

# Revised Plan 2011



## Americas Zone

### Executive summary

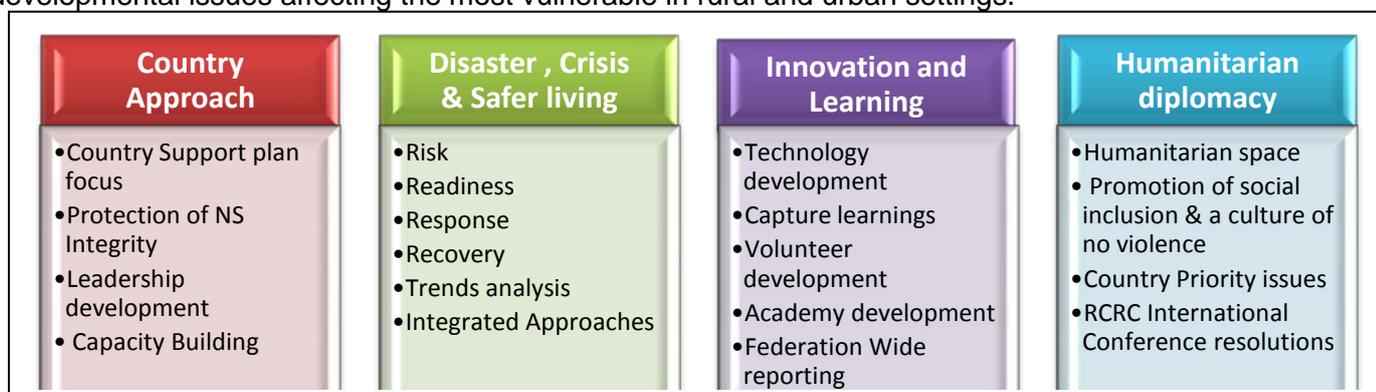
In the Americas, traditional cooperation funds appear to be diminishing under the rationale that the continent has positive economic indicators. However, as the United Nations Development Programme's Human Development Report 2010 clearly demonstrates, inequality particularly in health, education and income reduces the positive performance in Latin America and the Caribbean by one-fourth with Haiti, Bolivia, Guatemala, Peru, and Panama showing the most substantial inequalities. In fact, the Americas region is the most unequal in the world, exacerbating vulnerability in particular amongst women, indigenous populations and those of African descent.<sup>1</sup>

Humanitarian needs in the Americas are constantly growing as populations are confronting increased vulnerability and associated risks due to the impacts of disasters and epidemic outbreaks compounded by escalating levels of violence, migration, emerging diseases, climate change and unplanned urbanization.

Given this context the International Federation of Red Cross and Red Crescent (IFRC) is committed to supporting the National Societies to *do more, do better and reach further* in order to address the humanitarian challenges faced by the Red Cross Societies in the Americas. Tens of thousands of Red Cross volunteers and staff in more than 3,000 local offices in 35 National Societies in the continent serve millions of people living in conditions of high vulnerability and risk. The IFRC will make all possible efforts to reinforce the National Societies to improve the vulnerable conditions of people living at risk, increasing community resilience through active community mobilization.

The support provided by the Americas Zone focuses on mainstreaming compliance with the Inter-American Plan and working towards full alignment with the IFRC's *Strategy 2020*. Although based on the original planning for 2010–2011, the structure of this Plan reflects the strong movement in the direction of *Strategy 2020*.

As of 2011, the Americas Zone is placing particular attention in four key strategic areas that will be complemented by distinct functions to work more effectively to address the main humanitarian and developmental issues affecting the most vulnerable in rural and urban settings.



<sup>1</sup> Kabeer, Naila. Can the MDGs provide a pathway to social justice? The challenge of intersecting inequalities. Institute of Development Studies, 2010.

The four strategic areas focus on the following:

- Initiatives at community level including **protecting livelihoods** and increasing community resilience, integrated programme approaches with strong volunteer participation and facilitating partnerships.
- Cooperation mechanisms in the form of **south-south cooperation**, internships, use of the Centres of Reference, promotion of thematic holders and bridging of the continental divide through the **use of technology for innovation and learning**.
- A strengthened **humanitarian response system** with enhanced early recovery capacities by taking advantage of the capacity and experience of the Red Cross local-global network and improvement of relationships, synergies and knowledge-sharing with **civil and military** entities.
- Reinforced capacities to support National Societies that have interest in engaging in **humanitarian** issues such as **urban risk, migration, pandemic outbreaks, violence prevention, re-emerging diseases, climate change and food security**.
- **High-quality services** for National Societies' governance to make them stronger, including baseline **appraisals and rating against agreed criteria of excellence**. This will also incorporate strategic planning, as well as increased accountability and improvement of **Federation-wide reporting**. Technical advice on resource mobilization, communications **and leadership development** will also be provided.
- **Learning opportunities** with specialized institutions for volunteers, staff and members. In addition, think tank initiatives will renew and generate new knowledge to analyze and develop further understanding of current humanitarian and development challenges and seek innovative solutions.

The IFRC **Americas Zone** consists of: a Zone Office including the Pan American Disaster Response Unit located in Panama and five **Regional Representations**, covering Central America and Mexico, the Andean Region, the Southern Cone and Brazil, the anglophone Caribbean and the Latin Caribbean which are located in San José, Costa Rica; Lima, Peru; Buenos Aires, Argentina, Port of Spain, Trinidad and Santo Domingo, Dominican Republic respectively.<sup>2</sup>

The aim of the Americas Zone is to ensure that invested resources have as much impact as possible at the country level. To this end, during 2009 close consultation with the National Societies was carried out leading to the **development of country support plans** for 2010–2011. The lessons learnt from this process have served to adjust and improve the plans implemented in 2010, by revising and updating existing country support plans using a more participatory and inclusive methodology. A total of 14 country support plans, have been revised so far, and as of 2012 the aim is to reach more National Societies, both in planning and implementation. In addition to the development specific proposals for Haiti and Chile, both countries recovering from the major earthquakes in 2010. Regional, continental and global activities will also be reflected in the country plans but in a complementary manner. In addition, there is one Regional plan for the Caribbean that details tailored support to individual National Societies.

Zone programming will focus on the implementation of country support plans, recognizing that the Zone/Regional role is to promote the understanding and integration of **emerging, forgotten or excluded humanitarian themes/trends** into the work of National Societies. This is vital to remain relevant and effective humanitarian actors, and also for the growing of IFRC business<sup>3</sup>. In all cases, the rationale is to increase efficiency, service delivery and become more needs driven. The Americas Zone Office will also maintain the overall capacity for **effective disaster response and early recovery from the effects of disasters and crisis**, while promoting a **comprehensive and integrated approach for**

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<sup>2</sup> For more details on the Regional Representations' priorities of support to the National Societies they cover, please refer to their respective plans.

<sup>3</sup> In reference to our Business Model and its business lines to accomplish S2020

**disaster risk management and social health care initiatives.** In order to increase efficiency, the Zone Office will make efforts to increase the involvement of National Societies with strengths and expertise related to disasters and crisis in initiatives such as continental risk reduction, readiness, response and recovery.

**Regional representations** play a critical role in providing and coordinating services to the membership through the following three areas:

1. Facilitate links between National Societies and with their public and governments.
2. Function as a centre of development and aid National Societies to become stronger.
3. Coordinate IFRC support to National Societies in their work with vulnerable people.

**Lean and efficient Regional Representations** have the **overall responsibility for leading the process of producing country support plans** together with the respective National Society and with the support of the IFRC technical teams.

While the services provided to National Societies will vary according to articulated needs, Regional Representations will increase attention on the provision of the following service priorities<sup>4</sup>:

- Resource mobilization
- Finance development
- Knowledge (and information) management
- Capacity building

By the end of 2010 the Americas Zone will have made ample progress in expanding its presence through small-sized sub-regional offices, providing increased **tailored services to National Societies** and improved coordination capacity with Movement partners, government authorities, UN agencies and NGOs. In line with this, three Regional Representations: Buenos Aires, Santo Domingo and San José are operating within the National Societies' premises and provide closer support to the hosting National Society.

In 2011 the IFRC presence in Haiti and Chile will continue due to the earthquake response operations. Furthermore, additional direct country-level support will be provided in Barbados, Ecuador, El Salvador, Honduras, Nicaragua and Peru. Country presence in other National Societies will depend on needs and capacities.

Although support to the National Societies will focus on Latin America and the Caribbean, the Americas Zone Office will develop strategic dialogue and coordination with the National Societies of the United States and Canada, increasing their role and participation in the different initiatives that the Red Cross is implementing in the Americas and will continue promoting the development of a North America initiative for cooperation and knowledge-sharing in key humanitarian issues.

Increased attention will be given to support National Societies to secure humanitarian space, the understanding of the Red Cross auxiliary role, and increasing recognition of Red Cross Societies as credible and acknowledged voices in governments' decision-making in the area of humanitarian and developmental issues.

The preparations for the XIX **Inter-American Conference** that will take place in September 2011 in Haiti will also serve as an opportunity to develop a framework for the coming four years. The process will include a review of the Inter-American Plan 2007 – 2011 and the development of a new plan. The outcomes of the review will provide important information to identify areas which should continue to be reinforced for the coming years and also to adapt the Inter-American plan to the global directions of *Strategy 2020*.

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<sup>4</sup> These service priorities have been selected from the findings and recommendations of the 'Study of the Americas' based on individual country analysis of most of the National Societies in the Americas and are in line with the S2020 strategic directions.

**The total 2010–2011 budget for the Americas Zone Office is 7,301,834 Swiss francs**  
[Click here to go directly to the attached summary budget of the plan.](#)

**Click on the following plan name to access the support plan:**

[Caribbean](#)

**Latin Caribbean:** [Cuba](#) and [Dominican Republic](#)

**Andean Region:** [Bolivia](#), [Colombia](#), [Ecuador](#) and [Peru](#)

**Southern Cone and Brazil:** [Argentina](#), [Paraguay](#) and [Uruguay](#)

**Central America and Mexico:** [Costa Rica](#), [El Salvador](#), [Guatemala](#), [Honduras](#) and [Nicaragua](#)

## Context

Vulnerabilities are not only growing in the Americas Zone, they are shifting and changing as a result of increasing violence, issues related to urban slums, irregular migration, food insecurity and climate change.

The American continent has a population of approximately **900,000,000**, covering 8.3 per cent of the Earth's total surface area (30 per cent of its land area<sup>5</sup>), and about 14 per cent of the human population. It is estimated that **by 2030, 84 per cent of Latin America and the Caribbean will be urbanized<sup>6</sup>**, a reality comparable to the United States. In the year 2000 there were 33 million indigenous peoples in Latin and North America, 72 per cent (approximately 24 million) live in Bolivia, Guatemala, Mexico and Peru. The **671 indigenous groups** live in precarious conditions with **limited access to basic services<sup>7</sup>**. Within this ethnic diversity, afro-descendant populations have a strong presence in the greater Caribbean and their socio-demographic profiles are different from those of the “*mestizo*” population.

