

PROGRAMME UPDATE



International Federation of Red Cross and Red Crescent Societies
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

SOUTH AMERICA

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In Brief

Appeal No. MAA46001; Programme Update no. 2; Period covered: 1 January – 31 October 2006; Appeal Coverage: 96 % of the revised Appeal target; Outstanding needs for 2006: CHF 126,248 (USD 103,374 or EUR 78,783)

[Click here to go directly to the attached Interim Financial Report](#)

Revised Appeal target for 2006: CHF 3,018,911 (USD 2,472,092 or EUR 1,884,240); Appeal target for 2007: CHF 3,417,665 (USD 2,799,185 or EUR 2,137,443)

[Click here to go to the Revised Budget for 2007](#)

Related Emergency or Annual Appeals: Ecuador: Volcanic Eruption (MDREC002); PADRU Appeal (MAA42001).

Programme summary:

During 2006, the Lima Regional Delegation has carried out focused activities through programme areas to provide support to National Societies in the sub region II ensuring this work is in line with the Global Agenda. The mainstreaming of an integrated community approach in all programmes has continued throughout 2006. Disaster Response to medium-size and small-scale and forgotten disasters has been effective. Community risk reduction has been focused on through the development of the Safer Communities initiative, aimed at increasing local capacities to address the most urgent sources of vulnerability. In Health, an increase and extension of activities has set the scene for further scale-up in Non-remunerated Voluntary Blood Donation, HIV/AIDS and Avian Influenza/Pandemic Influenza preparedness. An investment in the area of Organizational Development in the Lima Regional Delegation has been made in 2006, with the recruitment of a team of four professionals to support the development of Well Functioning National Societies in the region. Communications actions have been strengthened and have led to greater impact of programme work by ensuring these activities reach the community. Programme areas are increasingly working together, coordinating actions to ensure the greatest possible impact of their work, within a continental approach that ensures the maximization of resources. The special focus on Colombia and Brazil, with a direct presence in those countries, allowed for the thorough revision of the main problems facing those two National Societies in highly challenging albeit different contexts and the development of tailored support. Additionally, cooperation and coordination with actors within the movement and external actors have continued to ensure the Regional Delegation is in a position to support National Societies and build on their existing capacities.

The plan for 2007 has been revised and adjusted to reflect the changes that took place during 2006, focusing work plans on the scaling up of activities in the region and enhancing existing capacities of National Societies, representing a flexible framework to include the outcomes of the next Inter-American Plan of Action 2007 – 2011 which will be approved in Guayaquil in June 2007. Despite significant improvements in 2006, further focused work needs to be carried out in order to create an environment enabling real scale-up in programme activities. In

2007, the South American Regional Delegation's priorities will be in the following areas:

- Securing funding for Federation work in Colombia in order to sustain the change underway in the National Society of that country
- Technical and financial support for resource mobilization and development
- Increased funding for activities in the area of Humanitarian Principles and Values
- Support for Communications to allow for its integration as a cross-cutting issue for member National Societies.
- Follow up on opportunities of strategic and operational alliances identified in 2006
- Preparation and support for the celebration of XVIII Inter American Conference in Guayaquil, which will be held in June 2007.

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This Programme Update reflects activities to be implemented over a one-year period. This forms part of, and is based on, longer-term, multi-year planning (refer below to access the detailed logframe documents). All International Federation assistance seeks to adhere to the [Code of Conduct](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response](#) in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, or for a full description of the national society profile, please access the Federation's website at <http://www.ifrc.org>

Operational developments

Health and Care

Objective: The National Societies are increasing health-related activities and are mobilizing volunteers, civil society and governments in order to achieve greater equity in health and have a greater impact on public health issues.

Progress/Achievements (activities implemented within this objective)

Strengthening National Societies' health departments is central to the development of activities in health. Activities to achieve this have continued in 2006 with capacity building for members of National Societies working in the area of health. The second phase of the Diploma in Health Policies and Management initiated this year in coordination with the Latin American School of Social Sciences (FLACSO in Spanish). Members of National Societies across the continent are now participating in the Diploma, which aims to provide training in the design, planning, organization and assessment of health policies and public health interventions. The Diploma, supported by the Federation's Capacity Building Fund (CBF), has strengthened human resources in National Societies and allows for increased coordination with other actors working in the area of community health.

There has been an increased integration of First Aid into activities with communities, increasing social mobilization and awareness through the coordination with other programme areas such as Community Risk Reduction and Communications. This has been particularly successful on key dates of the movement, where the promotion of First Aid practices is being carried out by a number of National Societies. The harmonization of these practices and techniques has continued in National Societies, which will pave the way for homogenized practices at international level. The handbook entitled "International Harmonization of First Aid" has been widely disseminated amongst National Societies and is being validated at present, the Argentinean Red Cross being a successful example of this dissemination.

In March 2006, the "X International Colloquium on the Recruitment of Voluntary Non-remunerated Blood Donors" was held in Santiago Chile, with participants sharing experiences from 66 countries and 46 National Societies on the issue of recruitment of voluntary blood donation. The event was successfully organised by the Chilean Red

Cross in coordination with the Pan American Health Organization (PAHO). A commitment was reached to continue strengthening the promotion of voluntary blood donation across the world, guaranteeing the retention of donors, developing management plans for national blood systems to ensure the appropriate use of quality blood donations. At the Colloquium, the Club 25 strategy was introduced, which promotes regular blood donation amongst young people linked to healthy lifestyles, and will lead to continued activities with National Societies in the region in 2007. Club 25 was launched in a number of countries across the continent on 14 June on World Blood Donor Day. Club 25 activities will be linked to those carried out in prevention of HIV/AIDS and those carried out by youth within the Organizational Development programme.

In 2006 support was secured for the continuation of activities to promote the Integrated Management of Childhood Illness (IMCI) strategy at the community level. The National Societies of Bolivia, Colombia, Ecuador, Peru and Venezuela are implementing community health programmes which promote mother and child health care through the IMCI strategy. After considering lessons learned in the region, in the second phase of the programme particular attention will be focused on hygiene, water and sanitation and promoting this through the area of Communications. Specialized technical support is being provided by the Lima Regional Delegation to National Societies in the implementation of community health programmes using the IMCI strategy.

In 2006, National Societies have increased capacities and activities in support of and with people living with HIV/AIDS (PLWHA). The extension of the "Together We Can" methodology from the Caribbean and Central America to the whole continent has been an important part of this process. "Together We Can" is a peer education programme, for young people to participate in capacity building where they promote and raise awareness of the issues related to STI's/HIV/AIDS with their peers. "Together We Can" workshops have taken place with the National Societies of Ecuador and Paraguay with the support of the Health programme within the Lima Regional Delegation. The implementation of the regional HIV/AIDS Plan 2005-2007 has continued, reflected in activities such as campaigns to reduce stigma and discrimination in the region. There has been increased coordination with the area of youth in carrying out activities to raise HIV/AIDS awareness and reduce stigma and discrimination.

The development of activities within health in emergencies responds to the second objective of the Global Agenda. The issue of health in emergencies continues to play an important role in the work within the health programme of the Regional Delegation, reflected in activities carried out in 2006. The third Health in Emergencies Regional Intervention Team (RIT) Workshop took place, covering concepts, tools, procedures and experiences in relation to the preparation, response and rehabilitation in the event of emergencies or disasters. During 2006, a continental contingency plan in the event of an avian influenza epidemic or an influenza pandemic has been developed, which will be validated in November. Although it is still early to measure the impact, the Lima Regional Delegation will support National Societies in the development of national contingency plans to respond to avian influenza or an influenza pandemic. In addition, the recognition of the importance of psychosocial support during emergencies has been made within the integrated community approach and will be developed further in the following year.

Impact:

In 2006, the Health programme has developed activities in the six main areas of work: strengthening National Societies' health departments, integrating First Aid into the community, recruiting voluntary non-remunerated blood donors, promoting mother and child health, HIV/AIDS activities and health in emergencies. These have contributed to consolidated actions within the Health programme, showing a scale up of activities reflected in increased impact within National Societies and vulnerable communities. By working effectively with other programme areas such as Community Risk Reduction, Communications and Organizational Development, the Health programme is delivering support to National Societies. Increased support from donors in 2006 for the area of Health has contributed to increased activities taking place and will continue in 2007.

Constraints:

In the area of First Aid, the identification of the need was made for a scientific validation in terms of protocol used in First Aid care in the community - in order to develop common criteria with other organizations working in First Aid.

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In 2006, the need for new volunteers to work on the methodologies of Club 25 and “Together We Can” has arisen, which will need to be addressed through increased volunteer recruitment to implement activities which will be augmented in 2007.

Although the network of health professionals from National Societies has been active in 2006, it has yet to develop and be further strengthened in order fully allow for the exchange of experiences, methodologies and human resources.

One limitation during the period has been that National Societies have not shown the same progress in health activities within the region owing to different stages of internal development, showing the need for continued strengthening of National Societies in the area of health and coordination with the area of Organizational Development.

Operational Plan 2007

Click here to access the [logical framework for the 2007 plan of action for the Health programme.](#)

In terms of the operational plan for 2007, the same lines of work will continue in the following year and areas have been developed further according to the needs of National Societies and the communities they support. In 2007 efforts will be combined to implement the new global health strategy 2006-2010. In 2007, the following areas will see a scale up of activities.

One priority during 2007 will be to extend activities that contribute to strengthening National Societies' health departments. This will be achieved through increased technical support in the lead up to the XVIII Inter American Conference in Guayaquil, in the development of health indicators and strengthening of the health network.

In 2007 increased activities to promote voluntary non-numerated blood donations will take place. These activities will focus on the implementation of the Club 25 strategy in the region in 2007. This will be carried out through workshops and campaigns in a number of National Societies in the region to promote blood donations amongst young people in the region in coordination with the area of youth.

In the area of integrated community health programmes, the promotion of mother and child health care will continue through the application of the IMCI strategy. In 2007 this application will be linked to the promotion of hygiene and water and sanitation within National Society health programmes. Previously psychosocial support was not considered within activities and the need has been identified for this to be further developed with National Societies in the region. These areas have been identified as inextricably linked to levels of community health and have shown to be an area of need within vulnerable populations. Therefore in 2007, the incorporation of psychosocial support within National Society health programmes will be promoted. Psychosocial support has been identified as an important component in the area of health relating to a number of activities such as First Aid, HIV/AIDS, and health in emergencies. It is expected that this will be mainstreamed in a number of activities and strategic alliances will be made to strengthen this area of work.

There will be a broad scale up of activities within the area of HIV/AIDS in 2007, in line with the regional HIV/AIDS Plan 2005-2007. Prevention activities related to HIV/AIDS will be increased within the framework of promoting healthy lifestyles through “Together We Can” workshops and replication workshops, all linked to the Club 25 strategy. Regional awareness raising campaigns will take place on stigma and discrimination related to HIV/AIDS as well as on prevention. Strategic alliances will be strengthened during 2007 with organizations and groups of people living with HIV/AIDS (PLWHA).

