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# Long Term Planning Framework Honduran Red Cross 2012-2015

 International Federation  
of Red Cross and Red Crescent Societies

*A group of children from the Quimistán, Santa Barbara branch participate in the educational brigade programme with the Red Cross Youth, 2010. Source: Honduran Red Cross.*



## 1. The Americas Zone Mission

The mission of the Americas Zone is to support Americas National Societies to increase humanitarian and development standards, helping them to remain relevant within their country and sustainable and accountable for their actions, guided by the implementation of *Strategy 2020*.

## 2. National Society Mission

The Honduran Red Cross (HRC) is a volunteer-based humanitarian organization that mobilizes national and international solidarity to contribute to improving the lives of those most vulnerable. The HRC favours the integral development of its capacities, based on the Fundamental Principles and Humanitarian Values of the International Red Cross and Red Crescent Movement, through the implementation of programmes related to disaster prevention and response, and health and community assistance. With support from the State and aid agencies, it fulfils its role as auxiliary to the public authorities, respecting all standards and using modern governance and management models that guarantee integrity and work towards the sustainability of the National Society.

## 3. Introduction

### Honduran Red Cross Framework

The Honduran Red Cross was recognized as a National Society on 4 September 1937. It works as auxiliary to the public authorities and is a member of the National Emergency Commission (COPECO), the National Risk Management System (SINAGER), the Humanitarian Network (REDHUM), the International Aid discussion table, the National Forum for Violence Prevention and

the volunteering discussion table, based on the country's priorities and in coordination with the municipalities and each of the State ministries related to its humanitarian mandate: Health, Education, Foreign Affairs, Environment, the water and sanitation authorities (*Servicio Autónomo Nacional de Acueductos y Alcantarillados (SANAA)*), and an extensive network of non-governmental organizations. It also coordinates its actions with international aid agencies such as the Canadian International Development Agency (CIDA), the Spanish Agency for International Development Cooperation (AECID), the European Union, the Swiss Agency for Development and Cooperation (SDC), the Pan-American Health Organization (PAHO) / World Health Organization (WHO), the United Nations Children's Fund (UNICEF), as well as other partners from within the Movement such as the International Federation of Red Cross and Red Crescent Societies (IFRC), the International Committee of the Red Cross (ICRC), the Canadian Red Cross, the Finnish Red Cross, the Italian Red Cross, the Spanish Red Cross and the Swiss Red Cross.

The National Society has a network of 51 branches in 15 of the 18 different departments of the country: it has 13 departmental branches and 38 municipal branches. The volunteer base is divided in different categories: managers, relief workers, youth, women volunteers and volunteers within programmes. There are 120 remunerated professionals responsible for administration, management, community programmes, Principles and Values, disaster risk management and community health. Also the HRC has institutional services such as public relations, information technology and organizational development, which support programmes and branches of the National Society.

The new National Development Plan will be implemented in the period 2011–2015, focusing on *Strategy 2020*, and defining the main institutional priorities and challenges that the Red Cross will adopt to improve the lives of those most vulnerable.

The Federation's country support plan for the Honduran Red Cross is based on the guidelines and priorities that were defined in different meetings involving programmes, members of governance and management.

**The focus will be on the following areas:**

1. Strengthening capacities:

- a. In the areas of volunteering and also in governance.
- b. The organizational structure, through revision and updating of policies and standards of the Honduran Red Cross.
- c. Application of Movement standards of the Movement including the Sphere project and the Code of Conduct in all activities.
- d. Improve the positioning of the National Society's image through strategies and promotion of the Fundamental Principles and Humanitarian Values.

2. Promotion of the Fundamental Principles, Humanitarian Values, and organizational values in reducing intolerance and promoting behavioural change, preventing violence and working towards a positive work environment for all National Society volunteers and staff.

In addition, to ensure the inclusion of activities and promotion of the Fundamental Principles and Humanitarian Values in all programme services and projects, particularly those targeting disadvantaged groups such as youth, women, and ethnic and indigenous populations, promoting

gender equality within the Honduran Red Cross, as well as the promotion of International Humanitarian Law (IHL) and the restoration of family links (RFL).