The **challenges faced by development** in the Americas **will not disappear as long as the causes persist: high levels of inequality** in the Americas reflected in the growing number of people living under the poverty line, **poor access to basic services resulting in low levels of social protection**, are issues that have direct consequences on the increase in violence, migration, and unplanned development in urban areas. Furthermore, lack of employment opportunities for adults results in their insertion into the informal economy. Inequality is to a great extent due to discrimination and exclusion with regard to gender or ethnicity. A high percentage of households which are led by a woman are living in extreme poverty, and the incidence of poverty among indigenous groups is twice than that among *mestizo* groups. The Human Development Report's new Multidimensional Poverty Index which measures multiple deprivations in health, education and living standards estimates that 10 per cent of the region's people live in conditions of multidimensional poverty.

The Economic Commission for Latin America and the Caribbean (ECLC) estimates that the number of Latin Americans living in extreme poverty will rise by 4 million in 2010 although the region's economy will grow by 3.4 per cent after contracting by 2.1 percent in 2009. ECLAC also states that the number of poor people across Latin America increased to 189 million last year, compared with 180 million in 2008. An ECLAC report also revealed that the unemployment rate rose in 2009 in Latin America to 8.5 percent and that informal employment also increased.

### Violence and security

Safety has become one of the biggest concerns as violence in the Americas escalates. This includes a growing number of gangs and drug related organized violence with transborder networks. In Latin America the homicide rates are between 40–56 per cent higher than in the rest of the world (World Development Report 2010). The Caribbean ranks in first place when it comes to murder rates in the

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<sup>5</sup> ECLAC, Summit of the Americas 1994–2009, Selected Indicators

<sup>6</sup> United Nations Information Service

<sup>7</sup> International Federation, Study of the Americas

world (at 30 per 100,000 population annually), and Jamaica has the highest murder rate in the world. South America ranks third (with a murder rate at 26 per 100,000 annually) and Central America ranks fifth (with a rate at 22 per 100,000 populations annually) with regard to murder rates in the world.<sup>8</sup>

## Urbanization

There has been a **significant growth of the urban population living in unplanned housing developments**, resulting in an increase in the number and volume of illegal and informal settlements, proliferation of slums, worsening of housing conditions, overcrowded households and greater pressure on education, health, sanitation, transportation and recreational services. These **urban settlements raise new patterns of vulnerability towards natural hazards**. It is estimated that in 2001 there were **128 million people in Latin America and the Caribbean living in precarious dwellings**. The countries where more than half of the urban population lives in hovels are Haiti (86 per cent), Nicaragua (81 per cent), Peru (68 per cent), Belize (62 per cent), Guatemala (62 per cent), and Bolivia (61 per cent). The Brazilian *favelas* alone are home to 6.5 million people and the forgotten cities in the suburbs of Buenos Aires have 1.3 million inhabitants in overcrowded and precarious conditions.

In the Americas, **45 cities can be considered megalopolis** or millionenstadt (cities with populations of more than one million) characterized by high population density, such as Sao Paulo (18.8 million), Mexico City (19.0 million), Buenos Aires (12.7 million), Rio de Janeiro (15.4 million)<sup>9</sup>, Bogota (7.7 million), Lima (8.0 million) and Santiago de Chile (5.7 million).<sup>10</sup> According to the Economic Commission for Latin America and the Caribbean, by 2010–2015 all countries except Belize will have more than 50 per cent of the population living in cities.

## Natural Resources and Climate Change

The **region continues to lose forest cover at an incredibly fast pace**. Deforestation in Latin America and the Caribbean is a growing problem and could be aggravated by the impact of climate change. In 2005, the Americas accounted for almost 40 per cent of global forested areas and 30 per cent of the world's total. The countries with the largest area of deforested land are Brazil (23 million hectares), Mexico (6.3 million hectares) and Argentina (2 million hectares). The largest decreases were registered in Ecuador and Haiti, although a significant deforestation rate has been seen in Mesoamerica, namely Belize, El Salvador, Guatemala, Honduras, Mexico, Nicaragua and Panama. In the Caribbean – amongst the countries for which data is available – deforestation has advanced in Dominica, Jamaica, Saint Lucia and Trinidad and Tobago.

Climate change will result in changes in fishing, agricultural and tourism patterns, **affecting livelihoods** as well as in an increase of flooding risk in low coastal areas and the recurrence and intensity of events of hydro-meteorological origin. Special attention should be paid to the vulnerability of the small islands of the Caribbean. ECLAC states that over 50 per cent of the rural population in Latin America and the Caribbean is particularly vulnerable to the effects of climate change on agriculture.

## Migration

Migrants from Latin America and the Caribbean make up over 13 per cent of the world's total international migrants. Between 2000 and 2005 the migration flow increased by 4,000,000 people in the Americas, **25 million migrants within/from Latin America and the Caribbean** according to the Economic Commission for Latin America and the Caribbean. Countries such as Venezuela, Honduras, Brazil, Guatemala, Mexico and Ecuador are those with the highest levels of migration to the United States. Meanwhile, migration to Western Europe has increased from countries such as Brazil, Colombia, Ecuador and Argentina.

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<sup>8</sup> Crime, Violence and Development: Trends, Costs and Policy Options in the Caribbean, the United Nations Office in Drugs and Crime and the Latin America and Caribbean Region of the World Bank, 2007.

<sup>9</sup> Brazilian Institute of Geography and Statistics, 2007

<sup>10</sup> UNDATA, Country Profiles, 2007

A great challenge to understand issues relating to migration is the **lack of information and registration**, which hides the serious realities of migrants, increasing their vulnerability in their country of destination and during the transit period. Such conditions increase the risks of migrant populations becoming prey to trafficking and networks of exploitation.

**The migrant populations at a higher risk and vulnerability are women, adolescents and children** who face different types of violence, especially sexual violence, often resulting in unwanted pregnancies and sexually transmitted illnesses. The reality of migrants often leads the most vulnerable to commercial sex practices in order to meet their basic needs.

### **Risk – the natural hazards and new factors of vulnerability**

The continent presents high levels of **vulnerability resulting from natural hazards**.

In **South America**, the Pacific Coast is an area dramatically exposed to seismic and volcanic activity. The Andean mountains, densely populated in Bolivia and Ecuador, have major cities and important concentrations of population settled in the very active and fertile volcanic cones. In the tropical region, Venezuela and Colombia are frequently affected by hurricanes and Brazil and Peru by heavy rains. In the plains of the Atlantic episodes of flooding and droughts are common. There are also desert zones in Chile, Argentina, Bolivia, and Paraguay, with extreme temperatures and flash floods that frequently affect the population.

**Central America's** major cities tend to lie in high risk areas prone to natural hazards, which increase the vulnerability of populations. All Central American countries are vulnerable to hurricanes, flooding and mudslides and some countries like Costa Rica, Nicaragua, El Salvador and Guatemala have strong volcanic and seismic activity.

The **Caribbean** region is highly vulnerable to extreme weather and is commonly hard-hit by hurricanes, having experienced exceptional destruction from these in the past few years. These islands also lie in an active seismic zone and endure volcanic eruptions and earthquakes.

The American continent is facing unplanned and disproportionate urban expansion, and an inappropriate use of soil, as well as deforestation and erosion-generating practices. There is limited capacity to face natural events: in 2004-2005 the lives of thousands were claimed; and in 2007 and 2008 many died and tens of thousands were left affected by events of greater (and smaller scale) impact such as the earthquake in Peru, hurricanes in the Caribbean and Central America, volcanic eruptions, floods, drought and other climatic conditions that every year threaten millions of people.

In 2010, it is estimated that some 300,000 lives were lost in Haiti as a result of the devastating earthquake in January which hit the capital, Port-au-Prince and surrounding areas, and around 2.3 million people were displaced. The outbreak of cholera in the country in October is further complicating emergency response and emphasizing the critical needs in clean water and sanitation. In Chile, the earthquake of the end of February took over 700 lives and resulted in widespread damage and loss of livelihoods; it is estimated that 279,000 families' houses were damaged by the disaster. In particular in Haiti, there will be a need for years of work to be able to contribute towards recovery and sustainable livelihoods.

### **Health**

In the area of health, the main indicators for maternal mortality rates show a slight improvement. The worst indicators can be found in Haiti, Bolivia, Peru, Guyana, Honduras and Guatemala; **still there are very low indicators for coverage of attended childbirth** in Central America and the Andean Region. Though all countries show improvements in diminishing child mortality under five rates, improvement is still lower than needed for achievement of the relevant Millennium Development Goals (MDG). In this aspect, the least positive indicators are in Bolivia, Guatemala, Guyana, Haiti, Dominican Republic and Trinidad and Tobago according to MDG UN 2008 statistics.

In 2009, UNAIDS<sup>11</sup> estimated the number of people living with HIV and AIDS at 2.0 million in Latin America and 240,000 in the Caribbean. The countries most affected by HIV and AIDS according to the 2008 UNAIDS<sup>12</sup> report (prevalence higher than 1 per cent between the ages of 15–49) are Bahamas 3.0 per cent, Guyana 2.5 per cent, Suriname 2.4 per cent, Haiti 2.2 per cent, Belize 2.1 per cent, Jamaica 1.6 per cent, Trinidad and Tobago 1.5, Barbados 1.2 per cent and the Dominican Republic 1.1 per cent. The Caribbean presents the second highest prevalence in the world, second only to Sub-Saharan Africa - with a rate of 1.1 per cent that continues to grow. It must be taken into account that in some countries data is incomplete so it is estimated that there could be a significant percentage of non-registered cases.

## Priorities and current work with partners

The gradual development of country plans with the Red Cross Societies is critical in the process of providing constantly improved membership and programme services to the National Societies. The emphasis in 2011 will be to come even closer to the needs and capacities of the Red Cross Societies in the Americas and pay further attention to vulnerability reduction and prioritization of needs.

In 2011, a total of 14 country level plans are in place, together with 1 regional plan for the anglophone Caribbean region and a Zone plan. In addition, specific plans have been developed for the Haiti earthquake and the Chile earthquake response and recovery operations. The Haiti earthquake operation plan of action was developed by the secretariat in close cooperation with the Haitian Red Cross Society on the basis of the Emergency Appeal; the Chilean Red Cross plan of action for the earthquake operation is also based on the Federation's Emergency Appeal, and includes bilateral programming. The aim for 2011 is to move towards having individual country plans for additional National Societies, ensuring that by 2012 the majority of the National Societies have an individual country support plan which expressly supports the strengthening of local branches and National Society actions at the community level, as well as ensuring reinforcement of headquarters structures.