In 2007, health in emergencies will see increased activities as the need was identified to develop activities to prepare National Societies in the response to avian influenza and/or an influenza pandemic. National Societies will have support in the development of contingency plans to respond to avian influenza or an influenza pandemic in line with Federation and National plans. In addition, the development of a continental plan for psychosocial support will take place in 2007 in coordination with other programme areas.

In 2007 there will be an increase in the budget in the health programme reflecting increased support from American Red Cross, Finnish Red Cross and Swedish Red Cross, which will contribute to the enhancement of activities across the Health programme. In particular this will be reflected in the areas of promoting Non-remunerated Voluntary Blood Donation,

implementing the IMCI strategy, activities to raise awareness and prevent HIV/AIDS, the promotion of hygiene, water and sanitation in integrated community programmes and the incorporation of psychosocial support within health activities.

Disaster Management and Community Risk Reduction

Programme Objective 1: A well functioning Americas disaster response system is strengthened and providing support to the National Societies in the provision of assistance to those affected by disasters.

Progress/Achievements (activities implemented within this objective)

With the appointment of two delegates, one in the area of Risk Reduction and the other in the area of Disaster Management from the Pan American Disaster Response Unit (PADRU), the Disaster Management Programme has been strengthened in order to reinforce support in disaster preparedness and disaster response to the National Societies in the region.

The presence of the Disaster Management delegate from PADRU in the Regional Delegation was important in 2006 as heavy rains throughout much of South America marked the year, resulting in different sized relief operations in Argentina, Bolivia, Chile, Colombia, Ecuador and Peru. In addition, on 14 July the Tungurahua Volcano, one of the most active volcanoes in Ecuador, began spewing ash, gas and molten rock. On 16 August, a devastating volcanic eruption swept away homes, crops, cattle and possessions of thousands of people in the area.

As a result of these emergencies, thousands of families were seriously affected in Argentina, Bolivia, Colombia, Ecuador, Chile and Peru in 2006. In response a total of 713,000 CHF was allocated since the start of the year in the region through the Federation's Disaster Relief Emergency Fund (DREF) assisting over 8,499 families (approximately 42,495 beneficiaries).

Country	Emergency	DREF allocation (CHF)
Argentina	Floods	100,000
Bolivia	Floods	108,000
Chile	Floods	130,000
Colombia	Floods	160,000
Ecuador	Floods	80,000
Ecuador	Volcanic eruption	85,000
Peru	Floods	50,000
TOTAL		713,000

In view of increased needs following the volcanic eruption of the Tungurahua volcano, an International Emergency Appeal was launched on 23 August 2006 for CHF 632,064 (USD 514,753 OR EUR 400,384) to assist with emergency relief to an additional 1,095 families (approximately 5,475 beneficiaries) for five months, and to strengthen capacities at Ecuadorian Red Cross Branch level and within vulnerable communities in the event of another eruption. The Appeal has been fully covered thanks to contributions from Partner National Societies (PNS), governments, private entities, organizations and individual donations.

In 2006 particular attention was given to develop and strengthen the cooperation between the National Societies and other concerned parties (United Nations agencies, PNS, donors, NGOs, local and national governmental representatives, etc.) to improve capabilities for a quick and coordinated response to natural disasters and other emergencies in the region.

The Lima Regional Delegation with the National Societies in the sub region II have been actively working with CAPRADE (Andean committee for disaster prevention and assistance) in the development of a plan of action to apply the Hyogo framework for action for disaster risk reduction at regional level. The Federation will cooperate

with CAPRADE to promote a culture of prevention, strengthen disaster preparedness and response capacities and integrate the Disaster Management systems of the five countries of the regional intergovernmental body.

The Lima Regional Delegation, in close cooperation with PADRU, has been providing technical and operational support to National Societies, mainly in water and sanitation, logistics and disaster management areas. Regional Intervention Team (RIT) members were mobilized from across the continent to support relief operations in the region and worked effectively with and National Intervention Team (NIT) members. The harmonization and standardization of NIT training curricula has been strongly supported by the Regional Delegation and a basic standard curriculum is expected in the coming months.

With support from ECHO Thematic funding the development of contingency plans in Ecuador has taken place. To date the following activities have taken place: compilation of social indicators of Ecuador; compilation of necessary data to develop contingency plans in the five coastal Provinces affected by the El Niño phenomenon; revision of the International Federation document "Guidelines for response and contingency planning"; definition of lines of action for the project; start of the development of a national response plan and Provincial contingency plans.

In terms of disaster response activates, support to National Societies has been provided through the development of capacities, tailored to their needs and priorities. During 2006 this new approach to disaster management has been put into practice with some National Societies, namely Bolivia, Brazil, Chile and Peru. Initiatives have taken place build on existing capacities and focus on the priorities and issues identified by National Societies in their strategic plans.

During 2006 new tools have been developed to assist in disaster management such as the "Guide for Developing Response and Contingency Plans", "Guidelines for Emergency Assessment" and a "Well Prepared National Societies" questionnaire. The development of the Guidelines for Emergency Assessment was the first initiative to be made of its kind in the world. A full set of training modules, ranging from one-day introductions to emergency assessment to full five day courses with exercises is being produced and will be available at the beginning of 2007.

The implementation of the Pan American logistics strategy to ensure training for National Societies in the procurement, forwarding, maintenance and warehousing of emergency response stock successfully started in the latter part of 2006. Assistance has been also provided to the National Societies with regard to the posting of information on the Federation's Disaster Management Information System (DMIS) intranet site. Additionally, Information Updates, Operations Updates and DREF Bulletins have been published and made available to donors, other humanitarian organizations and the media.

The International Federation of Red Cross and Red Crescent Societies' International Disaster Response Laws, Rules and Principles (IDRL) Programme - which aims to reduce the suffering of people affected by natural and manmade disasters by promoting the implementation of laws that ensure effective international response - is currently finalizing a study of IDRL along with recommendations to be presented in 2007. A regional forum will be held in early 2007 in Panama to discuss legal and regulatory frameworks for international disaster response, which will be co-convened by the Federation. Recommendations will also be developed for the XVIII Inter-American Conference of the Red Cross to be held in June 2007 and the 30th International Conference of the Red Cross and Red Crescent, to be held in November 2007.

During 2006 the review of the Inter Agency Standing Committee Working Cluster Process "Guidance Notes" has taken place, which defines the roles of humanitarian agencies in disaster situations and will be the primary reference for all agencies. In addition the ratification of the Memorandum of Understanding between the Federation and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) will contribute to clarifying the role of the Federation and National Societies in the region in order to have a common understanding on the cluster process and to develop a proper preparedness strategy in South America.

Between 2005 and 2006, the International Federation of Red Cross and Red Crescent Societies commissioned a comprehensive review of its experiences from past and ongoing natural disaster recovery operations. This provided the opportunity to identify what needs to be done to improve the quality of present and future recovery operations in countries hit by natural disasters. Experiences have shown that the International Federation tends to manage better

its response to medium and small scale disasters where there is a limited need for rehabilitation activities. The challenge is to ensure that in larger scale disasters, more sustainable actions take place that meet the needs of the affected communities.

Impact:

Activities within the Regional Delegation in 2006 in the area of Disaster Management Community Risk Reduction have contributed to the fulfilment of the first goal of the Global Agenda: to reduce the number of deaths, injuries and impact from disasters. In the face of disasters and emergencies in the region, the Lima Regional Delegation has concentrated on developing existing capacities of National Societies to provide effective and timely services to communities affected by disasters in cooperation with the national civil defense systems. It has also contributed to consolidating an integral disaster management system in the Americas, coordinated by PADRU in collaboration with the UN system and other relevant regional stakeholders.

The presence of a PADRU Disaster Management delegate and a Community Risk Reduction delegate within the regional delegation has ensured complementary and effective support to the National Societies' preparedness and response to the disasters and emergencies that have affected the region.

Six National Societies in the region received support from the Federation's DREF fund for emergency relief operations during 2006, providing relief assistance to over 8,499 families (approximately 42,495 beneficiaries). The Emergency Appeal launched is supporting 1,095 families (approximately 5,475 beneficiaries) affected by the Tungurahua volcano eruption. RIT deployments have strengthened cross regional collaboration, facilitating sharing of best practice and promoting human resource development. These operations have provided the opportunity to test and evaluate management and operational disaster response mechanisms, systems, tools, procedures and effectiveness in deployments in addition to scaling up National Societies' response activities.

Building National Society capacities has been central to contributing to an improved response during emergencies. Through NIT training and the development of a basic standard curriculum for this purpose, National Societies capacities to respond during disasters have been improved and will continue to be developed.

Developing capacities tailored to National Societies needs not only provides supporter services but at the same time encourages ownership of the capacity building processes. This flexible approach also allows for resources and capacities of other National Societies to be shared, thus strengthening the networks within the Red Cross. National Societies have also had access to various new tools such as the "Well Prepared National Societies Questionnaire" and others, which will be used to develop a comprehensive Disaster Management baseline to guide and support the implementation of the 2008-2011 regional action plan, which will be developed at the XVIII Inter American Conference in 2007.

Constraints:

Shelter and water and sanitation in emergencies are two of the areas in which National Societies demand most technical assistance and will need strengthening. Addressing water and sanitation, psychosocial support and response to an influenza pandemic will need closer coordination and interaction with Health and Relief departments in National Societies.

The current approach of developing capacities within National Societies, based on workshops and internships does not appear to fully cover the existing needs. In order to respond to this, support services should be upgraded to include e-learning resources and to increase the exchanges among National Societies, based on the existing networks and communities of practices.

Programme Objective: The capacities and skills of the National Societies and their Branches to better design, implement and evaluate community-based disaster risk reduction activities and to work with local organizations in a close and coordinated way are improved.

Progress/Achievements (activities implemented within this objective)

The Safer Communities initiative was designed during 2006 and will be launched in 2007, linked to the XVIII Inter American Conference. The aim of this initiative is to increase the local capacities to address the most urgent sources

of vulnerability and risk of disaster through enhanced cooperation between the Red Cross Branches, community members, civil society organizations and local authorities. This objective is aligned with the third goal of the Global Agenda to increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.

In 2006 the Community Risk Reduction programme focused on the development of core areas of work identified at a regional seminar on the disaster risk reduction initiative. Representatives from all 10 National Societies in the region and Partner National Societies participated. Three main areas of work were identified for the region (methods, human resources and communications) with two cross-cutting issues (principles and values and networks and alliances) to be central in Red Cross efforts in reducing the risk of disasters in the region and increasing the resilience of communities to natural and man-made risks.

The harmonizing and consolidation of a common methodology for disaster risk reduction has continued within the framework of the regional DiPECHO project. The development of a methodological line in disaster risk reduction, which will serve as a basis for community work, is a process which is being carried out with the active participation of the 10 National Societies working in this area. Four core methods have been selected: the new guidelines for emergency assessments, the Vulnerability and Capacity Assessment (VCA), the Better Programming Initiative and a new systematization tool. Additionally, the harmonized community-based toolbox, developed in 2005 by the Federation at the global level has been translated and edited to serve as main source of tools for community practitioners. Six National Societies of the region participated in the celebration of the International Day of Disaster Risk Reduction where the Safer Communities initiative was promoted.