3. Using the Institutional Disaster Risk Management Strategy to strengthen the organizational structure and the integrated programming of the HRC, and reduce the number of deaths, injuries and damage caused by disasters and crisis, as well as to carrying out risk reduction activities through the strengthening of community structures and the promotion of resilience to face future possible disasters, crisis and climate change.

4. Enabling safe and healthy living, prioritizing interventions in community based health and epidemic control, as well as prevention activities. Focusing on vulnerable groups such as mothers caring for children, directing efforts to change behaviour toward healthy habits; food security; assisting people living with HIV, tuberculosis, lactating infants and mothers of child-bearing age, through clear coordination with other actors and partners such as health centres, educational centres and community organizations.

5. Advocating for the most vulnerable groups will be a constant priority in each intervention of the HRC. To this end, the National Society will strengthen the capacities of its staff, ensuring that every platform, meeting and discussion space will be an opportunity for humanitarian diplomacy and guiding decisions in favour of those most vulnerable.

6. The HRC will continue promoting the volunteer strengthening programme in order to broaden its participation and better recognize and promote community volunteering, with special focus on its branches. To achieve this end it will be important for headquarters to follow up on all processes initiated with the support of different partners.

The support of the IFRC secretariat will require an integrated focus between programmes and services, with close coordination with Partner National Societies (PNS) and the ICRC, guaranteeing greater impact, optimization of efforts and resources and avoiding duplication.

### **Country Context**

Honduras is the second largest country in Central America; divided in 18 departments it has land borders with Guatemala in the northwest, with Nicaragua in the south east; and with El Salvador in the south west. It has a population of around 7,465,998 people, according to the World Bank statistics for 2009.

Between 1980 and 2010 the Human Development Index (HDI) for Honduras had an annual growth rate of 1.1 per cent, increasing from a ranking of 0,436 to 0,604, placing the country in the 106<sup>th</sup> position of a list of 169 countries with enough comparable data available. The regional HDI for Latin America and the Caribbean has increased from 0,578 (in 1980) to 0,706 (in 2010), positioning Honduras below the regional average.

Some of the key issues the country is facing are: consolidation of democracy; social impact of migration; response to HIV and AIDS; the need for priority attention for infants and youth; reproductive and sexual health; violence and food and nutritional insecurity.

According to the Human Development Report published by the UNPD in 2009, 23 per cent of the Honduran population lives with less than a dollar a day and 18.19 per cent lives under the poverty

threshold. It also reports that 25 per cent of children are underweight, and a very high index of inequality, inequity and gaps between different population groups, particularly women, children, indigenous people, afro-descendants and people living with HIV.

The maternal mortality rate is of 280 for every 100,000 live births, and the birth rate amongst teenagers (women between 15 and 19 years of age) is of 93.1 per cent for every 1,000 women. Inequality between men and women reaches 0.68 and the infant mortality rate is of 31 children for every 1,000. Life expectancy at birth is of 72.6 years.

The main causes of death in children under five years of age are acute respiratory infections (ARI), diarrhoea, birth-related deaths and accidents. Chronic malnutrition only decreased slightly from 40.6 per cent in 1997 to 36.2 per cent in 2001<sup>1</sup> because of scarcity of food, nutritional habits and the effect of diseases. The root of these phenomena is the limited access to services such as health (18 per cent of the population has no access), safe water (10 per cent), sanitation (32 per cent); as well as hygiene practices, poor care for infants and poverty.

According to reports from the Ministry of Health, until October 2010 a total of 28,695 people were recorded as living with HIV within the country, however it is estimated that each year some 2,400 people could be infected with the disease in Honduras.

The data also shows that until November 2005 there were 22,366 people living with HIV, which means an increase of 6,000 people within a period of five years.

At the end of 2008 some 7.2 per cent of young Hondurans were registered as illiterate. Secondary education at a diversified level, which should be the minimum standard, is only possible for 25.7 per cent of young people, added to the fact that 25.4 per cent of young Hondurans do not work or study, and have very few possibilities of participating in flexible vocational education programmes.

