School exercise. Also, a team of interns working on green response will support the identification of areas where the National Societies can improve and use green products and processes by the end of the year. Concretely, five disaster response operations in 2013 have avoided the use of international logistics approach in favour of local markets, in an effort to reduce carbon footprint and work towards a green response.</p>			

**Output 3.1.4:** Migration is integrated into the National Society programming.

Measurement			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013a:</b> Two National Societies actively solicit and document the inclusion of migrant communities as Red Cross staff and volunteers.	N/A	2	6
<b>2013b:</b> Two National Societies have included joint programming between National Societies to address the needs of migrant populations.	N/A	2	6
<p><b>Comments on the progress:</b></p> <p><b>2013a:</b> The Dominican Red Cross has fully integrated migrant communities in the National Society volunteer corps. For example, volunteers of Haitian origin living in the Dominican Republic are supporting recently arrived Haitian immigrants living in the Dominican Republic. Several other National Societies (Colombia, Ecuador, Guatemala, Costa Rica and Panama) are in the process of consolidating and integrating migration into their programming as well as the inclusion of immigrants as volunteers. The Americas zone is working</p>			

with these National Societies to document and systematize these initiatives.

**2013b:** The Haitian Red Cross and the Dominican Red Cross have agreed on a joint action plan for addressing the specific needs of immigrant populations on both sides of the border. The Red Cross Society of Panama and the Costa Rican Red Cross, through the DIPECHO project, are working together at the border area to ensure support to immigrant populations during emergencies. The Venezuelan Red Cross is actively working at the border area with Colombia to address immigrant needs.

**Output 3.1.5:** Violence prevention is integrated into National Society programming.

**Measurement**

Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013a:</b> Six National Societies continue working in violence prevention and strengthening coordination with governments and providing peer-to-peer support to an additional six National Societies.	6	6	6
<b>2013b:</b> Staff and volunteers of five National Societies are aware of self-protection methodologies and have adopted mechanisms to address work place violence.	N/A	5	4

**Comments on the progress:**

**2013a:** Six National Societies continue working in violence prevention. Work on violence prevention has carried over from 2012. In 2013, five National Societies have integrated violence prevention into their bilateral health projects funded by the Norwegian Red Cross and NORAD. The Jamaican Red Cross finalized implementing a small grant on violence prevention including production of a video promoting non-violence among youth. The Argentine Red Cross has incorporated a module on violence prevention within their community-based programme.

**2013b:** Four National Societies have violence prevention policies drafted; two National Societies conducted a National Society-wide education campaign.

**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**

Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013:</b> Six National Societies, in conjunction with government are engaged in development programmes with indigenous, urban slum communities and/or migrant populations in response to emerging trends.	At least 3	6	3

**Comments on the progress:**

Several actions took place in 2012, in relation to addressing the major trends and challenges contributing to vulnerability. At least 3 National Societies were working specifically with indigenous communities (Argentina, Chile and Guatemala).

During 2013, three National Societies (Argentina, Chile and Venezuela) in conjunction with their governments are engaged in development of programmes in response to emerging trends. The Argentine Red Cross implements four projects for the Global Fund related to HIV and road safety in coordination with the relevant government bodies. The National Society continues to work in prisons and in urban slum communities, and on a harm reduction programme with consumers of psychoactive substances. The Venezuelan Red Cross, particularly the youth volunteers of the federal district branch, with the technical and institutional support of the IFRC and the ICRC implemented the Friendly Neighbourhood programme in a central location in Caracas. This activity is developing in accordance with joint local public authorities and private sector. In Chile, the National Society works with the Mapuche ethnic group and in coordination with the ICRC addressing issues of violence. The Chilean Red Cross continues to strengthen the Advising for Public Health area at both central and local levels. Two manuals are being developed on self-sustainability and the use of renewable energy, as well as the treatment and water storage in homes; thus addressing the trend of climate change.

**Output 3.2.2:** Urban risk is integrated into the community-based development programmes.

The target for 2013 for this output was eliminated as it reflected a duplication of information and actions in relation to outputs 2.2.3 and 3.1.2, related to urban risk.

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

The target for 2013 for this output was eliminated as it reflected a duplication of information and actions in relation to outputs 2.2.4 and 3.1.3, also related to climate change.

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

Measurement			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013:</b> In two National Societies local Red Cross branches are working with migrant populations to address their specific needs incorporating social inclusion and non-discrimination and focusing on access to basic services including psychosocial support and awareness of rights.	N/A	2	12
<b>Comments on the progress:</b>			
12 National Societies (Bahamas, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Panama and Venezuela) are working with migrant and displaced populations. Also, the Caribbean islands have a special support role in their countries like the case of Antigua and Barbuda as well as St Lucia. For example, the Guatemalan Red Cross through its local branches worked with migrant populations to address their specific needs. Through meetings with volunteers and board directors in five branches the National Society developed its National Migration Strategy. Better positioning of the Guatemalan Red Cross in Quetzaltenango regarding migration through participation in fora together with public and private organizations. Additionally, 25 Guatemalan Red Cross staff increased their knowledge about the migration approach and Movement policies in Tejutla, Serchil, San Marcos, Quetzaltenango and Coatepeque.			
The Americas zone will continue to put emphasis in 2014 on migration so it becomes a priority theme within			

National Societies programming.

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

The target for 2013 for this output was eliminated as it reflected a duplication of information and actions in relation to outputs 2.2.6 and 3.1.5, concerning violence prevention.