Other methods such as Participatory Hygiene and Sanitation Transformation (PHAST), and areas such as water and sanitation, the IMCI strategy related to mother and child health issues, are also considered important to include to cover more specific aspects of community risk reduction.

With the area of Communications, a common visual identity for the Safer Communities initiative, adaptable to different contexts, as well as materials were developed for National Societies in the Sub region II, covering key messages, questions and answers and a technical manual on the use of the communication package. A communications strategy has been identified as a key part of community projects in order to reach communities and achieve the desired impact, for this reason this will be emphasized in 2007 as part of communication for development activities (see below in the area of Communications).

Another achievement within the programme has been the development of a Latin-American bulletin for the Disaster Risk Reduction and Disaster Management practitioners. This bulletin was developed in collaboration with the Regional Delegation for Central America and the Caribbean and has provided a space to exchange information and experience amongst National Society network members, written by their members for members, which is being opened to an increasingly wider audience.

Within the Safer Communities initiative a learning platform designed to enhance knowledge management capacities of the community of practitioners has been introduced. This platform will be based on three elements: activities and projects serving as case studies for the community of practitioners, technical seminars on key issues with the collaboration of academic institutions and the promotion of exchanges between National Societies. This will also be carried out with other programme areas such as Organizational Development to ensure coordination and internal knowledge sharing.

Impact:

The new Safer Communities initiative has become the main focus of the Disaster Risk Reduction programme. The new Community Disaster Risk Reduction project supported by DiPECHO has been a central part of the Safer Communities initiative within the Risk Reduction programme in 2006. The four core methodologies for community risk reduction have been identified and will form the basis of a toolkit which will be ready for use in 2007.

The development of the case studies with support from the Finnish Red Cross will lead to the exchange of experiences on risk reduction in the region and will address integrated community issues such as community health,

displacement and urban emergencies. The community of practitioners set up in 2006 will further develop this platform of knowledge sharing in 2007.

The mainstreaming of community integrated programmes has been taking place in 2006 through increased coordination with programme areas such as Health and Communications to ensure the implementation of community focused actions are in line with the Community Risk Reduction programme.

Constraints:

In order to continue mainstreaming community integrated programmes within National Societies, changes will need to be made particularly in strengthening planning and capacities at Branch level and promoting the role of volunteers in community based activities. Increased cooperation with volunteering and training departments in National Societies and the area of Organizational Development will be necessary to fully ensure this takes place in 2007. In addition, there is a need to increase support services in Branch development within National Societies.

Through the identification of methodologies in risk reduction within the DiPECHO project, the need to recognize other methods and tools has arisen, to address other issues such as socio-economic recovery, income-generating activities and the needs of displaced people in complex emergencies.

The need has been identified to develop strategic alliances with external actors working in the area of risk reduction to ensure the coordination of efforts at the regional level.

Operational Plan 2007:

[Click here to access the logical framework for the 2007 plan of action for the Disaster Management and Community Risk Reduction programme.](#)

Activities within the Disaster Management programme will continue within the framework of activities planned for 2006-2007 yet will have a more focused approach in 2007 ensuring the different elements of community risk reduction, disaster response and disaster preparedness are closely integrated and respond more effectively to National Societies' needs.

The annual meeting of the regional Disaster Management network which took place in Rio de Janeiro alongside the Meeting of Presidents and Technical Seminars was an important step in defining the operational plan for 2007. At the meeting the Plan of Action of the XVII Inter-American Conference was reviewed and planning for 2007 had a special focus on the next Inter-American Conference in Guayaquil in June 2007. In addition to identifying common needs this provided the opportunity to further align the Lima Regional Delegation's Disaster Management programme with the needs of National Societies. It is expected that the global Disaster Management Strategy will be revised in 2007.

During this meeting, the National Society representatives showed interest to further develop the Disaster Management network. National Societies confirmed interest in strengthening regional cooperation with each other to further develop their capacities in emergency response. Psychosocial support was also identified as a need and the development of the continental contingency plan for avian influenza and/or an influenza pandemic will help strengthen National Society capacities and coordination with the areas of Health and youth. At the programme level, and in agreement with the area of Health, it was decided that the Disaster Management delegate whose main focus is on response, would no longer address water and sanitation activities and that this would return to the area of Health within the Regional Delegation (see the section on Health above).

The main risks identified at the regional level in terms of disasters in 2007 are El Niño, with a moderate event expected, the possibility of an influenza pandemic which is being coordinated in close cooperation with the area of Health. Climatic Change is another regional level risk that will be given priority during 2007 to assess the best possible way for National Societies to prepare for related risks. In this sense, during the next year the Disaster Management programme should work with National Societies in developing a regional Red Cross approach to Preparedness for Climate Change with support from the Red Cross / Red Crescent Centre on Climate Change.

Strengthening recovery responses in South America will be an additional challenge during 2007, and the Regional Delegation is committed to this process. The findings and recommendations from the recovery review carried out in 2005 and 2006 is expected to be shared and discussed widely with National Societies in the region, to ensure that actions carried out during emergencies have a longer term impact on vulnerable people's lives.

For 2007, six expected results have been developed under one Programme Objective within the Disaster Management programme focusing on National Societies implementing efficient, responsive and focused Disaster Management programmes which contribute to reducing the impact of disasters in the lives and livelihoods of vulnerable people. Activities in 2007 will focus on the following disaster management activities: National Society plans being aligned with national vulnerabilities and global Federation priorities; promotion of common methods in risk reduction; strengthening human resources; creation of a common learning platform; and the promotion of strategic alliances and cooperation initiatives with national governments, international organizations and other relevant stakeholders. In order to integrate the Disaster Management activities and plans with those of PADRU, it has been suggested to link these activities and all regional disaster response and disaster preparedness activities will have a direct link with PADRU's log frame.

In 2007, thanks to support from the Department for International Development (DFID) for a two-year initiative to promote disaster risk reduction initiatives in the region the National Societies of Bolivia, Chile and Paraguay will receive support through the Regional Delegation to develop their capacity to reduce the impact of disasters in vulnerable populations. These activities will promote inter programme coordination between Community Risk Reduction, Health, Organizational Development, Communications, and Humanitarian Principles and Values.

Through support from PNS and donors such as DFID, DiPECHO and ProVention the Disaster Management programme will be developed in an integrated way over the coming years to ensure the implementation of the Safer Communities initiative.

Activities budgeted for 2006-2007 still come within the budget for 2007, and at present the 2007 budget has support from the DiPECHO and ProVention projects for the Safer Communities initiative and from DFID through the disaster risk reduction initiative. Other activities within the Safer Communities initiative, such as communication for development (see the Communications section for further details), are not covered however and will come within the requested funds for 2007.

Organizational Development

Programme Objective: The ten National Societies in the region are increasingly adhering to the criteria of a 'Well Functioning National Society', and are improving their capacity to work with vulnerable communities

Progress/Achievements (activities implemented within this objective)

During 2006 a team of four professionals has been recruited to work in the Lima office of the Regional Delegation. Combined with the presence of a Federation Representative and an Organizational Development Delegate in Brazil and a Federation Representative in Colombia, support for the development of Well Functioning National Societies is guaranteed with a strong team of professionals in the region. Support from the Swedish Red Cross to this area has been particularly important in 2006.

Support to National Societies in aligning their strategic plans with the Plan of Action of the Inter American Conference has increased the focus of programme areas in National Societies, particularly in the area of Health, Community Risk Reduction and integrated activities at the community level. To date eight of the 10 National Societies in the region have strategic plans ready, which will greatly contribute towards the Inter American Conference in 2007. The presence of the Federation's Representative in Brazil and support from the Federation's Capacity Building Fund, the Brazilian Red Cross (BRC) has worked on preparation of operational plans at the central and Branch level. The Federation's Representative in Colombia has also helped in providing technical support for the Colombian Red Cross Society's Strategic Plan. The Venezuelan Red Cross is still finalizing its

strategic plan. Where strategic plans are already in place, measures to carry out monitoring and evaluation of these have been taken, as in the National Societies of Argentina, Ecuador, Paraguay and Uruguay.

Integrity issues in the region in 2006 have been responded to appropriately by the Organizational Development team. The ongoing judicial intervention of the Peruvian Red Cross has required focused support for the National Society. The Lima Regional Delegation, National Societies and the International Committee of the Red Cross (ICRC) in the region have showed commitment to helping resolve the situation. At the Meeting of Presidents and Technical Seminars, which took place in September, this case was fully discussed with all Presidents in the Sub Region II. The outcome of which was the decision to create a high level commission to address this issue. The interference of political powers in the National Society in Ecuador was quickly responded to and the Lima Regional Delegation supported the constitution of the Branch of Pichincha in coordination with the ICRC. To prevent further integrity issues from arising, the revision of statutes has taken place in Argentina and is underway in Colombia and Venezuela, and is scheduled to take place in Bolivia. The revision of statutes has been made with consideration of the recommendations of the Joint Commission.

In 2006, the Federation Representative in Colombia has provided timely support to the Colombian Red Cross Society (CRCS) through strengthening the organizational development of the National Society. This process has been developed through a consultation with members of the Movement currently present in Colombia. The approach has sought to ensure that there is an ongoing coordination between the CRCS, the Federation, the ICRC and all Partner National Societies operating in country. The aim is to ensure that the CRCS benefits from the expertise and knowledge of the personnel present in country.

Key priorities are being addressed by the Federation Representative include: establishing a Movement Coordination Structure to increase effectiveness of the support being provided to CRCS and harmonize operations (this process has already led to the development of the first unified planning process with the CRC with respect to ECHO Funding for 2007); development of risk management plans to identify areas that need particular attention; support the review of the CRCS Statutes to ensure future sustainability. In addition, a Status Agreement is being negotiated with the Colombian Government and is expected to be finalized at the beginning of 2007. The agreement will allow for the Secretariat to offer greater support for the CRCS and PNS operating in Colombia.

In Brazil, the Federation Representative and the Organizational Development delegate have provided much needed support to the National Society. The BRC developed a work plan with the support of the Federation in 2006 focusing on strengthening the capacities of the state Branch of Rio de Janeiro; operational plans for Branches; capacity building for volunteers; capacity building for the technical departments in their areas; support to Governance in the search of a solution to the institutional financial crisis; development of the Club 25 strategy within the framework of the Operational Alliance, and the identification and formulation of projects at the Branch level.

The development of National Societies capacities to mobilize resources has progressed in 2006. The first steps made in this process was carrying out a baseline to identify internal capacities of the Red Cross, at the regional and National Society level, in order to plan organizational strengthening in this area. The first continental Forum on Resource Mobilization and Development (RMD) took place in August where the results of the resource mobilization study were presented and analyzed by the participants. The study represents the baseline on RMD for nine of the 10 National Societies in the region, in order to be able to monitor, value and show progress in the future, and learn from the process. The forum was at the same time an extension of the global skillshare initiative that has taken place in the Netherlands and in Britain in recent years, thus allowing for sharing of good and less successful initiatives; and a training session on key issues of resource mobilization and development.