The post-secondary educational system in Honduras is made up of 19 universities, six of which are public and 13 private. The net coverage of post-secondary education in Honduras has almost doubled between 1990 and 2006, from 7.6 per cent to 14.5 per cent; however despite progress in coverage, there is a significant difference with countries such as Costa Rica, which holds the highest education development index in Central America, reaching a coverage of around 45.6 per cent in 2005. Some 13.1 per cent of the population have access to internet.

Insecurity restricts civic participation and impacts negatively on human development. The murder rate reaches an alarming 66.8 for every 100,000 persons. This shows that in Honduras 58 persons in excess of the average global rate and 38 in excess of the Latin American average die as a result of criminal activity. It is estimated that from a total of around 800,000 firearms currently in the country, some 650,000 of which are unregistered.

Honduras has consistently faced the impacts of the forces of nature throughout its history. With an ever-growing population and the economic situation, vulnerability and risks of disaster also increase, greatly impacting the quality of life of the Honduran people. Because of its geographic position, Honduras suffers greatly from the impact of tropical waves, storms and hurricanes. The northern

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1. <sup>1</sup> UNDP, Acerca de País - [http://www.undp.un.hn/acerca\\_del\\_pais.htm#5](http://www.undp.un.hn/acerca_del_pais.htm#5)

coast, particularly the Departments of Atlántida and Colón, are constantly impacted by the incidence of tropical storms from the Caribbean region, as well as the phenomena of El Niño and La Niña. Some of the most severe hurricanes to impact Honduras were Fifi (1974), Hugo (1988), Gert (1989), Mitch (1998), Katrina (1999), Michelle (2001), Beta (2005) and Gamma (2005). To this date, Mitch remains the most devastating hurricane Honduras has seen in recent times, leaving 5,657 deaths, 8,058 disappearances and 12,275 injured.

Migration in Honduras is a complex phenomenon relating to both economic and social factors. According to data from the Ministry of Foreign Affairs, around 23,000 returning migrants arrived during 2010, while in 2009 the number was around 25,000. The Mexican Ministry of Foreign Affairs, the US Office of immigration Statistics and the Honduran National Forum for Migration have estimated that about 100,000 Hondurans migrate north each year, giving a figure of 277 per day or 12 every three hours.

The Central Bank of Honduras reports that remittances sent by migrants in the United States reach an amount of some 2,525 million dollars, which is close to 17 per cent of Honduras Gross Domestic Product, 43 per cent of all exports and 28 per cent of all imports.

The Americas Zone will apply a complementary approach to strengthening National Society headquarters and territorial branch networks, while fostering greater specialization within key programme areas. This strategy introduces four thematic focus areas for integrated zone programming and strategic support areas that will contribute with the modernization of the way National Societies operate. The Americas Zone has identified the following key external trends, however it recognizes that trends are country specific and may not be relevant in all National Societies (see Annex 1):

- Urban risk
- Migration
- Violence
- Climate change

At the same time, National Societies need to update and modernize the way they operate, accounting for internal pressure related to different areas of the National Society such as ***leadership, integrity, accountability, performance, volunteering and resource mobilization*** (see Annex 2).

### 3. How we work-Business Lines

#### Business Line I: HUMANITARIAN STANDARDS

##### Areas of Concentration

Humanitarian Trends, Principles and Values, Policy, Disaster Laws, Research Studies, Knowledge Management.

##### National Society Approach

The National Society is going through an important phase of transition in its governance, which brings out a need to implement key changes in the institution. These changes include the revision of its statutes, the updating of procedures and extension of programme implementation, as well as service coverage and dissemination of policies and standards.

The main actions the National Society hopes to carry out focus on the implementation of an institutional strategy to promote diversity and non-discrimination in a cross-cutting manner through all interventions. It also aims to implement and disseminate the code of conduct through all its staff and volunteers, improving relationships among its members and with communities; as well as implementing all Movement standards within its action.