**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, NGIs, 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			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013:</b> The Red Cross is showing leadership through five National Societies in existing national platforms or in promoting their creation.	7 National Societies in national platforms. 2 National Societies in regional WASH platform.	5	7
<b>Comments on the progress:</b>			
<p>The six Central American National Societies are actively engaged in the regional platform for DRR and the activities of CEPREDENAC. There are also active partners in their own national platforms for disaster risk reduction. In some countries the national platforms, a term promoted by ISDR, are the official coordination mechanisms while other countries have chosen other ways to identify similar coordination structures.</p> <p>The Red Cross is showing leadership through three National Societies in existing water and sanitation national platforms. Through the WASH Cluster project, the Red Cross Societies in Guatemala, Honduras and Colombia all form part of the national WASH coordination platforms. The Guatemalan Red Cross was selected to be part of the leadership team for the WASH platform. The Colombian Red Cross Society and the Honduran Red Cross are included in the WASH platform work plans and have responsibility for some of the actions. Both the Guatemalan Red Cross and the IFRC formed an active role in the simulation of the WASH platform strategy and some important changes were made due to the comments and observations made. In Colombia, the baseline survey provided the forum to present the importance of WASH coordination to the key stakeholders in the country including the key government entities.</p> <p>Through the WASH Cluster project, the Red Cross has organised and funded the development of the Honduras WASH platform Preparedness and Response Plan and through this support of the Honduras national WASH platform, was invited as a presenter on coordination in the XVIII Central American Congress of Sanitation and Environmental Engineering.</p> <p>The IFRC forms an active role in the Regional WASH LAC coordination group and through the WASH Cluster project it has been instrumental in the development and use of a Google Site for information management, both regionally as well as for national platforms. In addition, leadership has been taken in the development of core capacity building modules for key WASH and WASH coordination subjects, and in establishing the steps and checklist of steps required for a well-coordinated national platform. The WASH Cluster project also formed part of the organisation team for the annual Regional WASH Group meeting in Cartagena in October</p>			

2013, where a short workshop was provided on global and regional tools including the use of the information management tool Google Site. Coordination and linkages between global, regional and national WASH actors including a regional focus for the global WASH Cluster projects and integration into the Regional WASH Group through successful annual planning meeting has been improved.

Measurement			
<b>Output 3.3.2:</b> The Red Cross leadership is regularly updated on key humanitarian and development issues.			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013:</b> Cumulative 4 newsletters.	4	2	6 <i>(cumulative)</i>
<b>Comments on the progress:</b>			
<p>In 2012, the Communications Unit of the Americas zone produced four newsletters, surpassing the target for that year. In addition, the Caribbean Regional Representation Office published three regional newsletters.</p> <p>In 2013, two newsletters were produced by the Communications unit in the Americas Zone on “International Women's Day” and “Preparedness and Response”. The newsletters, in Spanish and English, were disseminated to the secretariat's offices, National Societies and strategic and operational partners. Fifteen National Societies actively contributed with 27 articles to the production of the quarterly newsletter “Voices of America”. Through the web, 124 items demonstrated the work done in disasters and development issues. Through the Americas zone office, support was provided in the development of 14 videos that championed the work of National Societies.</p> <p>The Red Cross leadership has been regularly updated through other channels, increasing their capacity to be spokespersons for key humanitarian issues in their own countries. For example, the presidents of 32 National Societies were briefed on the recommendations and the way forward in the revision process of the Community Resilience Framework.</p>			

**Output 3.3.3:** Building National Society financial sustainability.

Measurement			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013:</b> Pilot of strategic partnerships in at least three National Societies.	0	3	6 National Societies supported to increase learning on RM practices
<b>Comments on the progress:</b>			
<p>In 2012, the financial sustainability and capacities in this area of National Societies was supported by running resource mobilization projects (Paraguayan Red Cross), income-generating activities at branch level (Belize Red Cross Society), promoting the development of fee-based membership (Jamaican Red Cross), and peer support (Mexican Red Cross supporting the Paraguayan Red Cross, and Costa Rican Red Cross supporting the Salvadoran Red Cross Society).</p>			

During 2013 best practices and lessons learnt were shared between National Societies through internships and other resource mobilisation events. The Resource Mobilization Network continued to play a key role during 2013 promoting mutual collaboration and peer support among National Societies. The network terms of reference and plan of action were drafted and will guide the Network's implementation of resource mobilization activities towards 2014.

The Costa Rican Red Cross represented the regional resource mobilisation network at the Mexican Red Cross National Convention Resource Mobilisation Forum, sharing its best practices on income generating initiatives. While the Paraguayan Red Cross learnt from the Mexican Red Cross about social corporate responsibility and how to improve CAFs national collection activities through this internship. Also as a result of an internship between the Colombian Red Cross Society and the Mexican Red Cross, the Colombian Red Cross Society member learnt how to apply best practices in the areas of marketing, communication, resource mobilization strategy development, social cooperate responsibility and how to secure funding for the National Society.

Three National Societies (Guatemala, Chile and Trinidad and Tobago) were sponsored to attend the 2013 global British Red Cross Skillshare workshop. The Chilean Red Cross presented on peer-to-peer strategies received positive feedback from the British Red Cross. The National Societies will incorporate learning from Skillshare into their resource mobilization operational plans. The Guatemalan Red Cross based upon what they learnt in the Skillshare is now working towards developing a strategy to improve resource mobilisation in the country.

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

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

The two outputs above were cancelled due to lack of progress and resources in 2012 and 2013.

**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			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013a:</b> 12 National Societies have defined a plan and strategies, and are working on its implementation for their volunteering development efforts.	N/A	12	At least 71% of National Societies in the Americas have a volunteering policy.
<b>2013b:</b> 10 National Societies are implementing integrated volunteering in emergencies practices.	N/A	10	Read below.
<b>2013c:</b> 20 National Society volunteers are using modern technology in various aspects of volunteering development.	N/A	20	20
<b>Comments on the progress:</b>			
<b>2013a:</b> Based on the Youth and Volunteering survey, by the end of 2013 71 per cent of National Societies			

across the Americas had a volunteering policy. This tells us that there still a number of National Societies which need support to establish clear strategies and policies for volunteering management.

**2013b:** The Americas Zone conducted a baseline study of National Societies' capacity to manage volunteers, with the purpose of assessing technical support needed across the region. Through this study it became apparent that there is a persistent need for support in basic aspects of the volunteer management cycle. For example, roughly half of the National Societies in the Americas do not have a person dedicated to volunteer management, a functioning database with volunteer information, or a volunteer policy. Nonetheless, roughly two thirds of National Societies report having an induction process for volunteers and access to online courses. Together with regional and country representatives, strategies are being developed to assist National Societies with these basic needs, including peer-to-peer support, regional professional development and targeted technical assistance. Additionally, basic volunteer management is being integrated into new proposals as a key aspect of National Society organizational development capacity.