In 2006, the Regional Delegation met with the Inter American Development Bank (IDB) to discuss the Federation's participation at the Inter American Conference on Corporate Social Responsibility in December. This will open the opportunity for the Red Cross to engage with civil society organizations and the private sector in support of vulnerable communities particularly in the area of Community Risk Reduction.

At the Meeting of Presidents and Technical Seminars the opportunity was taken to discuss the Operational Alliance in Brazil with the National Society, the Lima Regional Delegation and PNS. At the meeting the BRC presented the

plan of action for the Operational Alliance and expressed the need for the financial recovery of the National Society in order for full advantage to be taken of this initiative.

A comparative study was carried out by two consultants on the incorporation of a gender perspective within the National Societies of South America. An initial study was carried out in 2000 and the second more than five years later to measure advances made.

The development of the area of Youth and Volunteering has continued in 2006, with the recruitment of a Regional Volunteer and Youth intern. This position is now filled by a person from a National Society in the region that will bring experience to the role and allow for the coordination of activities in bringing Youth and Volunteering to regional and national agendas. Close coordination between the areas of Health, Volunteering and Youth within the Lima Regional Delegation is enabling National Societies to launch the Club 25 initiative in the region. In the National Societies of Venezuela and Uruguay, the Community Integrated Programmes and Volunteering project has continued with the support of the Federation's CBF fund and is contributing to the capacity building of community volunteers in both countries.

Alongside the Meeting of Presidents and Technical Seminars the youth and volunteering networks held their annual network meeting where priorities were defined. In the area of youth these were defined as focusing on education for peace, strengthening the youth network, interaction with other networks and training of youth leaders. The latter will be carried out with the Youth Leadership Diploma course in coordination with FLACSO, based on the excellent experience in promoting leadership in Health, which resulted in improved health management. The volunteering network defined the need to develop a Regional Volunteer Plan.

The Systematization of Knowledge and Learning has been an important priority in 2006, and with support from DFID's Global Learning Fund a consultancy was carried out to identify strengths and weaknesses within the region and develop recommendations. The aim of the consultancy is to ensure that National Societies increase capacities through information sharing, knowledge and learning thereby increasing the impact of their actions. The platform for learning supported by the Finnish Red Cross will contribute to case studies which will be carried out within the Safer Communities initiative by the area Community Risk Reduction in coordination with the area of Organizational Development.

Impact:

During the year, support to National Societies in aligning their actions with the Global Agenda has been a priority. In order to carry this out and ensure scaling up of activities will take place in the next four years, the area of Organizational Development has focused on strengthening the processes of planning, management, capacities and self sustainability within National Societies. The community of practitioners will contribute to this process by sharing knowledge and experience and investing in existing capacities.

The special focus on Colombia and Brazil has allowed continued discussion with those two National Societies on how to enhance the change processes underway in very challenging, albeit different, contexts. It is by now clear, as identified by its Governance, that a profound overhaul of the Colombian Red Cross Society is needed in order to be able to face the humanitarian challenges of the Colombian context; and that a professional team combined with the solution of the financial crisis bottleneck are conditions to provide the Operational Alliance its full potential in such a conducive environment as Brazil. In both cases, 2007 will be key to set the framework that will enable measurable scale-up for the following years.

Integrity issues have been responded to by the Lima Regional Delegation in 2006. At the same time, reducing the risk of further similar situations has been addressed with the revision of statutes, thereby contributing further to the development of Well Functioning National Societies.

The identification of strengths and weaknesses in the area of resource mobilization has been an important step in enhancing National Societies' capacities to ensure the sustainability of their actions. The Regional Delegation is committed to supporting National Societies in this process particularly as it will ensure that programmes are more focused on the Global Agenda.

Knowledge management has been a key priority in 2006 and is considered an important step in increasing National Societies impact of their work through increasing capacities and experience in their actions. The impact of this will be seen in the coming months and into 2007. The results of the study on the inclusion of a gender perspective in National Societies of sub region II revealed the need to incorporate this further into the structure and organizational culture of National Societies, which will be considered a priority for the coming period.

During 2006, the area of Organizational Development has been recognized as a key component within programme work as it works to ensure that scale up can take place effectively ultimately contributing to the strengthening of programme areas within National Societies and increasing their impact.

Constraints:

Structural weaknesses within National Societies in the region, such as difficult economic situations, can impede the development of activities in the area of Organizational Development - as in the case of the Brazilian Red Cross - and will need joint efforts from Movement partners. The integrity case of the Peruvian Red Cross has not been resolved so far and will require special attention and joint intervention from the highest levels of the Movement.

Financial support for the presence of a Federation Representative in Colombia has been low during 2006, with support to date only reaching 32 percent of the budget.

During 2006 it was expected that the community of Organizational Development practitioners would start to be developed. This has been delayed and will become a priority for the coming period; it only be possible provided there is a strengthened team of professionals to support the process.

Despite its importance for National Societies, donor support for resource mobilization has been very low so far.

Operational Plan 2007

[Click here to access the logical framework for the 2007 plan of action for the Organizational Development programme.](#)

With the strengthening of the area of OD through increased human resources, activities for 2007 have been defined to ensure the provision of integrated support for National Societies in the region. At the same time, coordination with programme areas such as Health in implementing activities related to Club 25 and HIV/AIDS will be essential. Inter programme coordination within National Societies will also be crucial in order to scale up activities in line with the Global Agenda.

Efforts in 2007 will be made to ensure a continued focus on the development of strategic plans in accordance with the Plan of Action of the Inter American Conference, ensuring integrity and accountability of the National Societies and improving National Societies' capacities to mobilize and develop resources. Youth and Volunteering will have a more focused approach in 2007 to ensure each area is supported within National Societies. The systematic approach to share learning in the region will be maintained and a new position will be defined to support National Societies in actions relating to Corporate Social Responsibility.

During the coming year, the Federation Representative in Colombia will support the following activities to further assist the National Society in Colombia: the adoption of a Cooperation Agreement Strategy (CAS); capacity building for the National Society; identification of new sources of funding for CRCS; the development of an umbrella agreement for financial support provided in support of emergencies.

In Brazil, should the financial problems of the National Society be finally tackled, they will be able to invest in professional human resources in key areas, in order to grant the needed support and management of the Club 25 initiative and more generally of health activities, taking stock of the Operational Alliance. The perspectives of the BRC include mechanisms to grant that the Governance renews part of its members, enlarging the representation of civil society and gradually including new leaders to support the change process.

The budget in the area of Organizational Development will increase slightly in 2007 to respond to National Societies' ongoing needs, an example of this is support from the CBF fund for the Chilean Red Cross.

Humanitarian Principles and Values

Objective: The National Societies are contributing to building more tolerant and peaceful communities in compliance with the Federation Pledge at the 28th International Conference and the Plan of Action of the Inter American Conference.

Progress/Achievements (activities implemented within this objective)

One of the main achievements in the area of Humanitarian Principles and Values is linked to the two year project on gender based violence in the community in Rosario de la Frontera, in Salta, Argentina. This integrated project focused on building participatory initiatives in the face of gender based discrimination came to a close this year. The project highlighted gender issues within communities where domestic relationships have led to violence in families and to the deterioration of women's physical and psychological health. Social and gender relations also have a significant effect on sexual and reproductive rights and gender violence places women in a constantly vulnerable position. Projects like these are important in addressing gender issues within communities and can be used as examples amongst other National Societies in the region.

In 2006, the area of Humanitarian Principles and Values underwent a review of needs and identification of priorities. In this sense, planned activities for this year have been delayed and have been incorporated into the planned activities for 2007.

At the Meeting of Presidents and Technical seminars in Rio de Janeiro in 2006, a meeting was held for the first time on Humanitarian Principles and Values with participants from National Societies from different programme areas (Health, Disaster Management, Communications, and Governance) to exchange experiences on actions underway and to identify the needs for 2007.

Impact:

With the end of the project in Rosario de la Frontera, significant impact has been made on social and gender relations in the community over the two year period. The lives of the women affected by violence (who were beneficiaries of the project) in the community have positively changed as an autonomous space of reflection and support has been created. Achieving the social transformation needed for gender based violence to be eradicated still remains a challenge. Although the project has now ended, there is commitment by the Argentine Red Cross to continue activities with communities in Rosario de la Frontera. This project has been selected by the Federation to be used as a Case Study on Humanitarian Principles and Values in the continent, which will be carried out in 2007.

The meeting held on Humanitarian Principles and Values in Rio de Janeiro was important in two ways: to identify the range of activities already taking place within National Societies in the region in this area and in aligning the Lima Regional Delegation's plan for this area in 2007 with the needs of National Societies expressed during the meeting. This meeting was important and will contribute to the preparation for the XVIII Inter American Conference in Guayaquil.

Constraints:

Activities planned for the area of Humanitarian Principles and Values in 2006 have not taken place as expected, partly due to the cross cutting nature of the area and the parallel need for a more focused approach in carrying out activities. Addressing this need will ensure that specific activities to raise awareness and promote humanitarian principles and values will take place and at the same time make sure the area is considered as a cross cutting theme reflected in all programmes areas.

The planning process that took place in 2006 within the Lima Regional Delegation led to the identification of the need for human resources specific to this area. The recruitment process for this position has begun and by the end of 2006 the person will be in place.

Operational Plan 2007

[Click here to access the logical framework for the 2007 plan of action for the Humanitarian Principles and Values programme.](#)

Priorities in the area of Humanitarian Principles and Values for 2007 were identified in 2006 and consolidated at the meeting held on the subject at the Meeting of Presidents and Technical Seminars. The general feedback from the participants of the meeting revealed that National Societies would like to ensure activities they are carrying out in Humanitarian Principles and Values are following a common line across the region. It was suggested that alliances be developed internally - between programme areas - and externally - with main actors working in the area. Finally, the recommendation to identify focal points for Humanitarian Principles and Values in each National Society to facilitate this process in the region was made.

The plan for 2007 is focused on the achievement of the fourth goal of the Global Agenda. Activities in 2007 will focus on three key areas: ensuring that National Societies are references in the area of Humanitarian Principles and Values; promoting respect for diversity and human dignity, reducing intolerance, discrimination, social exclusion and violence; increasing exchanges between programme areas to ensure Humanitarian Principles and Values is cross cutting and strengthening alliances with external actors. Planned activities for 2007 will count on the new human resources being in place at the start of the year to ensure their implementation.

The budget is not expected to change significantly for 2007. For activities to take place in the coming year efforts will be made to ensure that the budget has greater coverage in 2007.

Communications

Programme Objective: National Societies are strengthened in the communications and advocacy area and work in favour of the most vulnerable in accordance with the Plan of Action of the Inter American Conference.