By building a closer relationship with National Societies and creating an atmosphere of confidence and trust, the Americas Zone will provide permanent attention to integrity risks and accountability matters, so that these topics can be openly discussed in a transparent and timely manner to find solutions.

Networking will serve as a key component towards **improving existing policies, standards, tools, methodologies and processes.**

The Americas Zone will continue to provide specific services to **facilitate the implementation of Partner National Societies' (PNSs) bilateral programmes** in the Americas. **Hosting Red Cross Societies within the IFRC's offices** will become a key factor to enhance information-sharing, coordination, and monitoring and accountability practices.

With the aim of increasing coordination and strategic dialogue, the **International Committee of the Red Cross (ICRC), the American Red Cross, the Canadian Red Cross, the Finnish Red Cross, the Norwegian Red Cross and the Spanish Red Cross** have included their representatives within the IFRC premises in Panama, this will help to do more, to do better and reach further as a Movement.

The Americas Zone will seek dialogue and explore activities with other actors that are expanding their role in humanitarian response, including civil protection, the military and the corporate sector. This will include more analysis of how the Americas Zones engages with these actors at national and international levels, whilst ensuring adherence to the Fundamental Principles – specifically neutrality and independence.

Furthermore, increased attention will be concentrated on improving National Societies' services and systems to support modernization so that they are to be found in the front line of the current competitive humanitarian market.

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<sup>11</sup> UNAIDS, AIDS Epidemic Update 2009

<sup>12</sup> UNAIDS, 2008 Report on the global AIDS epidemic

# Secretariat programmes in 2011

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

### a) The purpose and components of the programme

<b>Programme purpose</b>
<b>Reduce the number of deaths, injuries and impacts of disasters.</b>

The Disaster Management programme budget for 2011 is 5,499,219 Swiss francs.

Disaster management (DM) in the Americas is guided by an integrated vision and a multidisciplinary approach to disasters. With the increased emphasis of an integrated focus outlined in *Strategy 2020* and the priorities of the Americas Zone, disaster management will continue to improve through closer planning and implementation between the departments of Disaster Risk Management (DRM), Health and Care, the Pan American Disaster Response Unit (PADRU), Shelter and Volunteering. While the challenges remain significant, such an approach is critical in able to ensure a smooth transition from risk reduction to relief and from relief to recovery.

The Haiti earthquake response operation has shown the need to ensure that the IFRC's traditional methods of providing relief remain flexible and appropriate in a changing context. This involves better utilization of national and regional resources, while at the same time maximizing the utilization of the IFRC's global system, as well as investing in developing and piloting innovative approaches to disaster management.

This programme is framed within the existing IFRC policies including:

1. The Global Disaster Management Operational Strategy: "*Providing Quality Disaster Management Support that National Societies Value*" (version 2.2).
2. The Global Disaster Risk Reduction framework: Building safer and more resilient communities

<b>Programme component 1: Disaster risk management planning and strategic framework.</b>
<b>Component outcome 1: National Societies and the secretariat adhere to an agreed-upon Americas wide comprehensive DRM framework and guidelines that will guide programming in the zone</b>

This component focuses on developing a comprehensive Americas Disaster Risk Management/Disaster Management (DRM/DM) framework to **improve the IFRC's (National Societies and secretariat) compliance** with the approved disaster management policies, standards, procedures, as well as guidelines aiming to increase the overall quality of performance by delivering efficient and relevant support to people living in conditions of vulnerability and risk.

The IFRC's efforts in the Americas will also provide assistance with advocacy, information and communication planning and development to **increase National Societies' adaptation and inclusion in their programmes the "Building safer and more resilient community framework"**

The focus will be to:

- Adapt existing IFRC DRM/DM policies, strategies and frameworks in the **development of a zone specific DRM/DM framework**. Furthermore, it is expected to further develop this component of the new Inter-American Plan and in the relevant sessions at the Inter-American Conference in Haiti in 2011. This will also include further integration approaches between programme areas.
- Develop and adapt existing guidelines relating to the specific DRM/DM components
- Ensure that **key decision-makers** from National Societies have a good understanding of the

Disaster Management (DRM/DM) policies, strategies and/or guidelines, helping to increase accountability, performance and favouring south - south cooperation.

- Develop thematic guidelines for zone/regional specific issues such as **disaster risk reduction in megacities (urban risk), pandemics, climate change adaptation** and its linkages with current disaster risk reduction, disaster response and public health in emergency activities.
- Address disaster risk reduction in an urban context (urban risk).
- Include climate change adaptation and disaster risk reduction in the zone and country plans

The focus of the support of the secretariat to National Societies in 2011 will be:

- Encourage the development or promotion of institutional policies in disaster risk management/disaster management.
- Accompany the National Societies in their positioning as auxiliaries to the State in humanitarian issues.
- Promote the participation of National Societies in national DRM/DM platforms.
- Support the National Societies to identify potential partners and work in alliance with national partners.

#### **Programme component 2: Coordination and networking**

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

This component strives to enhance the coordination and networking mechanisms in the zone, **improving the coherence and consistency of the Red Cross programmes and activities in DRM/DM**, and promoting zone-wide knowledge-sharing amongst the National Societies and external networks through:

- Carrying out a **comprehensive analysis** of the role and function of the current **Red Cross networks** throughout the zone.
- Consolidating existing networks in the Americas and organizing exchanges between them.
- Creating and institutionalizing a **zone coordinating body (network of networks)** that is **recognized by external coordination mechanisms**.
- Developing mechanisms for coordinating the **Zone DRM network with Red Cross global networking** initiatives such as the Global Alliance.
- Strengthening mechanisms for linking **Red Cross networks with other continental and external regional coordinating bodies** (e.g. government, UN, NGOs, regional coordinating bodies such as CAPRADE, CEPREDENAC, CDEMA, UNASUR and APEC).
- Increasing **Red Cross representation in national, regional and international** platforms and technical meetings, trainings and forums.
- Active coordination of the IFRC and National Societies with PNS and multilateral partners in all aspects of DRM/DM programme.
- Provision of support to the various networks in the zone, through appropriate channels, to increase and strengthen **public and private partnerships as well as civil-military relations and coordination**.

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

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

This component focuses **building a continental platform on knowledge-sharing, information management, public awareness and education**. Integrating and enhancing the scope of the Centres of Reference and DesAprender will contribute to this platform. The outcome will concentrate on the strengthening of:

**DesAprender:** a virtual disaster risk reduction platform developed by the Andean Regional Representation.

**Thematic Holder** approach: in the field of disaster management as well as other thematic areas.

**Centres of Reference:** which, together with the Regional Representations and Regional DRM/DM networks, will provide continental services to National Societies with the active involvement of staff and volunteers from different Red Cross Societies.

**Federation guidelines and standards:** for disaster risk reduction and disaster response so that they are available and clearly link the local with the global level.

The focus of the support of the secretariat to National Societies in 2011 will be:

- Support the development of communication strategies and mechanisms.
- Encourage awareness campaigns regarding voluntary donation and what and how to donate.
- Encourage and promote networks of volunteers in emergencies.

#### **Programme component 4: Community-based disaster risk reduction**

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

During 2011 the secretariat will encourage strengthening of communities' self reliance to reduce their vulnerabilities to public health emergencies and disasters through:

- Facilitating the harmonization process of the participatory community work methodology (tool box), focusing on branch work and volunteering.
- Training volunteers based in communities in risk reduction.
- Supporting disaster risk reduction project implementation focused on work with communities in urban risk, adaptation to climate change, livelihoods, food security and other related issues
- Promotion and support of initiatives related to schools with relevant micro-projects.
- Encouragement of initiatives for volunteer work in communities.
- Support for training and equipping of specialized volunteers (road and water safety)

#### **Programme component 5: Organizational preparedness**

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

The IFRC recognizes that it is working within a humanitarian context in which an increasing number of actors are expanding their role in humanitarian response; the Americas Zone must maintain its unique role in this context while engaging with other actors at the national and international levels.

This component focuses on **enhancing the Red Cross Red Crescent ability to respond to disasters** through the range of national, continental and global mechanisms. The aim is to enhance the National Societies' capacity to carry out tasks such as needs assessments, relief, logistics, search and rescue, shelter management, humanitarian aid distribution, health in emergencies and water and sanitation in disaster response interventions, as well as to facilitate coordination with relevant stakeholders.

The focus will be on:

- **The human resources system will be further developed and active** in disaster preparedness and response
- **The RIT (Regional Intervention Team) programme** for 2011 will focus on improved training, harmonization of RITs and National Intervention Teams (NITs) curricula and the modernization of the information management system, improved database and mobilization protocols.
- **Internship programme.** In addition to hosting internships on disaster management, finance, shelter, logistics and planning, monitoring, evaluation and reporting (PMER), 2011 will include other areas such as health, and water and sanitation in emergencies.

- **Regional response system and procedures are developed, disseminated and practised.**
- **Advice and support in preparedness and readiness for response.**
- **Disaster response equipment, facilities and humanitarian aid supplies** will be replenished and updated.
- **Cooperation and/or mutual aid agreements** between the IFRC/National Societies and non-Red Cross organizations.

As part of increasing country specific programming, for 2011 the secretariat will tailor its support to National Societies in the following areas:

- **National Intervention Teams (NITs)** – National Societies have in place the knowledge, skills, information management systems, trained personnel, equipment, material, and procedures to act swiftly and effectively in disaster response.
- The development of contingency and response plans.
- Guidance in strategic and operational planning in the area of DRM and DM.
- Support for volunteering in disasters.
- Preparation of human resources in disaster risk reduction and disaster management (Management and Administration of Emergency Operations Centres-MACOE, guidelines), training programmes and decentralized work mechanisms at branch level.
- Support for the establishment of shelter strategies in National Societies
- Support for training and equipment for the operation of Emergency Operations Centres.
- Advice to National Societies so they can establish guidelines and work with their government in the area of IDRL.

#### **Programme component 6: Disaster response**

**Component outcome 1: The National Societies are more effectively supported during disaster response phases**

This component will largely, but not solely, be the responsibility of PADRU and will focus on:

- **Review of the response system in the Americas:** The context of disaster response in the Americas has changed with many National Societies better prepared to respond and their capacities reinforced over the last ten years. Recent trends show that the response system needs innovation in order to become more effective. To this end, a participatory review of the response system and the role of the different components (PADRU, National Societies, PNS, etc.) will be undertaken. In support of the review process, sector specific research will be undertaken in order to better tailor resources and support to the National Societies. In addition, an analysis of response and coordination modalities will be carried out.
- **Ongoing support to National Societies** in all aspects of emergency response.
- **Larger focus on early recovery as an integral part of disaster response during emergency operations as well as in National Society capacity building**
- **Efficient and transparent** mobilization and coordination of human, material and financial tools and resources **to ensure effective and quality response.**
- **Revision and updating of standard operating procedures**
- **Emergency Operations Centre:** A modern operations centre will be set up to support the needs of the National Societies
- **Monitoring procedures:** updating and dissemination of current monitoring tools, developing a culture of **lessons learnt and case studies**

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

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

While the focus of the DM programme is centred on increasing National Society capacity, there remains the responsibility of ensuring that the IFRC, in its totality, is proactive in increasing its capacity on emerging themes and cross-cutting issues.