**2013c:** A monthly webinar series has been developed and implemented for professional development with directors and coordinators of National Societies throughout the Americas; over 20 National Societies participated, providing opportunities for peer-to-peer learning.

The Volunteering and Youth Coordinator for the Americas zone completed her mission around November 2013. This position is expected to be filled in in early 2014, to ensure the continuous support to National Societies in these two key areas.

**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			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013a:</b> Six National Societies 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.	2	6	Less than 50% of National Societies in the Americas have defined a youth policy.
<b>2013b:</b> Four National Societies provide peer support to other National Societies on youth development or youth programming.	2	4	2
<b>Comments on the progress:</b>			
During 2012, at least 2 National Societies worked on their Youth plan, policy or strategy (Chile and Peru). While several National Societies Youth areas continued to work on different programmes such as Club 25, road safety and Youth as Agents of Behavioural Change. Furthermore, two peer support missions took place between National Societies Youth areas for your development or programming. These were the Nicaraguan Red Cross Youth supporting the Guatemalan Red Cross Youth for programming on road safety and violence prevention; and the two Costa Rican Red Cross youth who supported the Red Cross Society of Panama Youth in planning and facilitation of a road safety workshop.			
<b>2013a:</b> Based on the survey for Youth areas conducted after the close of 2013, less than half of National Societies in the Americas have a youth policy. Thus this area will continue to be a priority for 2014.			
<b>2013b:</b> Two National Societies provided peer support in 2013. The Barbados Red Cross Society, with peer-to-peer with Jamaican Red Cross, organized a series of YABC and HIV prevention workshops. The Chilean Red Cross provided peer support to the Bolivian Red Cross in the formulation of a national youth policy.			

Other key achievements within the year for Red Cross Youth in the Americas include:

Thirty-two volunteers were trained as YABC peer educators in 2013 and made a follow-up action plan on how to integrate the YABC into their programmes. Youth implemented activities integrating YABC into 1) the training modules, 2) school brigades, and 3) mini workshops in different branches organized by the trained youth, thus showing their capacity to become agents of change and lead processes. The project was evaluated by the Central American Youth Network (youth volunteer of Costa Rican Red Cross was chosen to conduct the evaluation) in December.

Youth delegates from 26 National Societies of the Americas participated in the Global Youth Conference (GYC) in Sydney, Australia in November. The youth delegate participated actively in the planning of the GYC and provided continuous support to the National Societies of the Americas in organizing their youth participation for the GYC and statutory meetings.

Furthermore, ten National Societies from the Americas participated actively during the year in the drafting process of the Youth Engagement Strategy (Y.E.S.), which was endorsed by National Societies in Sydney statutory meetings.

Conversations began early 2013 with South American youth focal points to promote the idea of the reactivation of the South American Youth Network and fostering peer-to-peer support in the region. Several virtual meetings were organized before the Sydney meetings, where the South American youth delegates presented the idea and a document for reactivation of the network was signed by their presidents.

In addition, technical support was provided to the Central American Youth Network and its coordinator. The youth delegate helped facilitating virtual meetings, where network's objectives were discussed and peer-to-peer learning opportunities were provided.

A "Create Your Journey - Route map for Youth Engagement in the Americas" was drafted. This route map includes a collection of already existing tools for youth engagement, such as planning, monitoring, reporting, evaluation, youth leadership and fundraising.

Overall, throughout the zone, more than 50 per cent of those trained as NITs and RITs are youth between the ages of 18 and 30.

#### **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			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013a:</b> Launch the World Disaster Report in at least six countries and the report is used for communication and positioning the Red Cross during the year.	4	6	9 countries with government and media / smaller or internal launches in 6 National Societies

<p><b>2013b:</b> Beneficiary communication is implemented in four National Societies.</p>	<p>1 (Haiti through SMS)</p>	<p>4</p>	<p>2</p>
<p><b>Comments on the progress:</b></p> <p><b>2013a:</b> The World Disaster Report 2013 on technology and humanitarian action was launched in nine countries (Argentina, Bolivia, Ecuador, Costa Rica, Chile, Colombia, Haiti, Jamaica and Paraguay) with participation from government authorities, civil society and the media. Smaller launches also took place in the National Societies of Belize, Guatemala, Honduras, El Salvador, Nicaragua and Trinidad and Tobago. This shows a progressive increase since 2012, in the number of National Societies using the opportunity of the World Disaster Report launch to raise awareness on issues of vulnerability, development and humanitarian action with their respective governments and local partners.</p> <p><b>2013b:</b> Beneficiary communication approaches were implemented in two National Societies during 2013. For example, in Haiti, the interactive voice response (IVR) system received 1 million calls within 10 months of its launch. The IVR system also enhanced accountability towards beneficiaries during the dengue DREF operation in Guatemala.</p> <p>Nevertheless, important efforts took place to promote beneficiary communication among National Societies through different events. The Trilogy Emergency Relief Application (TERA) and Beneficiary Communications were showcased during the 8th Caribbean Conference on Comprehensive Disaster Management—one of the region’s premier events on disaster risk management—organized by the Caribbean Disaster Emergency Management Agency (CDEMA) with a focus on building collaboration for disaster between response operations, mobile companies and end users. Furthermore, the Beneficiary Communications approach and the key technological tool TERA were a key focus of the training session for National Societies at the 2013 Continental Pre-disaster Pre-Hurricane Meeting. In addition to covering Beneficiary Communications and introducing TERA and its uses for early warning, response and recovery, participants practised field interviews and discussed the importance of including communications elements before, during and after any disaster or crisis. Beneficiary Communications was also highlighted at the PADRU Think Tank, resulting in its inclusion in the zone integrated disaster model.</p> <p>In addition, four National Societies (Belize, Colombia, Guatemala and Haiti) increased their capacity to implement the Beneficiary Communications approach in their countries through the Boot Camp in Sri Lanka and will share their expertise with other National Societies in 2014 for the rollout of Beneficiary Communications in the Americas.</p> <p>Outside of the launch of the World Disaster Report, the National Societies have become <u>a source of reference for humanitarian issues and vulnerability reduction</u> through other initiatives such as the dialogues with military actors in different countries, IDRL country projects and WASH national forums.</p> <ul style="list-style-type: none"> <li>• “Maternal, Newborn and Child Health (MNCH) in the Americas: A Report on the Commitments to Women’s and Children’s Health” was launched in September 2013 in Panama. The report provides a picture of the current situation of Red Cross Red Crescent women’s and children’s health and MNCH programming in the Americas region. It was produced with support from the IFRC, in cooperation with the Canadian Red Cross and the Pan-American Health Organization/World Health Organization (PAHO/WHO). The study was conducted to help National Societies and the IFRC identify the importance of MNCH and prioritize key areas of work to improve the health of mothers and children and, therefore, to achieve the Millennium Development Goals four and five by 2015.</li> </ul>			