Progress/Achievements (activities implemented within this objective)

In 2006, steps have been made towards the inclusion of communications activities within National Society strategic and operational plans and budgets. This process has focused on the inclusion of two important elements, internal communications and external public communications. This has taken place successfully in the National Societies of Argentina, Bolivia and Brazil. Strategic planning processes continue in Paraguay and Uruguay and are almost complete in Venezuela.

The Inter American Communications network met at their tenth annual forum in August, which provided an excellent opportunity to share experience on a continental level. At the Forum the review and evaluation of the Communications Plan for the Americas took place, a strategic continental document developed in 2003. This process showed the network's contribution to the revision of the achievements of the Plan of Action of the XVII Inter American Conference objectives and will help National Societies in their evaluation process. It was decided that Communications activities in 2007 should focus on communications for development, HIV/AIDS, Club 25, IMCI, Risk Reduction and the Inter American Conference. This time the communicators' Forum was held independently yet in parallel to the resource mobilization forum. During common sessions, responsibilities in these two areas were identified to implement plans for resource mobilization in each country.

The long distance learning programme for communicators and volunteers, which has been ongoing for the last six years, was reformulated in 2006, modules were revised and the programme is now ready to be re-launched. The region is now looking for funding for this initiative.

In September, the Meeting of Presidents and Technical Seminars provided an excellent opportunity for open dialogue with members of Governance in National Societies who committed to supporting the following areas: strengthening communications departments and ensuring recommendations of the Inter American Communications network are reflected in national Communications plans; strengthening the identity of the Red Cross in the Americas, through the appropriate use of the emblem and better positioning National Societies in the region; supporting Communications departments in the development and dissemination of key messages to support Red Cross actions in the Americas and the coordination between programmes; supporting the Inter American Communications Network and efforts to develop an integrated communication model based on community work. These commitments will provide useful inputs for the new Plan of Action of the Inter American Conference.

Communications was also recognized as key in the scale up of activities and improving National Societies impact in the areas of Health, Disaster Management, Humanitarian Principles and Values, and Youth and Volunteering and in the internal and external promotion of the Global Agenda.

Communications activities across the region have been coordinated with programme areas. With the Health programme, the X International colloquium on the recruitment of voluntary non-remunerated blood donors was promoted and materials were produced and disseminated at this global event which was hosted by the National Society in Chile. Activities to promote the Club 25 initiative have also been coordinated with the Health programme. With the Disaster Management programme, a regional communications strategy was developed to promote the Safer Communities initiative within the DiPECHO funded project. The area of Communications has also actively participated in the celebration of key dates and supported National Societies in doing so: World Red Cross Red Crescent Day, World Blood Donor Day, International First Aid Day, International Day for Risk Reduction, and at the end of 2006 World AIDS Day and the launch of the World Disasters Report 2006. In addition, close coordination and sharing of information between the area of Communications and Disaster Management has taken place during emergencies across region.

In 2006, work on the Safer Communities initiative with the Disaster Management programme has led to the promotion of communications for development, increasingly recognized as a key part of community work. Communications is not only a vehicle for reaching vulnerable communities but plays a major role in establishing dialogue with communities to work with them in an integrated way and increasing the impact of Red Cross actions.

The Regional Delegation has been working with the ICRC to coordinate in efforts to contribute to National Society capacity building in communications and strengthening their public image.

The web page for Latin America has been developed further in 2006 showing an average of 35,000 visits a month, an increase of 28 percent compared to 2005. The web page has been developed in close coordination with programme areas, and it is increasingly being used as a space for networks to publish updates and information for National Societies and the general public. The National Societies of Brazil, El Salvador, Guatemala, Honduras, Nicaragua, Panama and Uruguay are still benefiting from the hosting service offered by www.cruzroja.org. The Paraguayan Red Cross has received support from the communications team in the Regional Delegation in developing their web page which will be published shortly. To date, over 3,000 volunteers have free electronic email offered under the www.cruzroja.org domain.

The increased use of FedNet in 2006 has ensured that this useful electronic tool is available for National Societies as a source of information and as a means of sharing information. The Inter American Communications network now has a space on FedNet to be used as a tool to share information and experiences. This is the first time a regional network has a section in FedNet. The decentralization of FedNet will be the next step for the region in 2007. The Lima Regional Delegation will work with the Secretariat to develop an integral plan to strengthen FedNet in South America.

Impact:

The importance of the area of Communications in the Regional Delegation has been increasingly recognized by all programme areas. Activities carried out in 2006 have contributed to the strengthening of Communications departments in National Societies and their recognition by others as a key area. This has been shown by an increased impact of National Societies' actions thanks to the coordinated efforts of Communications and other areas. This was backed up by National Societies' members of Governance at the Meeting of Presidents and Technical Seminars where commitments were made to strengthen this important area.

Constraints:

Despite progress in 2006, the inclusion of Communications activities within National Society strategic and operational plans and budgets needs to be further developed. The Meeting of Presidents and Technical Seminars in September provided an important opportunity for Communications departments to openly discuss their needs with representatives of governance of National Societies and it is hoped this will be reflected in increased inclusion of communications in all plans and budgets in the coming period.

The dissemination of Humanitarian Principles and Values continues being an area to be improved in the region. With the absence of a focal point in the Lima Regional Delegation, the area of Communications has supported activities of National Societies in this regard. Resources have been limited and financial support to National Societies in the area of Communications has been low.

FedNet is an increasingly useful tool; however its full potential has yet to be explored by National Societies.

One difficulty for Communications during 2006 was the lack of funds. This is something that will be especially addressed in 2007 to ensure the coverage needed to carry out activities.

Operational Plan 2007:

Click here to access the [logical framework for the 2007 plan of action for the Communications programme.](#)

The planning process in 2006 led to the identification of a need for the area of Communications within the Lima Regional Delegation to be considered independent to the Organizational Development programme. Increasingly Communications activities are seen as key in supporting the work of other programme areas, but also independently in its own right. In 2007 activities will focus on strengthening National Societies' Communications areas to scale up work in favour of vulnerable communities and to promote the Movement's Fundamental Principles and Values. This will be achieved through activities to strengthen the areas of Communications within National Societies, the implementation of strategic communications plans in coordination with programme areas, coordination through the Inter American Communications Network, the use of digital tools (website and FedNet) and reporting mechanisms to ensure accountability to donors, National Societies and communities.

The combination of increased coordination with programme areas, backing by levels of Governance and successful results during 2006 has led to an increase in demand in the area of Communications at the national and regional level. In order to develop activities to respond to this demand, increased support from donors in 2007 is required. This will ensure that this area can continue linking the Red Cross with communities.

Coordination, Cooperation and Strategic Partnerships

Objective: Strengthened, improved cooperation, coordination and support mechanisms are promoted to facilitate collaboration amongst members and strategic partners.

Progress/Achievements (activities implemented within this objective)

In 2006, coordination between the Federation, the ICRC and PNS to support National Societies in the region has been ongoing.

The meetings held during the period (cooperation meeting in Lima and the Meeting of Presidents and Technical Seminars in Rio de Janeiro) provided the scene for a fruitful exchange of experiences and alignment of cooperation of the Movement towards the common Plan of Action of the Inter American Conference and the Global Agenda. This will be reinforced through the inclusion of representatives of PNSs in the thematic working groups in preparation for the new Inter American Plan of Action 2007 – 2011.

The presence of a Federation Representative and an Organizational Development delegate in Brazil, with support of the Regional Delegation in Lima, has ensured coordination with the ICRC and PNS in support of the National Society within the framework of the Operational Alliance recently launched. The American, Finnish, Spanish and Swedish Red Cross Societies have shown interest in supporting the health activities of that National Society, with a specific focus on voluntary blood donation and Club 25. PAHO has also decided to support the initiative. In the case of the National Society in Peru, the Lima Regional Delegation has been working very closely with the ICRC, the governance of the other nine National Societies from the region, and coordinating the PNS to address the integrity issue.

The new Federation Representative in Colombia has been working with the National Society, the ICRC and PNS on a coordination structure for the members of the Movement. This structure is based on lessons learned from other parts of the world and it is expected will be developed into a CAS to ensure that each member of the Movement

works effectively and in coordination in Colombia. The ongoing CAS process in Ecuador is being analyzed to determine the key factors of successful cooperation.

The emergency appeal launched in response to the eruption of the Tunguragua Volcano in Ecuador was 100 percent covered; the coordination of all Movement contributions was provided to the Ecuadorian Red Cross, in addition to support to access funds from agencies and other actors.

In 2006 - with support from DFID - two consultancies were carried out in a coordinated way on knowledge management and networks, the former from Lima and the latter from Panama, with the aim of facilitating knowledge sharing, capacity building and cooperation thus enhancing capacities to deliver the Global Agenda. The initial findings of the consultancies on knowledge management and networks were presented to National Societies at the Meeting of Presidents and Technical Seminars in Rio in September.

The Heads of Delegation in Lima and Panama carried out a mission to the United States to meet with key actors, in order to promote the Global Agenda and the scale up of activities across the continent. The mission provided an opportunity for the Federation to engage with actors, promote its Global Agenda and regional plans with organizations and agencies such as the Organization of American States (OAS), the World Bank, the Inter American Development Bank (IDB), the International Strategy on Disaster Reduction, and some UN agencies (United Nations Development Programme, PAHO and the United Nations Children's Fund). Appropriate follow-up during 2007 will provide the necessary framework to jointly develop common areas of interest in support of the humanitarian agenda in the region. The professional support of the New York office of the Federation was key in the success of the mission.

The strengthening of the position of National Societies and the Federation through strategic partnerships and external alliances has continued in 2006 through collaboration with key actors. A few examples:

- The X International Colloquium on the recruitment of voluntary non-remunerated blood donors hosted by the Chilean Red Cross and co-organized with PAHO, as part of the many activities that transformed the strategic agreement into practice. Another example is the joint support to the establishment of a short term course with FLACSO on health in emergencies.
- The partnership with FLACSO has been ongoing in 2006 with the second year of the Diploma in Health Policies and Management for National Societies. Two new study programmes through distance learning will be launched in 2007, both supported by the Federation's CBF fund. In addition, FLACSO is taking part in the review of the study carried out on Red Cross in the Americas in 1993, which will contribute to the XVIII Inter American Conference in 2007.
- The DiPECHO-funded project focusing on the development of regional vulnerability indicators and tools for Community Risk Reduction in the Andean region initiated in 2006. This has opened up opportunities for increased links with other organizations supported by DiPECHO working on risk reduction and it is expected that it will allow for the Regional Delegation and the five Andean National Societies to have a stronger relationship with institutional partners.
- In 2006, the Regional Delegation further developed its relationship with IDB with a particular focus on the area of Corporate Social Responsibility. Representatives from the Federation in the Americas will participate in the IDB Inter American Conference on Corporate Social Responsibility in December to introduce the Federation's areas of work within the framework of protecting vulnerable communities.