This component will focus on the understanding and application of relevant DRM/DM policies, strategies, frameworks, standards and tools in the work done throughout the DM system in the Americas. As part of this, a key aim for 2011 is mainstreaming all the relevant cross-cutting issues related to DRM/DM, with a special emphasis on International Disaster Response Law (IDRL), SPHERE, the World Disaster Report, urban risk, climate change adaptation and disaster risk reduction, humanitarian reform, the cluster system, public and private partnerships and relations with civil society and the military.

The focus will be on:

- Support for the implementation, systematization and analysis of a Well-Prepared National Society (WPNS)
- Promotion of structured monitoring and evaluation of all DRM components at all levels in the zone.
- Promotion of the understanding and application of International Disaster Response Law and development of an operational plan on IDRL for the Americas.
- Promotion of the participation of all the Red Cross stakeholders in the humanitarian reform process and understanding of the role of the Red Cross Red Crescent in the cluster system and the IFRC's commitment regarding shelter.
- Promotion of the proactive integration of climate adaptation in all Red Cross DRM initiatives and programmes and mainstreaming of the use of the various IFRC DRM/DM guidelines
- Promotion of an integrated programming approach (IPA) within all IFRC DRM initiatives at all levels; especially with Health and Care, Organizational Development, volunteer management and branch development.

<b>Programme component 8: International Disaster Response Law Guidelines</b>
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<b>Component outcome 1: Reduce unnecessary restrictions, delays and expenses in international disaster relief operations and increase quality, efficiency and coordination with domestic efforts</b>
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Contributing to the overall objectives of the global IDRL programme and IDRL plan 2010–2011 [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual11/MAA0000411p.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual11/MAA0000411p.pdf) , the programme in the Americas will act in three main areas:

1- Provide **technical assistance to interested governments** and National Societies in particular on implementing the IDRL Guidelines. Activities under this area will include:

- Provide advice and undertake technical support projects for governments on the use of the IDRL Guidelines (as detailed in the country support plans for the Dominican Republic and El Salvador and included in the Caribbean regional plan relating to activities in Jamaica);
- Provide support in the development of a Model Act;
- Drawing on successful cooperation in 2009 (Peru) and 2010 (El Salvador), lend legal support to UNDAC Preparation Mission in 2011.

2- **Building the capacity** of National Societies, IFRC staff and humanitarian partners to promote and use the guidelines and related international instruments through:

- Regional or country trainings and workshops on disaster law issues for National Societies, their governments and other relevant stakeholders;
- Support for the development of training material to develop internal and partner capacities on legal issues in disaster and health in emergencies;
- Support for the National Societies to develop and resource their own technical assistance projects to advise their government about IDRL (as detailed in country support plans for Argentina and Ecuador and included in the planning for Chile).

3- **Disseminating and promoting** the IDRL Guidelines and related instruments with governments, humanitarian partners, and inter-governmental organizations; as well as fostering **new collaborative research** on domestic legislative issues in disaster management designed to strengthen the Movement's approach to disaster risk reduction in applicable law. Activities under this area will include:

- Participate in regional conferences and meetings and disseminate the IDRL Guidelines to the Red Cross Red Crescent, governments, UN agencies, inter-governmental organizations, NGOs and academic institutions;
- Advocate for legal preparedness at the regional level and continue to encourage and collaborate with inter-governmental organizations (such as ACS, CAPRADE, CEPREDENAC, CDEMA and REHU), to make use of the IDRL Guidelines in the development of protocols and standard operating procedures, and promote their use by member states;
- Following the Buenos Aires Declaration and due to a specific request made to the IDRL programme, assistance will include support to the governments of the region in the development and completion of a Regional Legal Compendium for Managing International Disaster Assistance;
- Identify and develop a pool of experts in the Americas on IDRL issues and encourage universities and research institutes to devote attention to IDRL and disaster law issues.

#### **Programme component 9: Shelter**

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

Since the signing of the Global Commitment in 2005, whereby the IFRC became the convener of the Emergency Shelter Cluster after natural disasters, the Americas Zone Office has been supporting and disseminating the Global Commitment under the umbrella of the disaster management programme which carries out activities focused on this sector and in support of the disaster response component of the Zone Plan in particular.

Following two of the worst disasters in recent decades which left millions of people in the Americas exposed to extreme vulnerability as regards shelter, the Americas Zone Office seeks to build the capacity to provide support to National Societies and, through them, to vulnerable communities with regard to shelter and settlement.

The shelter programme in the Americas will work in three main areas:

#### **1. Coordination, Sector support and Networking**

- Shelter Cluster approach dissemination and representation
- Attending and promoting attendance at regional and most relevant global debates, conferences, forums and meetings focused on shelter or related trends.
- Liaise with Red Cross Red Crescent partners, international, government and non-government agencies and promote collaboration.
- Support National Societies to engage with national and regional shelter networking initiatives for disaster preparedness, disaster risk reduction including emerging trends such as urban risk, climate change and migration.
- Map, promote and support alliances with universities and institutes and build links with professional associations.

#### **2. Capacity Building and Best Practices:**

- Map and strengthen the human capital in the region with sheltering knowledge at all levels in coordination with the Centres of References.
- Compile and disseminate lessons learnt and best practices from sheltering in the region to improve planning of future interventions.
- Promote the usage of the existing tools to disseminate and learn about shelter-related issues such as websites, e-learning platforms, videos, case studies, etc.
- Contribute to the development/adjustment of shelter global tools, providing a field and regional perspective.

#### **3. Operational Support**

- Provide sheltering-related technical assistance to disaster response operations (relief, readiness and early recovery activities) under the coordination of PADRU
- Continue providing technical support to operations with a relevant shelter component in coordination with other programmes.

- Provide shelter-related technical assistance to Federation-wide programme interventions across the region.
- Coordinate with the Regional Logistics Unit in Panama for the development of regional strategies related to shelter.

Based on the results of the above, the necessary tools will be in place to plan for the next period with increased rigour and relevance at country level.

**c) Potential risks and challenges**

The main tangible risk to the implementation of this plan is the issue of insufficient resources (human and financial on a long-term basis) that will allow the secretariat's Americas Zone Office to provide quality service to all Red Cross Societies.

The occurrence of social unrest and/or political conflicts in the countries could affect the implementation of the plans for 2011. In the same way, major and simultaneous disasters could affect the operational capacity of the National Societies.

Insufficient support and buy-in from various departments and units of the secretariat, and from National Societies could also be a challenge for the implementation of this plan.

## Enable Healthy and Safe Living

### a) The purpose and components of the programme

<b>Programme purpose</b>
<b>To reduce deaths, illnesses and impact from diseases and public health emergencies</b>

The Americas Zone health and care programme budget for 2011 is 786,005 Swiss francs.

The health and care programme will support the development and implementation of **harmonized frameworks, models and methodologies** to enable National Societies to deliver effective and scaled-up HIV, community-based health, and public health in emergencies interventions. Specialized support will be provided to **build National Society health programming capacity** in order to address priority health needs. There will be a focus on increasing knowledge and skills on **emerging health challenges**, assessing the impact on current health activities, and developing strategies for addressing these challenges.

The International Federation of Red Cross and Red Crescent Societies will support National Societies in the Americas to participate in important global health processes during 2011, including the development of the IFRC's new global **Strategic Framework in Health 2011–2015**, based on *Strategy 2020*. Furthermore, the Zone health and care team will support the development of the health component of the new Inter-American Plan and the relevant sessions at the Inter-American Conference in Haiti in 2011. This will also include further integration approaches between programme areas.

During 2011, the IFRC will maintain key decision makers and technical staff from National Societies, Red Cross partners and key stakeholders well informed on IFRC health policies, guidelines, strategies and standards helping to **increase accountability and performance**. A significant **communication and advocacy focus** is contemplated in order to better position the Red Cross in the Americas as an important stakeholder in long-term community health programmes and public health in emergencies interventions **to enable healthy and safe living**.

**Resource mobilization for scaling-up** National Society programmes is high on the agenda with a focus on building National Society capacity to capitalize on local funding sources, global initiatives and public/private partnerships. This is linked to developing greater capacity to demonstrate the number of vulnerable people reached with health messages and services, and the impact of what is done. This will be achieved through improved monitoring and data collection systems and a greater focus on evaluating programmes against international good practice standards. Continuing the direction

established in 2010, the IFRC will continue efforts to strengthen coordination with key sectoral stakeholders at continental, regional and national levels on health issues, and to promote coordination and collaboration with governments, international organizations and NGOs.

The Americas health and care programme will promote **volunteer development** and foster **community mobilization, partnerships and platforms for action** at the local level. An important element of support will be facilitating south-south cooperation through collaboration with Red Cross Centres of Reference, **fostering peer support** and supporting mechanisms and forums for **sharing good practice**.

The Americas health and care plan will be achieved through: i) technical assistance and advice ii) programme development iii) capacity building iv) coordination with key stakeholders v) resource mobilization for scaling-up vi) communication and advocacy actions vii) improving accountability and timely reporting; viii) sharing of lessons learnt and good practice ix) strengthening monitoring and evaluation, and x) volunteer development.

### **Programme Component 1: HIV and AIDS**

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

Within the framework of the IFRC's Global Alliance on HIV, the purpose of this component is to assist in the further scaling up of Red Cross efforts in reducing vulnerability to HIV and AIDS and its impact in the Americas.

During the coming year, there will be a focus on **disseminating and promoting the uptake of HIV guidelines, standards, tools and methodologies**, such as the IFRC's *HIV prevention guidelines* and *Standards for HIV peer education*, in order to increase accountability and enhance performance. National Societies will also be encouraged to work with local partners in disseminating the *Code of Good Practice for NGO's responding to HIV* and the relevant Code checklists. The IFRC will promote the adoption of HIV workplace policies and support the development of workplace programmes, tools and follow-up mechanisms in 2011.

During 2011, four National Societies in the Americas will be supported by the IFRC to become members of the Global Alliance on HIV, including Costa Rica, Nicaragua, Paraguay and Peru. The IFRC will continue to provide technical support to the current 11 National Society members of the Global Alliance on HIV in the Americas and to **promote and facilitate peer cooperation and support**. The first three years of the Global Alliance on HIV will be evaluated in the first quarter of 2011 and the lessons learnt and recommendations will be shared with key partners at a Global Alliance on HIV continental meeting. During 2011 National Societies will be supported to finalize their new three-year Global Alliance on HIV proposals 2011–2013. In 2011 the IFRC will make an added effort to coordinate with partner National Societies providing bilateral support to national Global Alliance on HIV programmes.