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

Measurement			
Targets	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013a:</b> Generate guidelines to promote the proper use of social media in accordance with the International Federation principles and values.	0	Guidelines available for social media use.	3 key guidelines documents shared with National Societies
<b>2013b:</b> Seven National Societies are using social media and begin to establish a network of communicators.	N/A	7	Most National Societies using social media.
<b>2013c:</b> % of National Societies that provide support for campaigns lead by organizations promoting values shared by the Red Cross.	N/A	Unspecified target	Read below
<p><b>Comments on the progress:</b></p> <p><b>2013a:</b> Various communications tools (the social media guidelines, managing social media during crisis, beneficiary communications materials) have been translated and sent to the Red Cross Communicators' Network. The tools were also sent to the presidents of National Societies and were presented at the Continental Pre-Hurricane meeting. It is expected that the IFRC social media guidelines are revised globally for further adaptation.</p> <p><b>2013b:</b> More than seven National Societies across the Americas are using social media sites, especially Facebook and Twitter been the most used. Furthermore, the website <a href="http://www.cruzroja.org">www.cruzroja.org</a> was re-launched – press releases, stories and pictures are being shared by the zone communicators' network.</p> <p><b>2013c:</b></p> <p>Argentine Red Cross: A road safety programme carried out together with PAU Education and the “Summer Campaign” organized with support from Vichy.</p> <p>Dominican Red Cross: Launched a sensitization campaign aimed at inclusion and participation in the risk management process of persons with disabilities</p> <p>Furthermore, several National Societies of the Americas took an active part in the <i>Your Voice</i> campaign across the social media. Particular highlights include the Twitter accounts of the Haitian Red Cross (@CroixRouge – 141.7K impressions), Ecuadorian Red Cross (@cruzrojaecuador – 50.9K impressions), Costa Rican Red Cross (@CruzRojaCRC – 16.2K impressions) and Salvadoran Red Cross Society (@cruzrojasal – 6.583 impressions). Showcasing that social media can take the messages and campaigns of the Red Cross further and help position the Red Cross within a diverse audience.</p> <p>In addition, 17 National Societies (Argentina, Bolivia, Chile, Colombia, Costa Rica, Dominica, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Mexico, Nicaragua, St Vincent and the Grenadines, Uruguay, Panama and Peru) joined the Movement's 150 years anniversary campaign celebrating with national actions such as first aid demonstrations, photo exhibitions, events and social media posts showcasing the Red Cross efforts. A video was developed by the Communications Unit for the use of the National Societies in their national 150 years anniversary campaigns.</p>			

**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			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013a:</b> Meetings are held in 10 countries with government authorities to enhance the National Societies' auxiliary role which favours the development of a tripartite cooperation agenda with at least 3 governments focusing on International Conference resolutions.	At least 7 countries	10	5 countries
<b>2013b:</b> A cumulative two National Societies have improved their skills in advocacy for legislative reform to reduce vulnerability.	N/A	2	11 National Societies
<p><b>Comments on the progress:</b></p> <p><b>2013a:</b> Meetings were held in several countries fostering strong links with governments, academic institutions, the private sector and other partners.</p> <ul style="list-style-type: none"> <li>The Americas zone office was responsible for the inclusion of green response in the final declaration of the 2013 Mechanisms for International Humanitarian Assistance (MIAH).</li> <li><b>Chile:</b> The Parliamentary Guide was received by 120 deputies and 38 senators. There was an active participation in the Risk Management Certificate Programme of the Henry Dunant Institute (15 students) and a lecture was given at the War Academy Programme of the Chilean Army (33 participants). Furthermore, high-level meetings with the Chilean Ministers of Foreign Relations and Health took place during the visit of the IFRC president. Impact of these and other meetings can be seen on the increasing thrust and support given to the Red Cross by the Chilean government. For example, the Chilean Government announced a donation of 100,000 U.S. dollars for the IFRC to support Syria.</li> <li><b>Guatemala:</b> As a result of the IDRL initiative, the relationship with the National Response System which includes 20 institutions has increased the collaboration for humanitarian actions.</li> <li><b>Paraguay:</b> A law project that benefits the Paraguayan Red Cross was presented. Furthermore, important meetings with representatives from the new government and national Congress were held.</li> <li>The COPRECOS LAC AVANZADA proposal was presented to the <b>Global Fund</b> in August. Even though the proposal was not successful at the end, the process created links with UNAIDS, UNFPA, the military/police committee COPRECOS LAC, the Sex Workers Network (RedTraSex) and the transgender network (REDLACTRANS). The zone has entered into discussion on another potential phase with the 11 Global Fund Principal Recipient role with RedTraSex for their regional 15-country HIV proposal.</li> <li>Two meetings were held with the International Development Bank about the potential partnerships related to road safety, infrastructure grants, integrated women's health centres (City Women projects) and emerging cities (urban risk reduction).</li> <li><b>Argentina:</b> The Parliamentary Guide was received by 257 deputies and 72 senators.</li> <li>The IFRC represented the Movement in a continental workshop on Community Early Warning System organized by the World Meteorological Organisation in San Jose Costa Rica in the third quarter of 2013. This workshop allowed to have a discussion with World Meteorological Organization (WMO), Hydro-met services regarding the needs of early warning systems at community level and how the Red Cross can cooperate and should be integrated into the development of localized solutions for early warning. This is in line with the global Memorandum of Understanding signed between WMO and the IFRC and is leading</li> </ul>			

to a more operationalized cooperation in the Americas.