### **Deliverables and Outputs:**

1. Development of a study on the implementation of the Fundamental principles, gender focus and Humanitarian Values of the Red Cross in programmes, projects and activities of the National Society
2. Advice and support that enables the National Society to fulfil its auxiliary role in the promotion and development of IDRL in national legislation, along with other measures that guide the legislative and executive authorities in policy compliance and in the implementation of measures and policies related to the Central American Integral Disaster Risk Management Policy (PCGIR) and the commitments expressed in the 31<sup>st</sup> International Conference.
3. A study about the lessons learnt from projects related to violence prevention and building a culture of peace.
4. Awareness-raising of the new volunteering and youth policies of the IFRC.
5. Dissemination both internally and externally the Movement standards, Code of Conduct and Sphere standards to guarantee quality, responsibility and integrity in all National Society actions.
6. Revision and updating of the legal framework of the National Society, strengthening its vision, mission and the integrity and development of the HRC at national, departmental, municipal and local levels.
7. Promotion of a positive work environment, in line with the Fundamental Principles and Humanitarian Values of the Movement, and ensuring a gender focus.
8. The National Society promotes knowledge of the national and international laws regarding migration, violence prevention, culture of peace, risk management and protection of the environment.

## **Business Line II: CRISIS AND DISASTER MANAGEMENT**

### **Areas of Concentration**

Crisis and disaster readiness, logistics, disaster response and recovery, relief, health in emergencies, psychosocial support, water and sanitation, food security, livelihoods, volunteering in emergencies and coordination with external actors.

### **National Society Approach**

With a risk management focus, the National Society improves the integration of its programmes, strengthening its operational structure, improving the quality of its human resources, undertaking a development approach for its branches, strengthening capacities for financial management and for logistics, and promoting the use of technological and methodological tools, in order to strengthen communities and achieve efficient and timely preparedness, response and recovery from disasters and crisis

In matters of health, the National Society aims at enabling healthy and safe lives, focusing its actions on assisting people who live with HIV and AIDS, tuberculosis, lactating infants, and mothers

of child-bearing age, through clear coordination with other actors, partners and counterparts in health centres, education centres and community organizations.

### **Deliverables and Outputs**

1. The HRC strengthens its preparedness and response system with an integrated approach within programmes and support services, building capacity for its human resources, improving monitoring, response plans and procedures, and logistics in line with the standard operational procedures of the IFRC.
2. The HRC responds appropriately to health situations in emergencies, communicable and non-communicable diseases, and epidemic control.
3. The HRC contributes to the reduction of risk factors in the health of vulnerable populations through prevention, education and public awareness.
4. The HRC incorporates the IFRC quality standards in its interventions on water, sanitation and basic infrastructure, relief and shelter, based on the regional strategy.
5. The HRC provides psychosocial support services to communities affected by HIV and AIDS, disasters or crisis and the human resources of the institution.

## **Business Line III: SUSTAINABLE DEVELOPMENT**

### **Areas of Concentration**

National Society development and resilient communities: health, disaster risk management, volunteering, youth, shelter and settlements, food security, livelihoods, water and sanitation, road safety, drug addiction, marginalized populations (elderly, people living with disabilities).

### **National Society Approach**

The National Society will focus on branch development taking advantage of all existing tools such as the Well-Functioning National Society, Well-Prepared National Society, volunteer management cycle, IFRC learning platform and others, in order to achieve safer and more resilient communities, integrated community programmes, disaster risk reduction actions, community health, food security, climate change, water and sanitation, and shelter, and the strengthening of the institutional capacities of the HRC.

The implementation of a strategy for strengthening volunteering that started in 2010 will continue and extend to a greater number of branches, identifying and training focal points, applying the regional management model of the cycle. At the same time, the implementation of a regional programme for training human resources that extends to all branches will be put in place.

Implementation of an institutional image strategy to improve the positioning of the HRC in different areas, including resource mobilization which is a challenge the National Society is ready to face, will take place through the improvement of alliances with regional and national media.

### **Deliverables and Outputs**

1. The volunteering structure is strengthened with a single vision, set of regulations and plan, using a modern volunteer management system that extends progressively, and ensuring active participation in local platforms and building networks within the branches.
2. Structuring and defining of functions of the different levels of the National Society's risk management system.