Building on the evaluation of the 'Together We Can' (TWC) youth peer education methodology conducted in the Caribbean during 2009, TWC programming in Latin America will be evaluated using the IFRC's new standards for HIV peer education. The evaluation will provide recommendations for future youth peer education programming in Latin America and identify areas for improvement according to international good practice standards.

The IFRC will support the development of new intervention models and tools for **HIV prevention with most-at-risk youth populations** in the Caribbean with Global Funds in collaboration with affected communities, National Societies and key partners. The roll out of the training package for **Prevention, Treatment, Care and Support for community-based volunteers** at country level by National Society master facilitators trained in early 2010 will continue in 2011 with the involvement of national AIDS programmes and other key stakeholders. New project initiatives such as tuberculosis/HIV in Honduras, harm reduction in Argentina, and prevention with men who have sex with men in Argentina will be supported and the lessons learned shared with other National Societies and partners.

The IFRC will continue to support National Societies to access new sources of funding and foster public/private partnerships. Complementary to this will be **advocacy and communication strategies**, building on the national initiatives developed since 2009 in Latin America and extending this approach to the Caribbean. National Societies will be encouraged and supported to showcase their good practice HIV programming at international fora such as the 2011 Caribbean HIV Conference in Bahamas.

The IFRC will support the planned activities of the Red Cross Red Crescent Network of staff and volunteers living with HIV **RCRC+ in the Americas**, including in their role as Masambo Fund champions in their respective countries and advocates for health, life and dignity for PLHIV and their meaningful involvement in the HIV response of their National Societies.

The focus of IFRC support for 2011 will be on:

- ✓ Strengthening prevention interventions with most-at-risk populations
- ✓ Supporting roll out of Red Cross treatment, care and support services
- ✓ Strengthening partnership with PLHIV networks and key populations
- ✓ Building new strategic and operational partnerships at all levels
- ✓ Improving National Society capacity in volunteer management, HIV workplace programmes and resource mobilization for scale-up
- ✓ Strengthening planning, monitoring, evaluation and reporting
- ✓ Evaluating progress and impact

### **Programme Component 2: Community-based Health**

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

During 2011, the IFRC in the Americas Zone will ensure that existing IFRC strategies, guidelines, tools and methodologies related to community-based health programmes are disseminated to National Societies and relevant regional stakeholders and partners.

The focus will continue on promoting standardized intervention models for water, sanitation and hygiene; voluntary blood donation, psychosocial support and prevention of emerging and re-emerging diseases such as tuberculosis and dengue, in order to increase National Society capacity to deliver scaled-up and quality programmes.

Funds permitting, there will be a particular emphasis during 2011 on the promotion and roll-out of the IFRC's new **Community-based Health and First Aid** methodology - CBHFA in Action - with National Societies and partners, building on the initial steps taken in the Americas roll-out process. During 2009 in the Caribbean and 2010 in Latin America, a pool of more than 40 National Society and IFRC master facilitators were trained in order to support the roll-out of the methodology in their countries and regions. Where possible National Society peer-to-peer support will be fostered in order to share expertise and provide needed facilitator support. An awareness-raising meeting with key Red Cross Red Crescent partners in the region is envisaged in early 2011 as well as a workshop later in the year to share lessons learned from implementation to date among National Societies and with key Red Cross Red Crescent partners.

The IFRC will provide specialized support to National Societies and their Red Cross partners in water, sanitation and hygiene promotion and actively promote their integration into National Society community health programmes. Continued support will be provided to the water and sanitation technical units established in Central America during 2010 and National Society project development and resource mobilization efforts.

There will be an emphasis on continued support to existing successful harmonized interventions such as the promotion of voluntary non-remunerated blood donors through the Club 25 youth strategy. In 2010 following an external evaluation of three years of Club 25 implementation in the Americas, seven National Societies were selected for intensified capacity building support with global funding from the

Swiss Humanitarian Foundation. During 2011, these National Societies will be supported on the implementation of their four year plans of action developed in 2010 and to develop new alliances and partnerships for resource mobilization. Given that more than 20 National Societies implement Club 25 in the Americas, if funding is available the IFRC will support a new group of National Societies to develop their Club 25 baselines and plans of action in 2011.

Road safety has become an increasing health and safety concern for many National Societies. In 2011 the IFRC will actively seek funding and build alliances for road safety awareness and capacity building of National Societies and pilot prevention project initiatives.

### **Programme Component 3: Public Health in Emergencies**

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

The purpose of this component is to strengthen and scale up Red Cross efforts in preparedness and response to disasters and health emergencies in the Americas. The focus in 2011 will be on providing technical and operational support to emergency operations, coordination and representation with external partners, knowledge-sharing, resource mobilization, and capacity building efforts with National Societies and their regional health and disaster networks, Centres of Reference, Red Cross Red Crescent partners and IFRC staff.

The IFRC will support **capacity building for health and water, sanitation and hygiene promotion in emergencies** through training, development, local validation and dissemination of tools and standards, and support for interventions which address the needs of people affected by disasters and health emergencies. The mechanisms to increase this are several: through **supporting Regional and National Intervention Teams' training opportunities and providing technical expertise** in the areas of health and water and sanitation in emergencies; on the other hand through rollout of **Community-based Health and First Aid** as the primary entry point to **health response, preparedness and early warning at community level**, and ensuring an interface with public health in emergencies by focusing on public health issues of special importance in the local context.

Promotion of the **Epidemic Control for Volunteers Manual and Toolkit** and training of volunteers will be scaled-up in 2011 building on the work undertaken since 2009 in order to strengthen National Societies' capacity to respond to epidemic outbreaks. The Americas Zone will support the adaptation for dengue of the IFRC's Malaria Toolkit and support resource mobilization for pilot dengue prevention projects.

In 2011 the IFRC will support National Societies to respond to the psychosocial support needs of people in emergency situations. There will be a focus on integrating and standardizing the policy and intervention models for **psychosocial support programmes** throughout Latin America and the Caribbean, and specifically to guide National Societies in scaling-up capabilities around psychosocial support in times of emergency, promoting community resilience through preparation to provide community-based psychosocial first aid. The IFRC's Psychosocial Support manual translated into Spanish during 2010 will be disseminated to National Societies during 2011. A psychosocial support in emergencies module initiated in 2010, in collaboration with the Centre of Reference for Disaster Preparedness in El Salvador and key National Society focal points will be finalized and piloted during 2011.

#### **b) Potential risks and challenges**

A potential risk for the success of the Americas health and care programme relates to whether sufficient resources can be mobilized for scaling-up National Society community-based health programmes. A challenge is to build the capacity of the IFRC and National Societies in the Americas to harness the funding available at country level and through global initiatives. Related to this is the challenge of building National Society capacity to respond effectively with community-based health interventions that meet international good practice standards, and to improve programme accountability – in terms of monitoring, reporting and financial management.

The Americas Zone will address these challenges through: strengthening coordination and collaboration with Red Cross Red Crescent partners and other key stakeholders in health to build National Society capabilities, and promoting peer support and south-south cooperation. Advocacy and communication strategies will help to position the Red Cross in the Americas as a credible partner in health in emergencies and in long-term community-based health and HIV programmes to enable healthy and safe living.

The occurrence of social unrest and/or political conflicts in the targeted countries could affect the implementation of the plans for 2011 as seen in Honduras during 2009. Major and simultaneous disasters affecting the operational capacity of the IFRC and National Societies as seen in 2010 with the Haiti and Chile earthquakes and a series of disasters and health emergencies in other countries would have a major impact on the timely implementation of programmes, particularly in smaller and/or less developed National Societies.

## **Build Strong National Red Cross Societies**

### **a) The purpose and components of the programme**

<b>Programme purpose</b>
<b>Increase the skills of local communities, civil society, and Red Cross to face the most urgent situations of vulnerability.</b>

The Organizational Development programme budget for zone wide activities in 2011 is 585,818 Swiss francs.

This programme area will progressively develop initiatives, aiming to build strong National Societies, which are recognized as an autonomous, a voluntary aid society and an auxiliary to the public authorities in the humanitarian field and with presence and activities extending nationwide.

More efforts will be put in place to enable the National Societies to act and regularly monitor their actions in accordance with the Fundamental Principles and Values. In addition, they will be capable of providing consistent and verifiable reporting on their work, results and transparent accountability for managed resources.

Substantial work is also expected to promote leadership and improving, expanding, and sustaining National Societies and their work.

Key new developments in this area will be to link current practices in the Americas Zone with global initiatives, such as:

- *Federation databank* of National Societies' existing and potential capacities
- Honest appraisal and *rating* against commonly agreed criteria for excellence
- *Improvement through accredited learning*
- *Federation-wide Reporting System*
- *Bridging the digital divide*

Moreover, it is expected to further develop this component of the new Inter-American Plan and in the relevant sessions at the Inter-American Conference in Haiti in 2011. This will also include further integration approaches between programme areas.

The IFRC's work in the area of organizational development (OD) falls into three areas:

- Programme or service-related development work - disaster preparedness, disaster risk reduction (building resilience), health including communicable and non-communicable diseases.
- Institutional and community capacity-related development activities - National Society and community capacities, communications and advocacy.

- Activities related to raising humanitarian standards - Principles and Values, standards of behaviour and action such as the Code of Conduct and SPHERE; combating discrimination, exclusion and peaceful resolution of differences through training and dissemination; in short development activities that define relations, change ways of life, mindsets and attitudes.

Capacity building is particularly important as it is an integral part of the IFRC's work. Without strengthening community, regional, global and Red Cross Red Crescent capacities, the IFRC is unable to build the resilience and confidence that allows the network to build back better.

Organizational development takes place in National Societies and principally through the work done by the thousands of volunteers working in Red Cross branches throughout the Americas. The closer to these volunteers that OD initiatives occur, the greater will be the impact. This is in line with the commitment to providing tailor-made programming through country support plans.

During 2011 the process of consolidating OD delivery at the country level through the Regional Representations and/or Country Offices will be completed. As per the organizational structure of the Americas Zone, the Regional Representations are now responsible for this area of programming. All responsibilities that were coordinated by the Zone Office in Panama will be decentralized accordingly. As part of this process the different Regional Representations will build particular capacities and expertise in OD priority areas and will carry out the coordination of both activities in these areas and available resources. These key programmatic and support areas will be in accordance with the objectives established in the Inter-American Plan 2007–2011, the recommendations outlined for each of the National Societies in the Study of the Americas carried out by the Complutense Institute for International Studies and taking into account the strategic orientations of *Strategy 2020*. Specific OD plans and budgets can be found in the country support plans.