**2013b:** 11 National Societies (Argentina, Colombia, Cuba, Dominican Republic, Ecuador, Guatemala, Nicaragua, Haiti, Jamaica, Paraguay and Peru) have improved their skills in advocacy for legislative reforms specifically in disaster law.

**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			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013a:</b> A cumulative of four National Societies, integrating a membership fee approach and a cumulative of four National Societies carrying out income generating service development.	1 National Society <sup>4</sup>	4 / 4	1
<b>2013b:</b> Two best practices in resource mobilization shared within the International Federation.		2	6
<b>2013c:</b> Five National Societies receive focused resource mobilization support.	N/A	5	6
<b>Comments on the progress:</b>			
<b>2013a:</b> Increased monitoring needs to take place for tracking National Societies integrating a membership fee approach.			
The <b>Argentine Red Cross</b> strengthened its resource mobilization with the private sector. A road safety programme carried out together with PAU Education and the "Summer Campaign" was organized with support from Vichy. The ARC agreed to Microsoft products under the Argentina Avanza Program; plan Corporate Social Responsibility Microsoft with axis in the development of the country through collaboration in education, job creation and innovation.			
<b>2013b:</b> The <b>Peruvian Red Cross</b> and the Andean Regional Representation Office are organizing an international forum on corporate social responsibility; concept notes have been developed by two international MBA interns.			
<ul style="list-style-type: none"> <li>• Through the PADRU RIT programme a volunteer from the <b>Saint Vincent and the Grenadines Red Cross</b> gained knowledge about resource mobilisation in the areas of corporate partnerships, pledge management and strategy development.</li> <li>• The Americas zone Relationships Management team proactively supported the Haiyan Typhoon emergency operation by deploying Relationships Management staff in the Asia-Pacific Zone Office</li> </ul>			

<sup>4</sup> Jamaican Red Cross.

and by supporting the dissemination of key information and encouraging donations from National Societies of the Americas. As a result, four National Societies (Chile, Costa Rica, Trinidad and Tobago and Ecuador) are fully engaged in fundraising campaigns nationwide and provided financial support to the Philippines emergency operation.

#### 2013c:

- The Ecuadorian Red Cross has finalized their resource mobilization strategy with support provided by the zone resource mobilization team. In addition, other National Societies which received technical support for resource mobilization include: Belize, Chile, El Salvador, Paraguay, and Saint Vincent and the Grenadines.
- The relationship management and accountability team of the Americas zone is now completed and with a new manager which will enable us to provide more relevant support to the National Societies and it is contributing for better resource mobilization to fund the Americas Zone Plan activities. The team assisted in fundraising for the pre-hurricane meeting, resulting in full coverage for the meeting.
- In coordination with the Disaster and Crisis Response and Early Recovery unit, a surge capacity proposal was developed to strengthen the knowledge and skills of the National Societies to better respond to disasters and improve regional coordination; the proposal was submitted to the Finnish Red Cross and approved for funding.
- Although the AVANZADA proposal was unsuccessful due to issues related to the focus and scope of the project related to the implementing agency; on a positive note there were no concerns expressed by GFATM in relation to the IFRC as Principal Recipient and there is potential for future engagement with the Global Fund in the Americas. Relationships were strengthened with COPRECOS LAC and UNAIDS allowing for future collaboration and the IFRC's Americas zone capacities in multilateral donor engagement and proposal development were strengthened.
- The Americas zone office entered into discussion on another potential phase 11 Global Fund Principal Recipient role with RedTraSex for their regional 15-country HIV proposal.
- Two meetings were held with the International Development Bank about the potential partnerships related to road safety, infrastructure grants, integrated women's health centres (City Women projects) and emerging cities (urban risk reduction).

**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			
Targets	2012 Baseline (if available)	Annual Target	Year to Date Actual
2013: Funding channelled to National Societies increases by 10% compared to 2012.	0	N/A	N/A
<b>Comments on the progress:</b> Analysis is not available by the close of this report.			

**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			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013:</b> At least 10 National Societies are represented and active in each support services network.	N/A	10	At least 8 National Societies are represented in the one support services network (Human Resources network).
<b>Comments on the progress:</b>			
<ul style="list-style-type: none"> <li>The Human Resources Communities of Practice were developed in English and Spanish. The communities include members from various National Societies within the Americas: American Red Cross, Belize Red Cross Society, Brazilian Red Cross, the Canadian Red Cross Society, Chilean Red Cross, Jamaica Red Cross, Mexican Red Cross and Paraguayan Red Cross. A number of IFRC tools and guides, policies and best practices were shared in the forums.</li> <li>Communities of practice were created in IT and the unit started to share information through them. However, the unit is assessing if the communication through this channel is effective.</li> <li>The Administration unit already created a similar community of practice and is pending activation. The unit approached different National Societies in order to establish possible focal points. Furthermore, the Administration unit is working on the information materials to be shared.</li> <li>All the support services teams (especially Human Resources, Finance and Information Systems) in the Americas zone have confirmed in 2013 their commitment towards working more closely with our member National Societies. Despite the lack of funding, steady progress was made in 2013 in consolidating and expanding the knowledge networks in Human Resources, Finance and Information systems.</li> <li>Bilaterally, the Norwegian Red Cross carried out efforts to establish a financial network for Central American National Societies.</li> </ul>			