3. Grassroots organizations are strengthened, enabling sustainable community development through programmes and services offered by the National Society at national and local level.
4. The HRC defines and consolidates its strategy for promotion of a culture of peace.
5. The HRC has a regional system for training its human resources, including topics such as Fundamental Principles and Humanitarian Values, code of conduct, Humanitarian Charter, international laws, Sphere and Movement policies.
6. Implementation of a sustainable food security strategy.
7. The National Society has a leadership programme to incorporate youth volunteers from different areas of the community, with active participation in decision making in programmes and services.

#### **Business Line IV: HUMANITARIAN DIPLOMACY**

##### **Areas of Concentration**

Communications (positioning and working within Red Cross networks), resource mobilization, Humanitarian Affairs and partnerships, IDRL and humanitarian access.

##### **National Society Approach**

Improve the conditions of youth and teenagers at risk through the implementation of violence prevention programmes with a community focus as an initiative spearheaded by the HRC after seven years working on the subject. The HRC will coordinate its actions with other actors who also work in this field to improve the capacities of youth and communities to respond to and counter any type of violence caused by social inequality, emphasizing civic participation, recognition of rights, and influencing decision makers in the country.

The National Society also needs to have an institutional strategy that may better guide actions and coordination with other actors and partners with respect to humanitarian actions that need be undertaken to tackle migration and its consequences.

Even though the National Society is part of COPECO, Honduras' national disaster response system, the Humanitarian Network, the National Disaster Risk Management System (SINAGER) and the sectoral coordination groups, it is essential to boost its position in these platforms to better promote initiatives that favour those most vulnerable and optimize resources.

##### **Deliverables and Outputs**

1. The HRC promotes and participates in national and local platforms and forums related to disaster risk management, health, violence, volunteering, migration and climate change, improving the living conditions of the most vulnerable communities.
2. Cooperation with other components of the Movement and external actors and partners maintain and improve the integral disaster risk management activities of the HRC.
3. The image and communication strategy of the HRC responds to the country context, improving the visibility and position of the National Society and its actions in promoting a culture of peace, violence prevention, adaptation to climate change, community health and voluntary blood donation.
4. The National Society defines along with national authorities specific activities in order to participate in the processes that guide the improvement of laws and standards related to disaster response, legislation on risk reduction and measures related to the coordination and provision of shelter to people affected by disasters and crisis.

5. National authorities understand and support the auxiliary role of the National Society.
6. Continuity and implementation of the Status Agreement between the Honduran government and the IFRC in order to increase efficiency in preparedness, response and recovery of people and communities affected by disasters and crisis, and with regard to programmes and services in times of normality implemented in coordination with the National Society in favour of vulnerable communities and the development of the HRC.

## **Business Line V: EFFECTIVE JOINT WORKING AND ACCOUNTABILITY**

### **Areas of Concentration**

Movement Cooperation, Administration Support, Finance Development, Human Resources Development, ISD Development, PMER Development, Logistics Development, Innovation, Audit and Risk Management and Legal.

### **National Society Approach**

Improve transparency in the use of resources, as well as in assessments of the HRC's humanitarian mission through achievements of strategic and development objectives as carried out in past years, supported by the creation of new accountability models for branches, updating of the technological system and training of human resources of the National Society.

Use of the platform created by the IFRC for reporting will be consistent, and reports will be presented to the general public to promote the work done by the Honduran Red Cross towards the country's development.

### **Deliverables and Outputs**

1. Implementation of the model for Social Audit and Accountability for humanitarian interventions of the HRC.
2. The HRC implements efficient administrative management of its operational and financial resources.
3. Strengthening of the monitoring and evaluation system in relation to planning as an institutional discipline.
4. The HRC keeps the Federation Data Bank IT Platform updated.
5. The Secretariat will provide legal advice to promote fulfilment of the laws and guidelines that bind it under the national authorities and in relation to the internal legal base (Movement statutes and guidelines), both at headquarters and branch level.
6. The HRC has an organizational structure that responds to and supports an internal security system for its personnel.
7. Strengthening of the capacities of HRC human resources through the IFRC e-learning platform.
8. The HRC strengthens and establishes alliances with the academic and educational sector to improve the capacity of its volunteer base and the management of its financial, logistic and technological resources.