Impact:

During 2006, steps have been taken to promote overall more coherent and consistent Red Cross work in South America, where the different roles and responsibilities are complementary. The Lima Regional Delegation's role is increasingly acknowledged as that of a facilitator to enable better cooperation, and not as in the past, of an implementing partner. The main PNS have been increasingly adhering to the Plan of Action of the Inter American Conference as the common framework for programming and projects, and there is greater understanding of the potential of working together in approaching donor agencies and accessing non-traditional sources of funding.

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Commitment to mid and long-term support for the National Societies of the region is on the rise, as is the recognition that only 10 strong and self-sustainable National Societies in the region will be able, with support from within the movement and from local sources, to deliver the Global Agenda.

Regional meetings and initiatives (such as the Meeting of Presidents and Technical Seminars) are now focused on the joint monitoring and the implementation of the Plan of Action of the Inter American Conference.

The consultancies on knowledge management and networks are still being carried out and are considered significant steps developing effective ways of working in the region and in implementing the framework of action of the Global Agenda. The results of the consultancy on knowledge management will contribute to three case studies on risk reduction in the region in coordination with the Disaster Management programme. Recommendations from the knowledge management consultancy will also be taken into consideration for others areas of work.

Strategic partnerships and strategic alliances have been strengthened in 2006 with academic institutions, donors and organizations contributing to the increased sharing of knowledge and expertise leading to increased capacities to respond to the needs of National Societies and vulnerable communities. The Lima Regional Delegation has acted as a key link with some of these actors and has facilitated coordination with National Societies.

Constraints:

The potential of working closely together as a movement and of coordinating effectively with other key actors in the fields of humanitarian response and community development is far from being exploited. In order to grant sustainability to the implementation of the Global Agenda in this part of the world, the combination of clear shared strategic focus, improved organization at National Society level, cohesion and coherence within the Movement and common positioning of the RCRC with key partners is a must.

The level of funding for these activities is very low and not appropriate for the challenges of the future period.

Operational Plan 2007

[Click here to access the logical framework for the 2007 plan of action for the Coordination, Cooperation and Strategic Partnerships programme.](#)

In 2007, attention will be focused on supporting scale up in programme areas through increased cooperation, coordination and improved strategic alliances. Planning for 2007 has been adapted to reflect this process in the following areas: sharing the experience of a cooperation platform and CAS exercise that will take place in Colombia with other National Societies, in addition to the results of the study on cooperation in Ecuador; the implementation of the Operational Alliance in Brazil, monitored properly and sharing experiences with other National Societies; the findings of the knowledge management consultancy and studies will be mainstreamed into support provided to membership to improve effectiveness; a proposal will be put forward of the inclusion of at least one National Society in the region within a group of 20 to 50 National Societies, to receive increased membership services.

In the planning process for 2007, it was decided that a more specific focus on Brazil and Colombia would be beneficial in terms of supporting ongoing processes and defining concrete actions to take place in each country with the support of the Federation Representatives.

A few examples of increased coordination with key actors in the region in 2007 are: the Federation's participation in DiPECHO's Plan of Action; assisting meetings on the World Bank's country assistance strategy exercises; continue work in Colombia with the inter-agency strategy meeting; work in coordination with CAPRADE and agencies who work with CAPRADE and participate in the development of initiatives in the Southern Cone.

In 2007, actions will focus on monitoring of the Plan of Action of the XVII Inter American Conference and preparation for the following Inter American Conference which will be held in Gauyaquil in 2007.

International Representation and Advocacy

Programme Objective: The Regional Delegation provides effective representation and advocacy for the Federation and National Societies, focusing on Global and Regional priorities in line with the Global Agenda and the framework for action.

Progress/Achievements (activities implemented within this objective)

In 2006, representatives from the Lima Regional Delegation participated in World Social Forum (WSF) held in Caracas, Venezuela for the first time. This was an important opportunity to meet with humanitarian organizations, regional members of networks and the media. At the next World Social Forum in 2007, it is hoped that the Federation, the ICRC and the National Society of the host country will develop joint activities in addition to organizing individual actions.

Within the lines of the Safer Communities initiative the Lima Regional Delegation is coordinating with CAPRADE and other key actors such as the European Union (EU) in spaces to ensure alignment with strategic global positions. On the basis of a good relationship developed with the five Governments within the CAPRADE framework, a number of actors working in the region including PAHO and the EU are considering the option of creating an inter institutional coordination mechanism for disaster preparation and response in the Southern Cone. The Regional Delegation has been consulted and supports the possibility of extending DiPECHO's two-year regional plan coverage to the Southern Cone, which has since been approved by DiPECHO.

Regional meetings and coordination with ECHO and other EU bodies have focused on minor emergencies and small scale forgotten disasters, which the Regional Delegation considers important and will continue to advocate for. ECHO have shown particular interest in the Federation's DREF fund and the positive use of these funds in South America in responding to floods and volcanic eruptions, these are now being considered by ECHO as an example for their future decision making on minor emergencies.

The Federation's Representative in Colombia has developed close working relationships with ECHO and OCHA, and actively participates in in-country coordination bodies and advisory committees where the promotion and of the interests of the Movement are being upheld.

At the end of 2006, the Regional Delegation and other representatives of the Federation from across the Americas will participate in the Inter American Conference on Corporate Social Responsibility organised by BID. This is the third time the Regional Delegation will attend the Conference, and this time the Vice President of the Federation will speak at the plenary, providing an excellent opportunity to promote the issue of community risk reduction within the framework of the Federation's Global Agenda amongst representatives of the private sector.

Visiting key partner agencies and organizations, such as the OAS, UNDP, World Bank and IDB during the visit to the United States provided an excellent opportunity not only for coordination (as mentioned above) but also in positioning the Federation and promoting the Global Agenda.

Impact:

The WSF is considered an excellent space to disseminate information about the Federation's work in the region. It also provides a good opportunity to exchange information with other humanitarian organizations and carry out advocacy. Representation at events like these contributes to increasing the visibility of the Federation and also provides a forum to promote the Global Agenda.

By working with key regional and global actors in the area of risk reduction and on specific activities such as avian influenza, the Lima Regional Delegation has contributed to the development of joint activities that improve the overall response to humanitarian challenges.

Constraints:

Advocacy is considered an area that could be developed further at the level of National Societies and the Regional Delegation to ensure the promotion of the Federation's Global Agenda to improve the lives of vulnerable people.

Operational Plan 2007

[Click here to access the logical framework for the 2007 plan of action for the International Representation and Advocacy programme.](#)

The area of international representation and advocacy will follow the lines of the planning process for 2006-2007, to make sure the Regional Delegation has effectively represented the Federation in prioritised spaces and supported National Societies in doing the same. In 2007, social violence will be placed on the agenda in the sub region II extending the regional strategy on this issue recently developed in Central America. A particular effort will be made to ensure representation in forums related to minor emergencies, Non-Remunerated Voluntary Blood Donation through Club 25 and a possible avian influenza pandemic influenza emergency. The area of Organizational Development will focus efforts on advocacy with the private sector in 2007, within the framework of Corporate Social Responsibility. The Regional Delegation will coordinate with National Societies in the delivery of common global humanitarian messages.

Governance Support

Programme Objective: Effective support is provided to governance in South America in response to requests.

Support has been given to the two elected members of the Governing Body of the Federation within the region through accessing relevant documentation and responding to their needs. Members of National Society commissions, such as the Development Commission, the Health Commission and the Disaster Commission have received support from the relevant programme areas in the Lima Regional Delegation.

In preparation for the XVIII Inter American Conference to be held in June 2007 in Guayaquil, the host National Society of Ecuador has made considerable advances in the organization of the event, with the support of the Lima Regional Delegation.

Support for the Inter American Regional Committee (CORI) by the Regional Delegation has been ongoing in 2006. A meeting was held in June 2006 in preparation for the XVIII Inter American Conference where commissions and working groups were established. A timeline of activities and responsibilities for the preparation were decided at this meeting. A planning committee and three commissions were set up, an organizational commission, a thematic commission and a study commission. The thematic commission will coordinate three working groups on Community Risk Reduction, Community Health and the Promotion of Tolerance and Diversity in Communities. National Societies will actively participate in these groups through network representatives. CORI members also had the opportunity to meet at the Meeting of Presidents and Technical Seminars in September to discuss the preparatory stages for Guayaquil and to share these outcomes with the ten National Societies present. Here the slogan for the XVIII Inter American Conference was decided on “safer and healthier communities”.

The first meetings of the thematic commission and working groups will be held in November. The review of the accomplishment of the objectives of the Plan of Action of the XVII Inter-American Conference is underway and the identification of the main elements of the new Plan of Action will be considered at these preparatory meetings. Contributing to this process is the revision of the 1993 Review of the Red Cross in the Americas, entitled ‘The challenges of Human Development’.

Operational Plan 2007

[Click here to access the logical framework for the 2007 plan of action for the Governance Support programme.](#)

For 2007, the plan for the area of governance support will be even more focused on the preparations for the XVIII Inter American Conference. Through networks in the region, National Societies will actively participate in the three working groups in preparation for the XVIII Inter American Conference with support from the Lima Regional Delegation. Support will continue to be provided to the two members of the Governing Board of the region and the representatives elected to the Development Commission, the Health Commission and the Disaster Commission. After the XVIII Inter American Conference in June, individual support will be provided in each country to revise strategic plans so they are in line with the new Plan of Action. The key role of Presidents of the 10 National Societies will be the monitoring of the new Plan of Action.

Federation Management

Programme Objective: The Regional Delegation is working efficiently, ensuring good management of resources and complying with Federation procedures and standards.

To date, the appeal for South America has reached 87 percent coverage. The main areas where further funding is needed to achieve the target of 100 percent coverage are Colombia (with urgency), Communications, and Coordination, Cooperation and Strategic Partnerships and a small deficit of the Meeting of Presidents and Technical Seminars. Generous contributions from donors has allowed for increased activities in Health and in Brazil, reflected in an increase of the budget to CHF 3,019,061 in 2006.

Spending at the end of October was set at 62 percent of the appeal target, or 87 percent against the real income. If funds for Colombia are received in due time, there shall be zero deficit for 2006 in South America, and little or no balance brought forward for 2007. The delays in implementation rates are due to limited capacity of some member National Societies due to the context or, as in the case of Peru, due to integrity issues that have slowed down activities in that country. The expenditure is monitored by means of measurement against income and against the budget with all programme managers on a quarterly basis.

The decentralization and consolidation process has taken a more definite shape. The Head of the Regional Delegation has participated, together with the management team of the Americas, in the definition of the transition plan to bridge the change from the present setup to the new one, with one zone for the Americas. During the period, after consultation with the Governance of the 10 National Societies of the region, the sub-regional office of Buenos Aires was closed. The consolidation is building on the work carried out in recent years, and it has been confirmed that for the future the 10 National Societies in South America will continue to be supported from the regional office in Lima, with a direct presence in Brazil and Colombia.