**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			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual

<p><b>2013:</b> Working groups for strategic aims and thematic areas are created and follow up progress.</p>	<p>N/A</p>	<p>Undefined target.</p>	<p>See below</p>
<p><b>Comments on the progress:</b></p> <p>While specific working groups were not established. The secretariat, through the regional and country support offices has provided followed up to the commitments and priorities established during the XIX Inter-American Conference in Haiti in 2012. Close follow up has taken place in particular in relation to promoting social inclusion, prevention of violence and discrimination, community resilience and risk in urban contexts, use of innovative technologies to increase response efficiency, expansion of the collective logistics capacities of the Red Cross network, increasing attention to migration issues, continued application of the Red Cross role as auxiliary to the governments, advocacy for disaster and disaster risk reduction legislation, among others. Following-up the commitments made during the Inter-American Meeting in Montrouis, PADRU held a Think Tank meeting to look at ways of integrating the humanitarian trends (Migration, Urban Response, Climate Change/Green Response, Violence prevention) into our disaster response tools. With representatives of 8 National Societies (2 per region), as well as Partner National Societies, a set of matrices were developed, each providing a menu of objectives, indicators and activities that can be selected during the development of Emergency Plans of Action.</p> <p>The follow up is also clearly visible in the growing alignment of National Societies' Strategic Plans with the Strategy 2020 and its strategic aims. By the end of 2013, 22 National Societies had Strategic Plans aligned with S2020. At the same time, through the technical support of the Americas zone office, the key humanitarian trends continue to be incorporated more and more within the programming of National Societies.</p>			

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

<p>Measurement</p>			
<p>Target</p>	<p>2012 Baseline (if available)</p>	<p>Annual Target</p>	<p>Year to Date Actual</p>
<p><b>2013:</b> Six peer-to-peer initiatives have been promoted, documented and disseminated.</p>	<p>At least 14 National Societies. [7 peer-to-peer initiatives]</p>	<p>6 initiatives</p>	<p>8 peer to peer initiatives</p>
<p><b>Comments on the progress:</b></p> <p>Peer-to-peer support was established between the following National Societies:</p> <ul style="list-style-type: none"> <li>• The Honduran Red Cross and Costa Rican Red Cross to support the Honduran Red Cross in creating a visual identity manual. Also,</li> <li>• The Salvadoran Red Cross Society and the Ecuadorian Red Cross exchanged knowledge for organisational development. In addition,</li> <li>• The Guatemalan Red Cross and the Salvadoran Red Cross Society exchanged knowledge on best practices on development and management.</li> <li>• The Chilean Red Cross provided peer support to the Bolivian Red Cross in the drafting process of a national youth policy, while the Colombian Red Cross Society provided peer-to-peer support to the</li> </ul>			

Salvadoran Red Cross Society to plan and facilitate a national workshop on youth.

- Two internships took place, with the Mexican Red Cross hosting the Colombian and Paraguayan Red Cross Societies. The internships have boosted horizontal cooperation among resource mobilization focal points in the Americas and promoted best practices in the area of social corporate responsibility, marketing and national resource mobilization initiatives.

Furthermore, there were several spaces for knowledge-exchange between National Societies including the following:

- Technical experts from several National Societies collaborated with CRREC to adapt health assessments to include HIV and AIDS, NBCH and WASH management
- The Dominican Red Cross and the Haitian Red Cross held the binational meeting to update and ratify the bilateral cooperation agreement focusing on the Montrouis Commitments.
- Nine experts from six Caribbean National Societies collaborated with CADRIM tools.
- The Colombian Red Cross Society dengue prevention video was shared with all the National Societies for adaptation.

**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.

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

The outputs above and its related targets were cancelled due to lack of progress and resources in 2012 and 2013.

**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			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013a:</b> 25 National Societies have a plan aligned with Strategy 2020.	12	25	22 <i>(cumulative)</i>
<b>2013b:</b> 16 National Societies are providing data on all seven FWRS indicators.	6	16	29
<b>2013c:</b> 20 National Societies are providing data on one or more FWRS indicators.	9	20	35
<b>Comments on the progress:</b>			
<p><b>2013a:</b> 22 National Societies (Argentina, Bahamas, Barbados, Belize, Bolivian, Canada, Chile, Costa Rica, Colombia, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Nicaragua, Panama, Paraguay, Peru and Venezuela) have aligned their Strategic Plans to Strategy 2020. One additional National Society (Uruguay) started the process to renew its Strategic Plans and will finalize it in 2014. The first monitoring report on the alignment with <i>Strategy 2020/IAFA</i> and the National Society</p>			

strategic plans was done, although not 100 per cent of National Societies sent the information.

**2013b:** 29 National Societies uploaded information on all seven of the seven proxy indicators; these are: Antigua and Barbuda, Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Dominica, Dominican Republic, Ecuador, Salvador, Grenada, Guatemala, Haiti, Honduras, Jamaica, Nicaragua, Panama, Paraguay, Peru, Saint Lucia, Saint Vincent and the Grenadines, United States of America, Uruguay and Venezuela.

**2013c:** In addition, it is remarkable that the 35 National Societies have uploaded information on at least one of the seven proxy indicators. More specifically, 34 National Societies have uploaded information in at least four or more proxy indicators, while Guyana Red Cross Society provided information in only one KPI.

**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			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
2013: Target not defined.	N/A	N/A	See below
<b>Comments on the progress:</b>			
<p>The IFRC Framework was shared and promoted at different instances throughout the year. When evaluations are carried out, the Relationship Management and Accountability unit brings attention to the guidelines outlined in the Framework for compliance.</p> <p>External accountability and knowledge-sharing continued, increasing to eight the number of evaluations uploaded on the IFRC evaluation database in 2013. Furthermore, three important programme evaluations were commissioned in Haiti: a water and sanitation Federation-wide technical review; an IDRL evaluation; and a mid-term evaluation of the Hong Kong Red Cross- funded disaster risk management project to measure the outputs, outcomes and potential impact of the disaster risk management programme of the Haitian Red Cross.</p>			