While specific components and outcomes are listed in the country support plans, the overall organizational development focus in the Americas Zone will be on the following areas.

<b>Programme component 1: National Society Financial Sustainability</b>
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<b>Component outcome 1: Support resource mobilization and donor engagement efforts for the National Societies</b>
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There is an ongoing need to have National Societies review their resource mobilization strategies in order to take maximum advantage of their assets such as the Red Cross brand name and impartial positions to develop alliances with the private sector and widen their individual donor base. Many countries in the Americas Zone have the conditions in place for National Societies to develop this in a sustainable manner. While the majority of work in this area will be developed and implemented by the Regional Representations through the country support plans, the zone will continue to build on work done in this area during 2010.

Priorities for 2011 include:

- Development and dissemination of guidelines to assist National Societies in their pursuit of a wider member contributing base, to become less dependent on donors and to take advantage of growing in-country income in certain sectors.
- Take advantage of other opportunities which have not been sufficiently explored in some countries, such as legacies. The secretariat will facilitate the development of guidelines on this issue.
- Analysis and compilation of good practices from the Americas and other regions to facilitate exchanges between Zone resource mobilization coordinators and National Societies.

<b>Programme component 2: National Society Organizational Development Process</b>
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<b>Component outcome 1: Support National Societies to enhance their integrity and accountability</b>
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Integrity issues, transparency and weak accountability systems continue to hamper the work of some National Societies. It is imperative that appropriate mechanisms are in place to analyze such situations and develop appropriate responses in order to ensure that National Societies continue to develop into

key humanitarian and development actors within their own countries. To this end 2011, activities will focus on:

- Development and dissemination of integrity risk management concepts and tools throughout the Americas so that National Societies have better access to mechanisms to anticipate integrity issues that they might face.
- As a minimum, support National Societies to improve their legal base instruments so that they reflect the commitment of National Societies to holding transparent elections, clearly distinguish between governance and management functions, ensure decentralized decision-making, provide adequate representation of volunteers and promote diversity at national and branch levels.

### **Programme component 3: National Society Organizational Development Process**

#### **Component outcome 1: Facilitate the development of local integrated service delivery approach**

Ongoing secretariat support to National Societies to develop integrated approaches in their work with communities will continue in 2011. Support to National Societies to align their strategic plans to *Strategy 2020* is a key part of this process. The secretariat will take advantage of all the capacities available throughout the Zone to support National Societies in human resources (volunteer and paid staff), development planning processes, financial management, communications, resource mobilization, communications and IT. Specific emphasis will focus on:

- Providing planning support to National Societies to ensure coherence between different levels of planning in the National Societies and between National Society planning and secretariat initiatives.
- Regional Representations support to National Societies in the formulation and implementation of Intensified Capacity Building proposals in an integrated and holistic way to develop community service delivery.
- Promotion of applications to the Specific OD Support Fund (SOS) as a mechanism to address crucial development needs of the National Societies.
- Identification of specific needs of National Societies in terms of planning and project management, financial management, human resources, information technology and communications in order to develop the support in a realistic manner.

### **Programme component 4: National Society Leadership Development**

#### **Component outcome 1: Support the development of leadership and management capacities in National Society decision makers**

Leadership renewal has been slow in the Americas creating a risk of the Red Cross gradually losing relevance and becoming distant from current trends and realities. The Zone will support the development of leadership and management capacities in National Society decision makers at both national and branch levels, including members of governance and management, through the implementation of a continental online management capacities development course to develop these capacities in liaison with an external partner.

Specific work will be carried out to connect global initiatives related with honest appraisal and *rating* against commonly agreed criteria for excellence and *improvement of National Societies capacities through accredited learning*.

### **Programme component 5: National Society Volunteering Development**

#### **Component outcome 1: Support the development of integrated, coherent and innovative volunteer development**

The IFRC intends to implement the volunteer development support strategy with National Societies, emphasizing volunteer integration initiatives in Disaster Management and Health, development of a new approach towards youth, and ensuring coherence in the secretariat programme support areas that target volunteers and innovative volunteer management practices in National Societies.

The general working approach is both to give an effective tailored support to certain National Societies in combination with a continental approach, focusing on the development of generic tools and knowledge-sharing. The role of the Zone Volunteer Development coordinator is also to provide technical support to Regional Representations and zone programme staff in planning and implementation in the area of volunteering.

The main component of the programme is the tailored support to a number of National Societies in line with the country support plans. The tailored support to National Societies is key strategy and vital for the success of the programme. The work will focus mainly on one National Society in each region, with assistance which includes both funds and technical support from volunteer development coordinator. Moreover, some support will be provided to one additional National Society in each region involving a lesser amount financial support and limited time.

To complement the tailored support plans is the continental approach which includes the development of generic tools and the promotion of knowledge -sharing. National Societies have access to a system of technical support and resources on volunteering and are receiving consistent strategic support in volunteering development work. An important component in the volunteering development programme for the Americas is to establish a peer-to-peer support in order to share knowledge and to learn from existing experiences in the region.

2011 is the international year of the volunteer and the goal with regard to Red Cross participation is to be recognized as the leading agency in mobilization of volunteers and advocating in their favour.

In 2011 Volunteer Development will focus on:

- Based on the country support plans and the findings of the Americas Volunteering Review, ensuring provision of tailored support to selected National Societies in volunteer development, in line with Federation policies and guidelines.
- Developing and implementing a holistic volunteer development online training package for the National Societies which targets Red Cross volunteers and volunteer managers to address both specialized volunteering development and effective management.
- Promotion and development of generic volunteering development tools such as the volunteer accident insurance, support for the development and implementation of volunteering policy, best practices, south-south cooperation, and peer-to-peer support.
- Provision of technical support to programme in the area of volunteering development.
- Promotion and leverage relating to the participation of National Societies in the International Year of the Volunteer 2011.

Contribute to and support the development process on Volunteering in Emergencies in the Americas and that those initiatives are capitalising from good practice globally.

<b>Programme component 6: Youth Action</b>
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<b>Component outcome 1: Promote active Red Cross youth initiatives, ensuring effective participation in the institutional life of National Societies</b>
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The Americas Zone will establish a Youth coordinator position in 2011 in order to focus on the young volunteers on the continent. The programme will promote youth leaders, ensuring their participation within the governing bodies at national and branch level and thereby facilitating participation of young people in decision-making process. The programme also aims at taking advantage of the predisposition of young volunteers to communicate freely and spontaneously and their interest in new technologies.

A crucial aspect of the work will be to address the inter-generational aspect of development in a National Society. The importance of young volunteers and older people working together in the spirit of mutual respect is imperative in order to transfer experiences that are vital to both progress and stability in society.

The Youth Action programme will focus on:

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

## **b) Potential risks and challenges**

Organizational development must be understood as a long term process, and it is always challenging to obtain funding under this perspective. Organizational development does not often offer tangible short term results, which makes it difficult to attract certain donors. Furthermore, many of the activities related to organizational development are oriented towards technical support from secretariat staff. This is also considered a difficulty in terms of funding, since there is a direct link with salaries for which, in many cases, donors do not wish to provide support.

The other programmes areas rely heavily on organizational development for their initiatives to be successful and sustainable in the long run. It is crucial that other programmes include organizational development related activities in their planning in order to better integrate support to National Society development.

National Society leaders and staff must also understand organization development as an ongoing process, rather than seeing it with a project oriented focus. This is important as a pre-requisite for the commitment of the National Society towards its own development.

Most of the activities in the organizational development plan depend on the significant involvement and contribution from others, mostly internal but also external resources. The successful implementation of the plan requires the commitment of National Societies and capacity and resources from Regional Representations as well as the technical department at the secretariat headquarters in Geneva.

The Americas Zone believes the shifting of organizational development responsibility to the Regional Representations, through tailor-made programming, will help others working with National Societies to gauge its importance and impact.

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

### **a) The purpose and components of the programme**

<b>Programme purpose</b>
<b>Promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion.</b>

The principles and values programme budget for 2011 is 42,600 Swiss francs.

<b>Programme component 1: Policies, strategies and standards</b>
<b>Component outcome 1: IFRC policies, strategies and guidelines related to humanitarian principles and values, non-violence, non-discrimination and respect for diversity are well understood and implemented by National Societies in the Americas Zone and are disseminated to relevant regional stakeholders/partners.</b>

The Americas Zone will work to ensure that IFRC policies, strategies and guidelines related to humanitarian Principles and Values, non-violence, non-discrimination and respect for diversity are well

understood and implemented by National Societies and are disseminated to relevant regional stakeholders/partners.

The secretariat in the Americas will ensure proactive advocacy with National Societies as regards the needs and rights of people in situations of vulnerability.

There will be a particular emphasis on reinforcing Red Cross work at community level and in contributing to improving public and social dialogue, to advocate for and build confidence and promote a culture of peace.

- Ensuring that key decision makers from National Societies in the Americas become familiar with Principles and Values policies, strategies and/or guidelines, helping to increase accountability and performance and favouring south - south cooperation.
- Supporting the development of assessments and/or baselines on the application of the Fundamental Principles and Humanitarian Values within the National Societies and their environment. Formulation of quality indicators/impact indicators to measure progress of the process, project or work carried out towards improving the humanitarian situation both internally and externally.
- Increasing knowledge and skills in Principles and Values as they relate to challenges around urbanization, migration, violence prevention, pandemic influenza and links with current disaster risk reduction, disaster response and health in emergencies activities. The outcomes will serve to increase knowledge and capacities of the Red Cross for interventions associated with these trends.
- Enhancing coverage of anti-stigma campaigns through awareness-raising initiatives, such as the dissemination of key messages through taxi drivers.
- Promotion of consistency in all programmes that are promoting Principles and Values in their activities at all levels and specifically in areas with high levels of vulnerability.
- Furthermore, it is expected to further develop this component of the new Inter-American Plan and in the relevant sessions at the Inter-American Conference in Haiti in 2011. This will also include further integration approaches between programme areas.

#### **Programme component 2: Migration**

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

The IFRC is committed to strengthening humanitarian activities of National Societies to assist migrant and internally displaced people in distress, promoting integration of vulnerable migrants and internally displaced groups, and to work in restoring family links.

The Americas Zone Office will continue to carry out actions to support regional and country offices in their efforts to develop a better understanding by National Societies of trends, capacities and vulnerabilities related to migration flows in order to better assess and design the work of the Red Cross in the Americas to assist vulnerable migrant and internally displaced groups.

- Increase knowledge on Red Cross work with migrant populations, through a mapping exercise and a baseline survey to better understand the scope of the work of the National Societies with migrant populations.
- Improve the Red Cross advocacy role for unconditional access to immigrants, regardless of their status and to actively fight against racism, xenophobia and discrimination.
- Support the production of case studies focusing on humanitarian challenges when working with migrant populations.
- Maintain and strengthen, in coordination with the ICRC, the well-established activities in the fields of tracing, restoring family links and family reunification.
- Work with National Societies in the analysis of the IFRC's global policy on migration and its practical application in the Americas.
- Encourage exchanges between National Societies working in issues relating to migration and those interested in developing projects to assist vulnerable migrants.

