

OTHER CONSIDERATIONS

This strategy comes with an operative manual or “practical guide” for project management. The purpose is to differentiate the understanding of the proposal, from its practical application regarding identification, formulation, execution and evaluation of international cooperation projects with a logical framework approach.

THE OPERATIVE MANUAL

One of the challenges of the RSVP was to reach an optimum level of practicality, as the projects managers within the Movement in the region were asking for the ideological and doctrinal documents to come together with practical documents establishing proposals for the specific reality.

That is why after explaining the whole process prior to the elaboration of the Strategy, and after presenting conclusions as a strategic and methodological proposal, we wanted to define as much as possible what the components are, including examples and a context narrative.

We recommend not using the operative manual if the Strategy is not yet well understood, since the manual is not a recipes book of steps to be followed automatically. As the Strategy is understood, the use of the manual will be simple and easy, and we don't expect the users to find any relevant difficulties.

The most developed aspect in this manual is the implementation of the “shared community diagnosis” for the project planning phase, which will be their identity key, as well as a reflection proposal about the progresses.

PROJECT'S DURATION

We recommend a period of at least **36 months**. The streets, the people, the groups, the communities, the institutions...**they have their rhythms**. We can't try to speed-them up or stimulate them arbitrarily, especially under a sustainability perspective.

The prior understanding of the strategic and methodological proposals is key for the use of the operative manual.



If a good identification work is accomplished and the investigation-action methodology is truly implemented, that problem should not occur (at least because of technical reasons). We must remember that the purpose is not to reduce violence indexes, rather the creation of social spaces and citizen leadership favorable to transforming the reality...in this sense, it is a fact that the orthodox application of the logical framework approach when planning violence “reduction” actions leads to the formulation of low quality documents.

RISKS AND VIABILITY

Projects managers are always required to do a good risk analysis of the projects they carry, in order to take them on or thus discard the project for being unfeasible. Even though it is stated in several sections of the document, it is important to underline that the approach is about prevention and not about intervention, so we will not have incidence on the violence phenomenon directly, but on its causes.

These projects, that are not “violence” projects but “prevention” projects, imply some risks not comparable to the ones implied on interventions, for example in the water and sanitation or economic development sectors. Naturally, there will always be people or groups who will loose some privileges because of the impact of the project and we shall consider their views too, but they will not necessarily be the people or structures subject of violence. The most significant example would be the prevention of the incorporation of young men/women to the “maras”: the Honduras experience shows that interventions in education and citizenship with teenagers have nothing to do with the direct interests of these delinquent organizations and have rather been perceived as one of the few goods the “maras” as well as community structures have identified as desirable. Sometimes, we have actually verified that the “mareros” prefer their younger brothers/sisters to not get involved in the same lifestyle and adopt healthy alternatives instead of following their example.

Of course, this does not mean that at some point —as in any project— some danger situations, threats, etc. will come up. In this sense, and following the line of the operative manual, we encourage project managers to consider the need to have action protocols regarding possible eventualities. We still have to insist that this strategy is not about subjects such as youth penal justice, rehabilitation of abused people, recovery of drug addicts, psychotherapy, etc.

Lastly, we will underline the importance of counting with the support of first and secondary audience public powers, as well as from community structures and representatives. “Indicators production” is not only based on strategic intervention but it is also planned for “protecting” intervention through the international standardization of indicators, materializing the neutrality principle.

INPUT SUSTAINABILITY

The methodology is proposed in such way so the empowerment will be a natural process for people and groups, and the project has a stimulating impact over it for thought and decision making. We don’t want to “provide” empowerment or knowledge, but we want to facilitate for people or groups to generate it (without thinking there is no knowledge). Besides the own street action, the rest of the activities are suggested with the “shared knowledge” production formula (for example, through a community video-forum or a self-managed parents school), with a very high level of direct appropriation, where the Red Cross specialist is part of the debate energizing and contextualization work. This is also an input to the positive reading at the socio-cultural impact level.

Likewise, the “repeatability” component, which has to be identified in all project’s formulations, is essential for the understanding of the efficiency and effectiveness expectations (the so called “multiplier effect”, under the peer education model and the “responsibility culture” regarding learning transmission). The risk of welfarism and victimization of the beneficiary population does not disappear and that’s why this Strategy and the operative manual are not successful on their own, they need planners and managers to make them “good”.

We have to act thinking sustainability will only come when:

- Progress are shown as structures and leaderships.
- Progress is shown in budget lines.
- They don’t depend on the political party that sign them.
- We work in networks with the other public and private agents.
- A volunteering program has been established.

THE RISK OF SOCIO-CULTURAL IMPACT

During the intervention period of time, we will have incidence on the **“identities management”**. It is important for the target population to understand its deficiencies and its historic memory as a prior step for building anything.



This understanding reduces the possible seriousness through the search for support in social networks, improving self-esteem and self-confidence as a start point. We want to facilitate the process for people to **reactivate the positive turnouts in their own history** (Freire: 1995). They are the protagonists and responsible ones, but that doesn't mean they are alone, they count with the social networks and they *have* the Red Cross team.

Working in network and the multi-directionality of the information are essential. Improving social access of people and groups to resources, the teams becomes a **mediator regarding elimination of social, cultural, ethic, aesthetic, urban, architectonic and ecological barriers**. To achieve this we must, among other things, highlight the importance of being good **communicators**, know the language of the target population and, for example, have a good performance on the "adapted" metaphoric exemplification in order to energize thought spaces.

A project is always open to the inclusion of new components and is enriched as new contributions are included from the inside and from the outside; the **information** is an essential element for this participation to occur, and it should be accessible to all.

MODERATE BUDGETS

The open space is a free space, ideal to maximize the capacity of critics, creativity and the pacific alternative expression to the violent option. This opens a variety of infinite possibilities of **social creativity**, many of which don't require big economic resources: dialogue, resources revindication, the way to understand urbanism, artistically express concerns, practice positive leisure (sports, theatre, etc.).

The incidence work in public policies shall not increase budget views, since we are not making reference to the need for infrastructures and other areas which shall demand high budget lines.

Out true budget bet will be oriented to **having good local professionals**, trained and in constant technical recycling (the idea is developed in the "Budget planning" chapter of the operative manual).



PARTICIPANTS IN THE PROCESS

The RSVP has been elaborated and financed by the Spanish Red Cross with the collaboration of a large group of professionals from the Institution.

The coordination of the research and elaboration of the document has been done from the Spanish Red Cross Delegation in Honduras by Javier Conde Langa and Ramón Vázquez, with the supervision of the Spanish Red Cross International Cooperation Department.

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