**Output 5.5.2:** All disaster operations in the Americas meet the criteria to carry out a real-time evaluation.

Measurement			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
2013: N/A	During 2012, none of the emergencies in the region met the criteria to carry out a real-time evaluation.	0	1
<b>Comments on the progress:</b>			
<p>One new disaster operation in 2013 met the criteria to carry out a Real Time Evaluation (RTE) (the Cuba – Hurricane Sandy Operation) and is in line with the IFRC Framework for Evaluations. An RTE was completed in 2013 and a final report will be shared on 2014.</p>			

**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			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual
<b>2013:</b> Dissemination of key policies are mainstreamed in five events and trainings in the region.	N/A	5	See below
<p><b>Comments on the progress:</b> Some key policies were mainstreamed in events and trainings in the regions:</p> <ul style="list-style-type: none"> <li>• The Anti-fraud and Anti-corruption policy was widely shared within the Peruvian Red Cross and the Paraguayan Red Cross.</li> <li>• The Red Cross Society of Panama was advised and guided for finding more convenient domain names for the National Society web pages. The Dominican Red Cross also received support to design its new website.</li> <li>• Human resource support and guideline documents were provided to Belize, Jamaican and Paraguayan Red Cross Societies.</li> <li>• The PMER Pocket Guide was translated for use of the Spanish-speaking National Societies to support them in planning, monitoring, evaluation and reporting. Dominican Republic: 30 presidents of 30 provincial branches of Dominican Red Cross improved their knowledge of the PPP methodology, contributing to the revision of the draft document of the strategic plan of the National Society, approved at the General Assembly of the Dominican Red Cross.</li> <li>• 532 Red Cross members in the Americas completed the PPP training on the Learning Platform from 29 different National Societies.</li> </ul> <p>The lack of resources to promote a development approach in support services as well as the weak links between the National Societies and the IFRC support services functions have led to a slow progress in this area. Some policies and guiding documents on Finance, Human Resources and Information Systems have been shared with National Societies in 2013.</p>			

**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			
Target	2012 Baseline (if available)	Annual Target	Year to Date Actual

<p><b>2013:</b> Six National Societies have moved from the WA to the CT system.</p>	<p>0</p>	<p>6</p>	<p>3 National Societies evaluated</p>
<p><b>Comments on the progress:</b> Two National Societies (Costa Rica and Colombia) were certified to be able to move to a Cash Transfer system, after completing an evaluation. The evaluation of the Ecuadorian Red Cross took place in the last quarter of the year.</p> <p>In order to improve the finance capacity of the National Societies in the Americas ad-hoc support was part of the work in 2013: the hiring a Finance Development Officer at the Buenos Aires office; a workshop for the Chilean Red Cross to outline the Cash Transfer system; evaluation of the current financial and administration system of the Dominican and Paraguayan National Societies in order to address their structure, updating, and to ensure their optimal functioning and compliance with standards; new programme coordinators in the Guatemalan Red Cross and staff from 12 branches in the Uruguayan Red Cross increased their knowledge on finance and management of IFRC funds.</p>			

**Output 5.6.3:** The Americas Zone Office is seen as a well-functioning support unit by the National Societies.

<p>Measurement</p>			
<p>Target</p>	<p>2012 Baseline (if available)</p>	<p>Annual Target</p>	<p>Year to Date Actual</p>
<p><b>2013:</b> 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>	<p>0</p>	<p>See below</p>
<p><b>Comments on the progress:</b></p> <ul style="list-style-type: none"> <li>• A retendering process was conducted to reduce costs and increase efficiency in travel management; land line phone service; cell phone services; video-conferencing; transport agency; internet service and legal advisory services. All the IFRC offices in the Americas have an accurate picture of the office running costs, and this will facilitate the 2014 budgeting process.</li> <li>• Several National Societies (American, Canadian, Finnish, Norwegian and Spanish Red Cross Societies) and the ICRC were hosted in the secretariat office space in different locations of the region.</li> <li>• Staff meetings were held to explain and disseminate security and safety procedures; insurance policies for delegates; the performance appraisal; zone financial KPIs; new national staff regulations; and the job classification system for international staff.</li> <li>• A web-based platform is being developed to capture the Americas zone office quarterly reports and possibly project reports in order to improve our performance in monitoring and reporting. Testing to take place during 2014.</li> <li>• Increased ownership of CADRIM and its services by Caribbean National Societies (demonstrated by frequent requests and collaboration).</li> <li>• Compliance with internal audit recommendations.</li> </ul>			

## Stakeholder participation and feedback

Together with Movement partners, which include Partner National Societies (PNS) and the International Committee of the Red Cross, the Americas zone's mission is to enhance coordination, strategic programming, knowledge-sharing, capacity building, fundraising, communications and support to the implementation of programmes and projects. During 2013, approximately 15 PNS remained active in the region, supporting National Societies and/or the IFRC through bilateral and multilateral programming in a range of thematic and organisational development areas. Unfortunately the number of PNS working in the Americas has been reduced over the last two years as global economic stresses have prompted several PNS' focus their development programming in other continents. Part of this can also be attributed to choices based on macro-economic and social indicators, which demonstrate progress in the Americas but fail to account for the fact that the Americas region has the greatest economic inequality in the world. This has placed additional pressures on the ability of the Red Cross to harness the resources needed to provide the necessary programmes and services to the region's most vulnerable populations.

The Americas Zone principal stakeholders are the 35 National Societies that work directly with the most vulnerable people and communities throughout the region. As part of the coordination responsibilities of the Americas zone office, it has promoted and supported the participation of National Societies and IFRC technical staff to key regional and global events such as the Head of States meeting of the Central America Integrated System Partners Group for Risk Management and Safe Development, the International Search and Rescue Advisory Group (INSARAG) meetings, the Regional WASH Group events, the IFRC Global Health Team and Global First Aid meetings, the International Humanitarian Assistance Mechanisms (MIAH) meeting, among others. These events allowed the National Societies in the Americas and IFRC to build dialogue and reinforce cooperation with several regional and global partners international organization, regional coordination mechanisms, national governments and other regional and global organizations. Some of the different thematic areas discussed include resilience, disaster risk reduction, disaster law, water, sanitation and hygiene, health, climate change, the auxiliary role of National Societies, coordination with the private sector and military actors, risk in urban settings, among others.