Recommendations from the human resources consultancy have been implemented; opting for local or regional human resources in substitution of expatriate positions has proved to be an efficient move. The selection of all new staff was carried out with support of the human resource consultants, who have in addition been providing tools to management to improve overall performance management for 2007. While the overall number of staff members in the sub region has not changed, with the closing of the sub regional office this has been reflected in the recruitment of new personnel in Lima. In 2006, the placement of a Federation Representative and Organizational Development delegate to support the National Society and the implementation of the Operational Alliance in Brazil has been a positive move showing that the placement of specific human resources can produce effective results. The position of a Regional Volunteer and Youth intern was opened in 2006, and is now filled by a representative from a National Society in the region, it is expected that this will strengthen youth and volunteering work in the region.

Timely and effective narrative and financial reporting has been carried out by the Lima Regional Delegation ensuring accountability to donors, National Societies and communities. The quality of the information provided has in a couple of cases not been appropriate or clearly explained, and measures have been taken in order to avoid this in the future: a new reporting officer and a new finances and administration officer have joined the team. Ongoing reporting to National Societies has taken place through the Quarterly Presidents Letter, which provides an update on activities and useful information sent to all ten Presidents in the region.

Programme areas within the Regional Delegation are working much more closely together, coordinating joint activities, and ensuring coherence in their actions thereby improving support to National Societies. This inter-programme relationship has also been promoted among National Societies as a crucial way to maximize their impact on the lives of vulnerable communities.

Operational Plan 2007

[Click here to access the logical framework for the 2007 plan of action for the Federation Management programme.](#)

The budget in 2007 will be slightly higher than 2006, reaching CHF 3,4 million, in order to support the strengthening of capacities needed to plan an appropriate scale-up of programme activities by member National Societies in the next years. Special attention and support will be needed in 2007 for Colombia, where the presence of a Federation Representative is by now seen as crucial by all Movement partners; and for Communications, a key area to promote an effective strategic positioning with partners to grant sustainability to the 10 National Societies scale up in programmes. Based on preliminary and preparatory work for the next Inter-American Conference in June 2007, it is foreseen that Humanitarian Principles and Values will need special attention too.

Federation management in 2007 is expected to follow the same lines of the 2006-2007 Plan. Efforts will be focused on three areas or work: to ensure human resources with the right skills are in place to provide efficient support to National Societies; 100 percent coverage of the appeal, zero deficit, 100 percent expenditure during the period and full compliance with Federation financial and reporting standards; and that programme areas work more and more closely together to ensure integration of programmes and coherent support to National Societies.

Conclusions

Advances made in 2006 have shown improvements in all areas of work, reflecting stronger programmes and increased professionalism. The area of health has taken steps towards scaling up activities in voluntary non-numerated blood donation and HIV/AIDS with positive results. Response to disasters in the region in 2006 has been extremely effective reaching affected communities through coordination with National Societies. The Community Risk Reduction programme has increased activities through the Safer Communities initiative. The mainstreaming of an integrated community approach in all programme areas has continued throughout 2006, reflected in National Societies plans and activities. An investment in the area of Organizational Development has been made in 2006 to ensure continued and increased support to National Societies in 2007. Programme areas are working together effectively to ensure maximum impact through their actions. Through increased coordination with actors in the region, such as the World Bank, IDB and intergovernmental initiatives, the Lima Regional Delegation has positioned the Federation as a key actor in the sub region II in contributing to a greater impact of programme work.

Despite advances made, there are still weaknesses that need to be addressed in 2007. Exposure to integrity issues continues to be a threat to some National Societies in the region, such as with the Peruvian Red Cross which will be on the agenda in early 2007. Some National Societies still have weak financial structures while others are still highly dependent on a few traditional sources of funding. The combination of these factors means that some National Societies in the region are not ready to face up to fully implementing the Global Agenda. Although progress has been made to work in an integrated way at the community level, this needs to be developed further within the area of volunteering to ensure the approach is incorporated creating a new mould for community volunteers.

The main areas in need of further support in 2007 are:

- The Federation's Representation in Colombia to ensure continued support is provided to the National Society in that country.
- Within the Organizational Development Programme: resource mobilization and development, volunteering and integrity.
- Humanitarian Principles and Values, in order to achieve the fourth goal of the Global Agenda in the region.
- Communications, which is recognized as a key area in the Lima Regional Delegation and by National Societies as it strengthens fundraising initiatives, disseminates key messages of the Movement and most importantly ensures that programme work reaches the community.
- Follow up on promising opportunities identified in 2006 in terms of strategic and operational partnerships

If these areas receive sufficient support, the South American region could witness significant and progressive scale up in programme implementation in line with the new Inter-American Plan of Action 2007-2011.

*[Interim Financial Report and 2007 budget below;
click here to return to the title page and contact information.](#)*

International Federation of Red Cross and Red Crescent Societies

MAA46001 - SOUTH AMERICA

Interim financial report

Selected Parameters	
Reporting Timeframe	2006/1-2006/10
Budget Timeframe	2006/1-2007/12
Appeal	MAA46001
Budget	APPEAL

All figures are in Swiss Francs (CHF)

I. Consolidated Response to Appeal

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
A. Budget	1'196'821	1'391'369	144'652	2'843'310	860'424	6'436'577
B. Opening Balance	98'423	62'680	20'259	289'074	10'210	480'646
Income						
Cash contributions						
American Red Cross	155'892					155'892
British Red Cross	0	0	0	19'168		19'168
Capacity Building Fund	38'485			129'500		167'985
DFID Partnership	75'042	124'773		119'177	10'172	329'164
ECHO		0				0
European Commission		250'400				250'400
Finnish Red Cross	17'025	86'260		66'965	11'350	181'600
Italian Red Cross					2'763	2'763
Spanish Red Cross				2'015		2'015
Swedish Red Cross	296'931	101'805	25'451	315'317	67'870	807'374
C1. Cash contributions	583'375	563'238	25'451	652'142	92'154	1'916'360
Outstanding pledges (Revalued)						
American Red Cross	105'961					105'961
Capacity Building Fund				40'111		40'111
ECHO		63'200				63'200
Swedish Red Cross					12'833	12'833
C2. Outstanding pledges (Revalued)	105'961	63'200		40'111	12'833	222'105
Reallocations (within appeal or from/to another appeal)						
DFID Partnership		-17'462		60'000		42'538
Finnish Red Cross	-1'892	-6'558		4'666	3'784	0
C3. Reallocations (within appeal)	-1'892	-24'020		64'666	3'784	42'538
Inkind Personnel						
Italian Red Cross					85'000	85'000
Spanish Red Cross				71'300		71'300
Swedish Red Cross				64'033		64'033
C5. Inkind Personnel				135'333	85'000	220'333
Other Income						
Miscellaneous Income				4'216		4'216
Service Agreements				6'465		6'465
C6. Other Income				10'681		10'681
C. Total Income = SUM(C1..C6)	687'444	602'418	25'451	902'933	193'771	2'412'017
D. Total Funding = B + C	785'867	665'098	45'710	1'192'007	203'981	2'892'663

II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
B. Opening Balance	98'423	62'680	20'259	289'074	10'210	480'646
C. Income	687'444	602'418	25'451	902'933	193'771	2'412'017
E. Expenditure	-491'779	-226'419	-11'544	-724'981	-275'606	-1'730'329
F. Closing Balance = (B + C + E)	294'088	438'679	34'166	467'026	-71'625	1'162'334

International Federation of Red Cross and Red Crescent Societies

MAA46001 - SOUTH AMERICA

Interim financial report

Selected Parameters	
Reporting Timeframe	2006/1-2006/10
Budget Timeframe	2006/1-2007/12
Appeal	MAA46001
Budget	APPEAL

All figures are in Swiss Francs (CHF)

III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
A		B					A - B	
BUDGET (C)		1'196'821	1'391'369	144'652	2'843'310	860'424	6'436'577	
Supplies								
Construction - Facilities/Infrastru					6'697		6'697	-6'697
Construction Materials					4'578		4'578	-4'578
Medical & First Aid		2'028					2'028	-2'028
Other Supplies & Services					898		898	-898
Total Supplies		2'028			12'173		14'200	-14'200
Land, vehicles & equipment								
Computers & Telecom	9'250				2'194	2'194	4'389	4'861
Total Land, vehicles & equipme	9'250				2'194	2'194	4'389	4'861
Transport & Storage								
Storage		1'236				96	1'332	-1'332
Distribution & Monitoring		1'480			248		1'727	-1'727
Transport & Vehicle Costs	32'280	474	1'431	16	402	72	2'395	29'885
Total Transport & Storage	32'280	3'190	1'431	16	649	168	5'454	26'826
Personnel Expenditures								
Delegates Payroll	994'106	63'501	50'902		878	67'901	183'182	810'924
Delegate Benefits	303'400	36'833	29'162		204'349	111'754	382'097	-78'697
Regionally Deployed Staff	84'904		4'688		3'284		7'971	76'933
National Staff	936'868	34'873	29'635		115'218	6'007	185'733	751'135
National Society Staff	151'500	9'934	2'541	3'322	45'179	1'465	62'441	89'059
Consultants	445'162		8'998	4'217	59'381	140	72'735	372'427
Total Personnel Expenditures	2'915'940	145'141	125'925	7'539	428'289	187'267	894'160	2'021'780
Workshops & Training								
Workshops & Training	2'047'643	154'366	53'896	1'108	112'551	12'492	334'414	1'713'229
Total Workshops & Training	2'047'643	154'366	53'896	1'108	112'551	12'492	334'414	1'713'229
General Expenditure								
Travel	537'780	49'079	17'357	637	65'276	24'536	156'884	380'896
Information & Public Relation	169'949	17'595	12'149	530	14'484	462	45'219	124'730
Office Costs	79'017	6'101	1'017	1'022	15'412	1'059	24'610	54'407
Communications	108'561	11'693	6'852	599	11'953	3'622	34'719	73'842
Professional Fees	1'000	195		158	221	330	904	96
Financial Charges	15'129	5'750	2'761	954	10'138	911	20'515	-5'386
Other General Expenses	101'650	314			550	-4'004	-3'140	104'790
Total General Expenditure	1'013'087	90'728	40'135	3'900	118'033	26'916	279'711	733'375
Program Support								
Program Support	418'378	31'966	14'717	750	46'552	17'555	111'540	306'837
Total Program Support	418'378	31'966	14'717	750	46'552	17'555	111'540	306'837
Operational Provisions								
Operational Provisions		64'361	-9'686	-1'769	4'540	29'014	86'460	-86'460
Total Operational Provisions		64'361	-9'686	-1'769	4'540	29'014	86'460	-86'460
TOTAL EXPENDITURE (D)	6'436'577	491'779	226'419	11'544	724'981	275'606	1'730'329	4'706'248
VARIANCE (C - D)		705'043	1'164'950	133'108	2'118'329	584'818	4'706'248	