## **4. Potential risks, challenges and assumptions**

The new government in Honduras is trying to ensure political stability following the crisis experienced in 2009 as a result of the ousting of the former President, Manuel Zelaya. However, if no balance is achieved, the country is at risk of further socio-political crisis. Additionally, the high levels of insecurity and criminality in the country may diminish the impact of programmes developed

by the National Society, affecting the achievement of objectives and the delivery of services to vulnerable communities.

The geographical location of Honduras as its categorization as one of the most vulnerable countries results in the need to take into account the possible impact of natural disasters which could affect the implementation of projects and programmes for short periods or undefined lengths of time. Finally, the global economic recession may diminish resources, such as those from international cooperation.

## 5. Work with partners

### Main External Partners

#### Governmental:

- **National Autonomous University of Honduras:** coordination for psychosocial support and violence prevention programmes.
- **Permanent Contingency Commission (COPECO):** coordination during disasters and emergencies.
- **National Disaster Management System (SINAGER):** integration of national disaster management programmes.
- **Ministry of Foreign Affairs:** support on disseminating IHL.
- **Ministry of Public Education:** support on educational programmes for disaster prevention, dengue prevention and violence prevention
- **Ministry of Public Health:** coordination with health programmes, campaigns, emergencies and HIV/AIDS.

#### Non-governmental:

- **Association of Persons Living with HIV/AIDS (ASONAPSIDAH):** support and advice in HIV/AIDS related programmes.
- **Humanitarian Network (Redhum):** platform shared by aid organizations, NGOs and the UN system with presence in Honduras.

#### Private sector:

- **Sistema Audiovideo:** support with national radio campaigns.
- **Televiscentro:** support with TV campaigns.
- **United Radio Stations:** support with national radio campaigns.

### Main Internal Partners

Programmatic Areas	Programmes	Partners
Health and Care	HIV and AIDS	IFRC Swiss Red Cross
	Water and Sanitation	IFRC American Red Cross
	Mother and Child Health	Canadian Red Cross
	Community Health	Swiss Red Cross
	Food Security	Canadian Red Cross Spanish Red Cross Swiss Red Cross
Government, development and volunteer management	Governance and volunteering management	IFRC Italian Red Cross Swiss Red Cross

<b>Principles and values</b>	Violence Prevention	ICRC Canadian Red Cross Italian Red Cross Spanish Red Cross Swiss Red Cross
<b>Disaster Risk Management</b>	Risk Reduction/Preparedness	IFRC Italian Red Cross Swiss Red Cross Canadian Red Cross
	Climate Change	Italian Red Cross

## 6. Promoting Diversity

The strategy considers the role and positioning of the Honduran Red Cross as an organization that works with vulnerable people and groups in the country in a leading position along with the State and other organizations and aid agencies, acquiring credibility with the general public.

Through the credibility built, the National Society has been included in the different platforms and working groups related to its mandate, facilitating the promotion of the Fundamental Principles and its organizational and humanitarian values.

An institutional communication and image strategy will be implemented. It will focus on the general population, with special attention to decision makers in the country. Dissemination will be carried out through alliances already in place with media in the country, including the publication of news, articles, the use of social media (Facebook, Twitter, etc.) and the national, regional and global webpages, as well as the publication of information bulletins both virtual and printed.

Finally, communication with local and national authorities will be essential in the dissemination of the institutional mission, as well as the Fundamental Principles, emphasizing the Neutrality, Impartiality and Independence of the National Society.