The Americas Director of Zone represented the IFRC in high-level dialogue at the World Economic Forum in Lima, Peru. The strategic dialogues with representatives of the Latin American Development Bank (CAF), Phillips and Zurich have resulted in new strategic regional partnerships with CAF, Phillips Latin America, and The Nature Conservatory. As a result of these high-level dialogues, the Americas zone office established a partnership with the Zurich Insurance Group and the Mexican Red Cross to work on resilience to floods in the Mexican state of Tabasco. Based on this initial partnership, it is possible that the partnership with the Zurich Insurance Group in the Americas could develop further in 2014 to work together on community resilience and National Society's capacity building.

In 2013, there has been continued work on coordination and collaboration mechanisms with regional partners. For example, the first continental cooperation meeting in four years was held with the participation of 13 Partner National Societies from the Americas, Europe, the Middle East and Asia Pacific, and the IFRC vice-president for the Americas, as well as representatives from regional Red Cross bodies, ICRC and the Americas zone. The meeting was an opportunity to consult partners on the new Cooperation Framework and Integrity Mechanisms and to present new initiatives related to key trends and innovative technologies. Furthermore, the Americas Cooperation Framework and the Country Cooperation Agenda were discussed widely with National Societies of the region, the secretariat and Movement partners through regional cooperation meetings.

Good coordination has been maintained with the United Nations system in several countries including Chile, Guatemala, El Salvador, Haiti, Honduras, Nicaragua and Paraguay, in particular with UNDP, OCHA and the Humanitarian Country Teams. The National Societies of Honduras and Nicaragua, for example, regularly shared information with OCHA and participated in the coordination of risk management drills in both countries. In Chile, the IFRC participated actively as part of the International Humanitarian Network and had an important

role supporting the institutions of the Chilean state responsible for disaster risk reduction. At the International Humanitarian Assistance Mechanisms (MIAH) meeting in Jamaica, the secretariat and the Jamaica Red Cross presented “Strengthening public and private partnerships--towards a common regional platform for humanitarian action.” The IFRC gave a presentation on the importance of promoting green response during interventions based on lessons from the Red Cross and the Jamaica Red Cross presented on their disaster law project.

In addition, the partnership with the principal Caribbean disaster risk management intergovernmental organization, CDEMA, was strengthened by the continuing co-chairmanship by the regional representative of the Civil Society Committee and the participation of the Education Committee, the Sector Lead Committee and the Coordination and Harmonization Council. Three presentations from the Caribbean National Societies were accepted and presented at the CDEMA conference in Jamaica, where a regional comprehensive disaster management strategy was launched.

### Key Risks or Positive Factors

Channelling capacities and responsibilities will be a gradual process; adequate resources will be required to ensure strategic analysis and progressive learning to understand the trends and in what way they are increasing vulnerability at country level so that programming can be adapted. The aim, therefore, is to ensure that the Red Cross remains current and is in a position to face evolving challenges.

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
Positive: National Societies are increasingly interested in the use of innovation tools for improved implementation of activities (OKD, Mega V, Tera, among others).	M	Opportunity to continue supporting National Societies to use these tools and to find new spaces for partnership in innovation.
Risk: Future initiatives to engage with the Global Fund on becoming Principal Recipient for Global Fund grants will require additional support and technical resources from the global network.	M	If the direction is to access to Global Fund funds, it is important to decide: <ul style="list-style-type: none"> <li>a. What capacities we need in place within the IFRC.</li> <li>b. How far do we want to go on development matters.</li> </ul> Mind-set of business as usual and evolving business.
Risk: Close follow up needed to address situations in the National Societies of Nicaragua, Paraguay, Brazil and Uruguay.	H	The Americas zone extended senior management team is closely following up the evolution of these issues, and set up peer evaluation teams as needed.
Close follow up on Colombia's situation and peace process, as it opens a window of opportunity to increase IFRC's presence in the country. The government is very favourable to a possible agreement with IFRC.	M	The IFRC has agreed with the President of the Colombian Red Cross that in 2014 some humanitarian Diplomacy activities should be implemented to better position the National Society within the peace process
Government policies related to disaster response are challenging the role of national societies used to have and conditions to operate with freedom are at risk in some countries.	M	Increase on Red Cross auxiliary role and also on national society diversification of relationships with Government authorities it is promoted
Quality of the tools, methodologies and process can be deteriorating due to the fragmentation of initiatives that Movement	M	Cooperation meetings have been intensified at country and zone level aiming to improve this and other issues of

partners are developing. This is challenging NS capacity to operate with standard tools.		coordination
Increase competition from within the Movement and also external actors may affect sustainable programming.	H	Initial phase is to improve coordination within Movement partners to avoid duplication and ensure more complementarity.

## Lessons learned and looking ahead

- The implementation of the adjustment process produced delays in our implementation during several months of 2013. There was a need to recruit several positions, organise units or reorganise others to better respond to the Commitments made as a result of the Inter American Conference outcomes. This led to, adapt procedures and communication lines. All of this was successfully done and we have now a zone office better aligned to deliver the support required by our member National Societies.
- Our involvement with the Global Fund to be the principal recipient of a regional grant (16 countries) to fight HIV and AIDS and reduce stigma against affected populations was not successful but required a huge investment of time and energy by some of our team members. It was a great opportunity to understand better this key donor and to position ourselves as a potential partner, but the Secretariat needs to develop some kind of “surge capacity” to ensure that we can engage in this kind of proposals without overwhelming our teams.
- The Learning and Innovation area, which includes the three regional reference centres, has demonstrated in 2013 to be an area of great potential for National Societies. The scale up in the adoption of the Learning Platform, the implementation of innovations in numerous National Societies, emergency operations and increased involvement of the reference centres in supporting National Society activities are clear indicators that Learning and Innovation should continue to be promoted in 2014 and beyond.
- Urban disaster and emergency response and urban risk reduction has growth great level of interest from different actors and government authorities. A Comprehensive approach for these two sectors it is required and needed.

## Financial situation

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

## How we work

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

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



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](http://www.ifrc.org)

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