### **Programme component 3: Violence Prevention**

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

The Americas Zone Office will continue to carry out actions to support the National Societies in knowledge-sharing, lessons learnt, capturing best practices by increasing synergies between Movement actors and developing capacities and skills to address violence prevention initiatives in at least three types of violence: self-induced violence, interpersonal violence and violence in the community.

- Increase knowledge of Red Cross work in the area of violence prevention, through knowledge-sharing and best practices, challenges and opportunities. To this end the zone will work towards developing, in conjunction with National Societies and several PNS, a violence prevention strategy in line with Red Cross Red Crescent global initiatives.
- Improve the Red Cross decision-making to institutionalize violence prevention as a critical area of development within Red Cross Societies.
- Support the development of case studies, focusing on the humanitarian challenges and the challenges for the Red Cross Societies working with violent communities.
- Maintain and strengthen, in coordination with PNSs/ICRC, activities related to violence prevention.
- Encourage exchanges between National Societies working in issues relating to violence and its linkages with urban risk.
- Working with youth with a vision to transform mindsets and attitudes in society through the “Youth as Agents of Behavioural Change” initiative.

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

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

Dissemination and promotion of humanitarian Principles and Values will be done by building capacities for a larger number of facilitators, mainly at branch level, through youth volunteers and networks in close coordination with the ICRC. A high level of attention on advocacy and lobbying capacities will be promoted, including the capacity to build strategic alliances both with the mass media, and local and national governments.

The role of the Americas Zone Office located in Panama will include:

- Support for initiatives that fulfil the information, communication and advocacy gaps on health and disaster management issues around gender, ethnicity, migration status, stigma and discrimination, indigenous communities and the role of women in vulnerability reduction, which will contribute to the empowerment of these groups for a more equal role in civil society
- Carrying out of a continental effort for the promotion of tolerance, non-violence and the implementation of non-discrimination campaigns with particular emphasis in the fight against HIV and AIDS, the defence of the rights of migrants, as well as social violence, particularly youth and gender violence and access to affected people in times of disasters and crisis.
- Providing support for National Societies to carry out internal change processes to deal with discriminatory conduct and practices to prevent – on an internal basis – abuse, harassment and sexual exploitation and reduce causes of all forms of violence.
- Analysis of significant events taking place in the Americas and attendance of IFRC representatives to convey key messages and influence national, regional and international agendas relating to humanitarian issues.

## **Humanitarian Diplomacy**

The IFRC’s humanitarian diplomacy policy discusses the responsibility to persuade decision-makers and opinion leaders to keep the interests of the vulnerable at the forefront of their thinking and action at

all times. This clearly indicates that the Americas Zone's humanitarian diplomacy efforts will need to be intensified to be able to influence governments, corporate and community leaders to prioritize the interests of the vulnerable.

Support will be given to leadership in the Americas for the **development of a governance agenda (political agenda)** that will support and guide the quality of the implementation of the Inter-American Plan 2007–2011 and will contribute to increasing continental capacity to influence the challenges of vulnerability and risk in different fora - national and international.

The IFRC in the Americas will increase humanitarian diplomacy capabilities and skills. To achieve this, it is important to invest more efforts in the auxiliary role of Red Cross Societies with their respective governments and increase support to National Societies on advocacy matters at country level.

The secretariat's role of coaching, advising, and preparing National Societies in humanitarian diplomacy should progressively increase in areas such as: availability of humanitarian space and effective participation in major humanitarian decisions. In addition to defining the shared percentage of resources that flow through the network and the best way to holistically promote the work of the Red Cross Societies as an auxiliary to their governments.

In order to better promote the work National Societies are doing, the secretariat needs to have the capacity to capture the learning and experiences of Red Cross work at the local level, thereby echoing the voices of the communities and the challenges people living in conditions of vulnerability face in a more transparent manner.

Furthermore, the knowledge management / programme Integration role aims to collect information on a regular basis from all existing programmes and services within National Societies, capturing learning, lessons learnt and identify opportunities for the better integration of country initiatives that contribute to National Society capacity building. This role will be imperative to adequately promote the work of the Red Cross Societies and profile the initiatives developed at the local and national levels in coordination with the Zone organizational development work.

The regions will also work to promote the **renewal of National Society governance bodies** in accordance with statutes, the gender policy and the decision to reflect diversity. At the same time, it will be necessary to support National Societies in updating their existing strategic plans in a way that responds to the commitments of the Inter-American Plan 2007–2011 and *Strategy 2020*.

In addition, support and guidance must be provided to National Societies in developing governing bodies, management and young leadership, as well as management strategies that include integrity, accountability, transparency, diversity and clear human resources systems.

## **b) Potential risks and challenges**

It is very clear that one of the main challenges that National Societies have been facing is to ensure an integrated approach which includes a component of Principles and Values in their work with communities.

The main tangible risk to the implementation of this plan is insufficient long-term financial support that will allow the Americas Zone Office to provide quality services with to the Red Cross Societies in order to carry out sustainable high-quality interventions.

## **Role of the secretariat**

The secretariat's budget for its support role in the Americas for 2011 is 388,193 Swiss francs.

The main role of the secretariat in the Americas is to fulfil the objectives of the Director of the Zone which are fully aligned with the objectives of the Secretary General in accordance with the IFRC's five business lines and which contribute to putting *Strategy 2020* into practice.

## **The approach of the Zone is reflected below:**

### **Information Technology**

The promotion of existing virtual platforms for video and interactive teleconferences will continue to be enhanced and the outreach for National Societies will be wider than in 2010 expanding to several additional Red Cross Societies that will start benefiting from this kind of technology. For 2011, the Americas Zone Information Unit (ZISU) will finish improving the technological infrastructure of all the IFRC representations and offices, including connecting the remote offices with the Zone with the aim to improve communications and create a stronger working environment. In addition, the ZISU will bring together the expertise in the National Societies through south-south cooperation, creating a working group that will promote the use of new technologies with the National Societies, especially to interconnect the National Societies and the IFRC as they start to comply with the initiatives of bridging the digital divide. The objective is to take advantage of the specialized technical staff from strong National Societies so that they can also provide support, therefore allowing the IFRC to support other National Societies, bridging the technological gap and ensuring the same basic level of capacities. The ZISU will promote the training of technical staff from National Societies to the level of Emergency Response Unit specialists so as to create a multinational ERU team with equipment provided by the Zone.

### **Human Resources**

The Americas Zone Human Resources unit is taking on a more strategic role that is recognized, respected and valued by those it serves. It is shaping itself toward a professional human resources body that not only provides internal professional human resource solutions, but is also dedicated to support the building of human resource capacity in the National Societies, providing innovative solutions concerning the full range of human resource topics such as: recruitment and selection, policies and procedures, legal issues, contracting, training and learning and compensation and benefits.

The Human Resource unit commits to the development of a learning system providing 'equal access to learning' through provision of a web-based learning platform that will allow: Users (staff and volunteers) to learn and managers to guide, advise and monitor staff learning processes, National Societies to register for specific learning events and to share learning resources and the IFRC to administer better on learning needs and resources available. In addition, the Human Resources unit will start to coordinate all training, learning and capacity building initiatives in the Americas and by the end of 2011, all existing training and learning initiatives in the Zone will be integrated in a yearly updated Training and Learning handbook. The handbook will be made available to staff and volunteers of the IFRC in the Americas. In addition, a comprehensive induction programme will be fully implemented through the newly designed e-learning programme, World of Red Cross (WORC).

### **Finance**

The Americas Finance Unit's main responsibilities are focused on: providing accounting services; ensuring effective financial controls are in place in all of the offices and providing guidance and support to members of the senior management team, project managers and staff. Appropriate support will also be provided to the finance development function that will be under the responsibility of the Regional Representations. In addition, the Finance unit will increase its efforts to improve the capacity of the National Societies with financial systems, procedures and resources. This function has the objective to work more closely with the National Societies in the initial assessment of their capacities by identifying strengths and weaknesses and to develop a plan to improve their capacities in financial management.

Based on existing information, some areas that have been initially identified in a number of National Societies and on which the Finance Unit will focus its efforts in 2011 are the following: providing guidance on the selection and implementation of financial software; updating National Society chart of accounts; standardizing chart of accounts and financial procedures; improving budgeting processes, administering technical support in the development of tools; supporting information collection for the Federation-wide Reporting System; training RITs and certifying National Societies to work with cash transfer systems.

### **Planning, Monitoring, Evaluation and Reporting**

In the area of planning, monitoring, evaluation and reporting (PMER), the PMER unit works towards enhancing the collective accountability of the IFRC in the Americas; the unit works with the Zone programmes including PADRU in the area of emergency planning and reporting as well as the Regional Representations and country representatives. The Unit promotes adherence to standards and ensures improved monitoring, constantly enhancing the quality and timeliness of reports for traditional and non-traditional donors. The unit will also work more in the area of evaluation, ensuring coordination and best practice.

In 2011, the PMER unit will work in conjunction with the Regional Representatives in order to build further capacities in National Societies in the area of planning, monitoring, evaluation and reporting through tailored approaches based on global tools aligned with *Strategy 2020*. Funding will be sought so that practical training courses, learning by doing exercises and coaching can take place with National Societies which have identified the strengthening of PMER as a priority.

In 2011, training in project cycle management will be rolled out in the Zone, both at the level of the Secretariat and the National Societies to ensure improved understanding of concepts and tools. *Strategy 2020* will continue to be promoted and disseminated through the network of facilitators trained in 2010 with a view to contributing to the gradual alignment of National Societies' strategic plans with the directions of *S2020*. In 2011, the Federation-wide reporting system will be rolled out globally in all National Societies. The PMER Unit will provide support and follow up in order for the National Societies to compile the information relating to the standard indicators required at National Society level.

### **Logistics Management (Regional Logistics Unit)**

In 2011, efforts will continue to increase IFRC logistics capacity in terms of disaster preparedness, response and recovery. This will be achieved through higher quality logistics services, including human resources, systems, tools and procedures. The continued effort and development of sustainable logistics networks across the Zone, by further developing the regional, sub-regional and country warehouse and stock strategy as well as compiling a comprehensive suppliers' data base including regional framework agreements (*please refer to Global Logistics plan for details*) will enable the provision of appropriate logistics response and support to all activities in the Americas Zone.