### How we work

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

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

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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 operation please contact:

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## Annex 1

## External Trends

**URBAN RISK:** By 2020 the region comprising Latin America and the Caribbean will be 82 per cent urban. Unregulated low-income districts dominate the landscape of most Latin American cities. Poverty, inequality, political instability and lack of access to land are all contributing factors to this shift. Consequently, this shift is creating new trends in vulnerabilities such as urban violence, traffic accidents, and a diversity of environmental hazards, including poor sanitation, pollution of rivers and streams, and deforestation.<sup>2</sup>

**VIOLENCE:** The Pan American Health Organization called violence in Latin America "the social pandemic of the 21st century." Social inequality and social exclusion are considered major causes of violence in Latin America and the Caribbean. Residents in socially excluded communities cannot depend on those institutions designed to protect them, and violence becomes one of the only available options to seek out justice, security and economic gain.<sup>5</sup>

**MIGRATION:** The Americas are home to 27 per cent of the World's migrants<sup>3</sup>. According to the International Organization for Migration, issues such as natural disasters and climate change contribute to increased population movement with one in five migrants being a child or adolescent.<sup>4</sup> Migrants who are forced to settle elsewhere are frequently subject to discrimination and lack of access to social services. It is also vital to take into account the impact that migrants have on their communities of origin as well as host communities.

**CLIMATE CHANGE:** Trends in climate change will continue to heavily impact Latin America and the Caribbean magnifying issues such as environmental degradation, migration pressures, food security, livelihoods and conflicts over scarce natural resources, particularly water, in addition to increased frequency and intensity of disasters and crisis.

## Annex 2

## Internal Pressures

## INTERNAL PRESSURES

**Leadership** is recognized by government authorities, civil society, the corporate sector and the Red Cross constituency as a result of evidence-based information, identifying the National Societies as relevant actors in addressing vulnerabilities and needs. The leadership guides, influences and ensures better understanding of issues affecting those most in need, enabling relevant strategic decision-making, thus bringing attention to rights, needs and vulnerabilities of communities and associated underlying factors. Furthermore, leaders must guarantee that the National Society assumes its auxiliary role to the government and differentiates between the functions of governance and management.

**Integrity** Some National Societies require support on their internal systems to ensure that activities are being carried out in accordance with the Federation's standards and procedures as well as in a transparent and accountable manner. This also requires the capacity to develop early actions to anticipate external factors that might put at risk the image and identity of the Red Cross.

**Accountability** Entails active compliance with the IFRC's policies and procedures, as well as working in line with the Fundamental Principles and Values and setting and following standards so as to become a role model. It also relates to meaningful beneficiary participation, effective and efficient use of resources and transparent reporting, monitoring and evaluation practices.

**Performance** Capacity building of National Societies in the areas of Administration, Finance, Planning, Monitoring Evaluation and Reporting, Human Resources, Information Systems, Resource Mobilization and Logistics (especially procurement) takes into account that National

<sup>2</sup> Environmental Implications of Peri-urban Sprawl and the Urbanization of Secondary Cities in Latin America. Haroldo da Gama Torres; Inter-American Development Bank; Technical Notes No. IDB-TN-237.

<sup>3</sup> UN DESA, Population Division (2009). *Trends in International Migrant Stock: The 2008 Revision* (United Nations database, POP/DB/MIG/Stock/Rev.2008); IOM, *World Migration Report 2010*

<sup>4</sup> UN ECLAC with UNICEF, *Children and International Migration in LAC*, 2010

<sup>5</sup> Inter-American Development Bank) Research Department Working Paper #613: Social Exclusion and Violence in Latin America and the Caribbean Heather Berkman October 2007

Societies in the region are at different phases of development requiring different levels of support and enabling the Federation to foster peer-to-peer support and horizontal cooperation.

**Volunteering** Strong commitment is needed to support National Societies to scale-up and prioritize their volunteering development efforts. By increasing the participation of volunteers in the National Societies' decision-making and institutional life, volunteers will become more engaged.

**Resource mobilization** Most National Societies are working in middle-income countries and, as such, benefit less from international cooperation which tends to focus on countries which are classified as low-income. Nevertheless, they work in increasingly complex and challenging contexts that require attention and reflection to find new ways of mobilizing resources. National Societies must reduce financial dependency on external donors and develop core funding that guarantees that they will always be active in their own country and will act independently from donor pressures and interests.