### **a) Technical programme support**

Public accountability has become an unavoidable obligation for non-profit entities, and it is a condition to ensure and strengthen credibility, independence and support. The Americas Zone Office will support National Societies in enhancing **their capacities to ensure a results-based management system with improved accountability** in line with *Strategy 2020* and the Inter-American Plan 2007–2011. As of the end of 2010, the IFRC has begun the launch an initiative to create a database of National Societies' capacities, which also includes general information about the National Society and the scope of its outreach. This will be complemented with the introduction of the academic network initiative, which seeks to match learning opportunities in a wide area of topics with gaps and weaknesses which are apparent from the data base entries. This takes the form of a global network of learning partnerships and boosts access to quality assured professional learning.

A key challenge for the Americas Zone will be to have the capacity to influence a coordinated approach **to clearly show the collective impact of the work done by all members of the IFRC** as a network. This will take place through progressive implementation in the Americas of the **Federation-wide reporting system** to capture consolidated information directly from National Societies.

Most National Societies of the region are using methods of participatory planning which increasingly include beneficiaries and partners, but there is a need for a stronger commitment to be fully accountable to the communities they work with.

Regular **access to the outcomes of research and studies** will be sought with an aim to promote the understanding of the context and trends that increase vulnerability within the Americas. National Societies will be encouraged to own and use this knowledge for the revision of their national plans. The Study of the Americas and the concrete recommendations included are also helping National Societies to review their existing plans and practices and analyze potential areas of improvement.

The role of the Regional Centres of Reference: the Centre of Reference for Community-Based Education in Disaster Preparedness based in Costa Rica and the Centre of Reference for Disaster Preparedness based in El Salvador will be enhanced, including an increase in the number of peer initiatives promoted by these two Centres. Both Centres have played an important role in the past years in Central America in leading the standardization and validation of tools and methodologies such as the VCA methodology, NITs modules, and many others. Both Centres will extend their area of influence to ensure increasing involvement of National Societies from South America and the Caribbean. The establishment of a Centre of Reference on HIV in Jamaica and the Caribbean Resource Centre in Disaster Management in Barbados will increase the scope of IFRC support to the National Societies and the involvement of Red Cross Societies.

## **b) Partnership development and coordination**

Cooperation and alliances are a prerequisite for scaling-up humanitarian response in line with the *Strategy 2020* and achieving the Millennium Development Goals. Successful cooperation requires trust, mutual respect, understanding, shared vision, concrete and attainable goals and objectives, sufficient funds and skilled convenors.

The secretariat will build on the National Societies' position as auxiliary to the public authorities and significantly increase their participation in public action initiatives. They will increasingly participate in relevant country platforms on poverty reduction, risk reduction, climate change and international humanitarian law.

The Red Cross will approach the private sector not only as a funding source, but as an important partner in the development of local communities and for that purpose will develop knowledge and understanding of the aims and practices of potential allies from the private sector.

Special attention will be given to understand and better interact with civic/military initiatives, building appropriate relationships with this sector in order to ensure a wider understanding of the role of the Red Cross in times of disasters and crisis and in regular development programmes.

The Regional Representations will continue to enhance existing partnerships and build new successful ones with actors as diverse as country governments and their agencies and ministries, national and regional platforms and fora, relevant private sector members, NGOs of various ranges, national and regional media, the United Nations system, relevant financial institutions, academic organizations and regional inter-sectoral networks.

Special attention will be given by the Americas Zone Office to increase coordination and cooperation within the IFRC members and the ICRC, governments, UN agencies, NGOs, universities and other civil society organizations with the clear aim to increase the delivery of the obligations and expectations inherent to the collective responsibility as a humanitarian and human development network.

Particular attention will be given to increase Movement cooperation and initiatives arising from the preparation process of the XIX Inter-American Conference of the Red Cross to be held in Haiti in September 2011. This event will require substantial attention and dedication to accomplish the following three objectives:

- A. Review the Inter-American Plan 2007–2011
- B. Development of the Inter-American Plan 2011–2015
- C. Agreement on the Inter-American Conference Commitment aligned to *Strategy 2020*.

## **Communications**

Scaling-up the Red Cross profile in the Americas and developing well-organized advocacy messages will be guiding the Communications Strategy of the Federation secretariat in the continent aimed towards a stronger voice in humanitarian issues, and providing relevant information and communication services to the National Societies.

The development of a communications strategy linked to the IFRC's Global Strategy addressing key humanitarian issues seeks to influence the actions and behaviour of key decision makers, and mobilize support for the work of the National Societies at community level.

The renewed websites of Latin America and the Caribbean and the use of new technological tools will contribute to enhancing the Red Cross profile. The experience of the Haiti earthquake operation has shown the benefit of investing time and efforts to further develop Red Cross capacities in the use of technologies to improve beneficiary communications, contributing to the accountability framework. In addition, special investment will be made to further understand, develop initiatives and promote activities that link with social media needs.

The Communications Unit will work to ensure that effective communications are provided to all National Societies of the continent and relevant stakeholders within the Movement with regard to the Inter-American Conference that will be held in 2011. Furthermore, in line with the country plans, in 2011, the Communications Unit will work to strengthen capacities of targeted National Societies in the area of communications, with particular emphasis on the initial development of effective communications strategies. The Communications Unit services will also contribute to the global directions for the further development of the Federation Databank, providing support and guidance to the Red Cross Societies.

### **Resource Mobilization**

Resource mobilization is a key issue for the capacity of National Societies to be able to deliver effective programmes and services. Developing more effective, innovative and professional resource mobilization with diversified funding sources is a challenge in the Americas considering the high level of dependence on international cooperation of many National Societies in the region and the increasing trend in the international agenda to allocate resources in other continents.

The Resource Mobilization Unit has committed to increase its attention to diversify funding sources both for the sustainability of National Societies' core areas of work and the development of programme delivery. In addition, efforts will be focused on mapping and identifying funding opportunities with non-traditional sources of funding such as the corporate sector, the European Union, financial multilateral institutions and regional governmental and non governmental agencies and organizations. By the end of 2011, at least four new strategic alliances with non-traditional donors are planned to be established in the Americas.

### **d) Other areas**

One of the key objectives of the Americas Zone is to **support the development and strengthening of networks at all levels** on key relevant subjects. Having fully functioning interconnected networks in the Americas – themselves connected with global networks – will translate into optimized information sharing and the building of greater capacities.

It is also essential to recognize the importance of, and to foster the development of existing relationships with Movement partners (PNS, ICRC, and including the secretariat headquarters and Disaster Management Units).

## **Promoting gender equity and diversity**

The IFRC's Gender Policy recognizes that the integration of a gender perspective into Red Cross and Red Crescent actions is an important strategy towards the fulfilment of the IFRC's humanitarian mandate to improve the lives of the most vulnerable. The policy also requires that each National Society puts in place institutional procedures which ensure that the needs of boys, girls, men and women are all met equitably in disaster response, vulnerability reduction and the provision of health and other services.

The goal of the IFRC is to ensure that all programmes benefit men and women equally, according to their different needs and with the input and equal participation of men and women at all levels within the National Societies.

Special focus will be placed on supporting National Societies in better understanding gender and 'protection' issues, including the prevention of sexual exploitation, abuse and gender based violence.

A community-based approach is a key factor in the programmes that incorporate gender equity, awareness-raising and empowerment of women to look at themselves as individuals with rights and as agents of their own change. Therefore, National Societies will need to assess existing trainings, tools and methodologies to verify that gender issues are adequately addressed.

Influencing behaviour and leadership decisions on gender, equality and diversity matters to ensure that Red Cross staff, membership and programmes are truly reflective of the highly diverse make up of their countries is an on-going task in the Americas. Serious efforts will be made to have a membership that is representative of all age groups, social and cultural contexts and that will have a wide cross-section of leaders from the communities. Support must be provided to volunteers in the communities in which they work through the development of community Red Cross groups and branches.

## Quality, accountability and learning

The Americas Zone Office will be guided by the global standards and will encourage the use of a common performance and accountability framework to better measure the impact of the programmes and to monitor the progress made towards the directions of *Strategy 2020* through an appropriate tracking system.

The Americas Zone Office will promote National Societies to set standards, tools and mechanisms to ensure integrity and develop a result based planning, monitoring, evaluation and performance management system in line with the global IFRC system. It will be sought to ensure that they increasingly adhere to international standards and access formal accreditation, and make better use of benchmarking, peer review and knowledge sharing mechanisms. The rating excellence system will be rolled out whereby an objective system of rating core capacities will be introduced so that National Societies will identify opportunities for development and strengthening.

The governance body for the Red Cross in the Americas, CORI, will play an active role in the compliance of National Societies' implementation of the Inter-American Plan 2007–2011. It is important to mention the commitment of the National Societies in this field, as stated in the Guayaquil Declaration: "We aim to enhance the impact, transparency and effectiveness of our programmes by establishing measurable indicators, quality standards and mechanisms for peer review".

The Americas Zone Office will provide all relevant support needed from CORI Executive members' decisions as related to the monitoring and evaluation of the plan.

Policies and standards will be strongly disseminated and promoted throughout the regions with an aim to influence National Societies on their application and adaptation to their specific contexts. Key standards will be promoted and their implementation regularly monitored. For such initiatives, the Americas Zone Office will encourage regular peer support and cross-regional learning opportunities.

Finally, evaluations of the programmes and/or emergency operations will be ongoing practices that the Americas Zone Office will promote and seek as regular activities to measure the quality of Federation-wide performance in the Americas.

Accountability: This is a key area identified in the programme purpose and outcomes, both to support National Societies' accountability towards communities (and not only towards donors), as well as IFRC accountability towards National Societies and partners. There is a need for a commitment from National Societies to be fully accountable to the communities they work in. A good example of a key tool for accountability is the development of web pages where information is made public and updated in a timely manner.

Quality: Progressive adherence to international standards identified in Guayaquil will be promoted (management, accountability standards, SPHERE Project, HIV and AIDS, Code of Conduct, compliance with the Fundamental Principles).

## How we work

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 non-violence and peace.

## Contact information

For further information specifically related to this plan, please contact:

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## MAA42003 - Americas zone

### Budget 2011

#### Budget 2011

All figures are in Swiss Francs (CHF)

	Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	Total
Supplies	58,510					<b>58.510</b>
Land, vehicles & equipment	29,616					<b>29.616</b>
Transport & Storage	21,000					<b>21.000</b>
Personnel	1,931,550	256,200	345,410	20,000	100,000	<b>2.653.160</b>
Workshops & Training	2,196,419	261,000	50,000		115,000	<b>2.622.419</b>
General Expenditure	794,905	213,967	135,865	20,000	149,500	<b>1.314.237</b>
Depreciation						
Contributions & Transfers						
Programme & Service Support	339,114	54,838	35,754	2,600	23,693	<b>455.998</b>
Services	128,105		18,789			<b>146.894</b>
Contingency						
<b>Total Budget 2011</b>	<b>5,499,219</b>	<b>786,005</b>	<b>585,818</b>	<b>42,600</b>	<b>388,193</b>	<b>7,301,834</b>