PROGRAMME BUDGETS SUMMARY

Appeal no.(s) selected: MAA46001

Delegation code(s) selected: 46, AR, TT

PROGRAMME:	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total CHF
	CHF	CHF	CHF	CHF	CHF	CHF	
Shelter	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0
Clothing & Textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & Plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & First Aid	0	0	0	0	0	0	0
Teaching Materials	0	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0	0
Other Supplies & Services	0	0	0	0	0	0	0
SUPPLIES	0	0	0	0	0	0	0
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & Telecom	0	1,250	0	5,000	0	0	6,250
Medical equipment	0	0	0	0	0	0	0
Other Equipment	0	0	0	0	0	0	0
LAND, VEHICLES & EQUIPMEN	0	1,250	0	5,000	0	0	6,250
Storage	0	0	0	0	0	0	0
Distribution & Monitoring	0	0	0	0	0	0	0
Transport & Vehicles cost	0	0	0	4,500	11,600	0	16,100
TRANSPORT & STORAGE	0	0	0	4,500	11,600	0	16,100
International Staff	0	0	0	138,033	215,140	0	353,173
Regionally Deployed Staff	0	0	0	84,904	0	0	84,904
National staff	213,196	136,512	42,156	240,688	12,650	0	645,202
National Society Staff	0	0	0	54,000	0	0	54,000
Consultants	15,691	56,000	4,675	215,446	0	0	291,812
PERSONNEL	228,887	192,512	46,831	733,071	227,790	0	1,429,091
Workshops & Training	205,793	475,162	13,090	444,770	16,000	0	1,154,816
WORKSHOPS & TRAINING	205,793	475,162	13,090	444,770	16,000	0	1,154,816
Travel & related expenses	92,939	34,995	4,304	93,772	63,050	0	289,060
Information & Public Rela	13,277	32,750	4,675	22,000	16,900	0	89,602
Office Running Costs	0	7,800	0	18,793	10,620	0	37,213
Communication Costs	12,070	625	20,570	16,100	7,740	0	57,105
Professional Fees	0	0	0	0	1,000	0	1,000
Other General Expenses	101,528	0	0	12,912	840	0	115,279
GENERAL EXPENDITURE	219,814	76,170	29,549	163,577	100,150	0	589,260
Asset Depreciation	0	0	0	0	0	0	0
DEPRECIATION	0	0	0	0	0	0	0
Contributions & Transfers	0	0	0	0	0	0	0
CONTRIBUTIONS & TRANSFERS	0	0	0	0	0	0	0
Programme Support	45,500	51,798	6,220	93,914	24,717	0	222,148
PROGRAMME SUPPORT	45,500	51,798	6,220	93,914	24,717	0	222,148
TOTAL BUDGET:	699,994	796,892	95,690	1,444,832	380,257	0	3,417,665

SOUTH AMERICAN REGIONAL DELEGATION – plans for 2007

PROGRAMME NAME: HEALTH

AREA: Community health and HIV/AIDS

PROJECT CODE: 46401, 46403

Date of elaboration: September 2006

Responsible: Regional Health Manager Edgar Ramírez (BH), Health Officer Carolina Cossio, Health Officer Yazmín Castillo

	Indicators	Sources of verification	
<p>Overall Goal for all Programmes The National Societies in the region are implementing efficient, responsive and focused programmes, which contribute to improving the lives of vulnerable people.</p>			Risks / Assumptions
<p>Programme Objective The National Societies are increasing health-related activities and are mobilizing volunteers, civil society and governments in order to achieve greater equity in health and have a greater impact on public health issues.</p>	<p>All National Societies have increased their health-related actions, thus benefiting a larger number of vulnerable people in their countries.</p>	<p>The assessment of the PoA of the Inter American Conference acknowledges the progress made in health and supports the continuity of actions.</p>	<p>National Societies prioritize health including all components, and invest in strengthening of the health programme. There are adequate national resources plus those generated through cooperation to work in health-related issues and all their components. Strategic alliances have been strengthened.</p>
<p>Expected Results</p> <p>Expected Result 1: The National Societies have improved the management capacities of their health departments or offices.</p>	<p>1.1. By the end of 2007, 100% of the National Societies have a better organizational structure in place in their health offices or departments.</p> <p>1.2. By the end of 2007, all National Societies have aligned their National Health Plans with the Plan of Action of the XVIII Inter American</p>	<p>1.1.1 Documents describing the roles and responsibilities of the health departments in the National Societies (organizational development). 1.1.2 Full-time staff in the area of health in the National Societies. 1.1.3 Documents to systematize experiences regarding the</p>	<p>Activities: Activities for Expected Result 1:</p> <p>Organize and hold meetings with directors and managers of health offices in the National Societies in order to share and analyze the various approaches to strengthen the project areas and define health indicators.</p>

	Indicators	Sources of verification	
	<p>Conference and the strategy for Equity in Health for the Americas.</p> <p>1.3. The Regional Delegation and all health departments/offices in National Societies actively participate in the assessment of the PoA of the Inter American Conference, highlighting health issues in the new PoA of the XVIII Inter American Conference.</p> <p>1.4 All the health departments in the National Societies have become part of the health network in order to strengthen the sharing of knowledge and lessons learned from the various approaches, bearing in mind strategic lines and cross cutting issues (such as humanitarian principles and values and gender).</p>	<p>strengthening of health projects.</p> <p>1.2.1 Graduates from the first and second course on leadership in health, organized with funds from the CBF and FLACSO, have joined the health teams, thus contributing their knowledge to the health and relief operations of their National Societies both at the headquarters and in the branches.</p> <p>1.2.2 National health plans, country reports from the National Societies.</p> <p>1.3.1 Reports from meetings</p> <p>1.4.1 Exchange of bilateral and sub-regional experiences in health-related topics.</p> <p>1.4.2 Reports from capacity building, training, thematic groups and technical meetings.</p> <p>1.4.3 List of new members added to the health network, number of documents exchanged.</p> <p>1.4.4 Number of reports uploaded and sent over the network, and published in bulletins.</p>	<p>Hold meetings to formulate, assess and systematize proposals.</p> <p>Support proposals and the implementation of the restructuring of health offices.</p> <p>Promote the second health leadership course with FLACSO (2006)</p> <p>Coordinate with FLACSO and PAHO to open up a course on health and disasters in parallel to the existing Diploma course.</p> <p>Provide support to National Societies for the assessment and monitoring of health programmes at the XVIII Inter American Conference.</p> <p>Provide support to the Commission responsible for the development and follow up of health indicators, in accordance with Federation framework documents.</p> <p>Promote activities to strengthen National Societies' capacities in social mobilization, formation of associations and carrying out of awareness raising activities which increase community development.</p> <p>Organize a continental workshop on the introduction of a gender perspective and the application of indicators.</p> <p>Ensure technical support and training for improved programme implementation, which incorporates a gender perspective and humanitarian principles and values within vulnerable communities.</p> <p>Ensure activities are carried out in coordination with the area of Communications.</p>

	Indicators	Sources of verification	
<p>Expected Result 2: National Societies have included First Aid in community activities, increasing social mobilization to prepare for emergencies and disasters.</p>	<p>2.1. By the end of 2007, at least one National Society has validated the “International Harmonization of First Aid – First Recommendations on Life-Saving Techniques”.</p> <p>2.2 By the end of 2007, 5 National Societies use the document as the basis for all training processes, particularly at the community level.</p> <p>2.3 By the end of 2007, 50% of the National Societies have developed First Aid certification processes.</p>	<p>2.1. Document on the systematization process of the validation.</p> <p>2.2 Training workshops conducted in the National Societies.</p> <p>2.3 Staff trained in First Aid.</p>	<p>Activities for Expected Result 2: Provide support for the organization and implementation of a workshop to validate the tool in one National Society.</p> <p>Prepare the validation document and disseminate it in the region.</p> <p>Promote training workshops on First Aid for volunteers at the community level, and celebration of World First Aid Day.</p> <p>Support National Societies in the celebration of World First Aid Day in coordination with the area of Communications.</p>
<p>Expected Result 3: National Societies have improved their capability to ensure access to safe blood in society based on coordinated work with national authorities and cooperation organizations such as PAHO and have clearly defined roles and responsibilities.</p>	<p>3.1 By the end of 2007, all National Societies have a permanent plan to promote altruistic and safe donation of blood in cooperation with other key players – Ministries of Health, PAHO, NGOs.</p> <p>3.2 By the end of 2007, at least 6 National Societies have implemented the Club 25 strategy.</p> <p>3.3 By the end of 2007, the blood banks in the Colombian and Ecuadorian Red Cross Societies have consolidated their quality assurance processes and have shared their work experiences.</p>	<p>3.1.1 Documents concerning the plan, strategies, campaigns and agreements with universities and other institutions in order to increase the number of voluntary non remunerated blood donors.</p> <p>3.1.2 Increase in the number of donors and donor retention rate.</p> <p>3.2.1 Club 25 Programme documents in the National Societies.</p> <p>3.2.2 Documents and reports regarding capacity building in Club 25</p> <p>3.3.1 ISO and other certifications.</p> <p>3.3.2 Reports from exchange meetings.</p>	<p>Activities for Expected Result 3: Support the organization of sustained campaigns for voluntary, non-remunerated blood donation (VNRBD).</p> <p>Support participation in the 10th International Colloquium on VNRBD.</p> <p>Define terms of reference and organize exchange visits among the blood banks.</p> <p>Plan the implementation of Club 25 at a continental level</p> <p>Follow up Club 25 activities in the region</p> <p>Produce communication and reference materials for the dissemination of Club 25.</p> <p>Support National Society activities for non remunerated- voluntary blood donation day in coordination with the area of Communications.</p>
<p>Expected Result 4: National Societies implement integrated community health programmes in mother and child health care and apply the Integrated Management of Childhood Illnesses</p>	<p>4.1 By the end of 2007, at least 5 National Societies have developed projects using the community-integrated programme approach and apply the IMCI strategy at the community level.</p>	<p>4.1.1. Reports and follow-up documents.</p> <p>4.1.2. Reports on the application of the integrated approach to work with the community.</p>	<p>Activities for Expected Result 4: Support the extension of activities to apply the IMCI strategy in 4 National Societies</p> <p>Hold a regional meeting to share experiences on the</p>

	Indicators	Sources of verification	
<p>(IMCI) strategy at the community level, with a particular emphasis on the promotion of hygiene, water and sanitation and psychosocial support.</p>	<p>4.2 By the end of 2007, at least 5 National Societies have shared IMCI application experiences through a technical network to work with communities.</p> <p>4.3 At least 2 National Societies have prepared documents to systematize the implementation of the IMCI strategy.</p> <p>4.4. By the end of 2007, a mapping exercise has been carried out on National Societies' activities in the area of water and sanitation, and the promotion of hygiene at the community level, identifying their needs, capacities and interests.</p> <p>4.5 By the end of 2007, at least 5 National Societies will have integrated the promotion of hygiene, safe water and sanitation in activities at the community level particularly in mother and child health.</p> <p>4.6 By the end of 2007, 3 National Societies will have implemented integrated community health projects to strengthen the branches in the border area of El Chaco.</p> <p>4.6 By the end of 2007, 4 National Societies have incorporated the component of psychosocial support within different activities (First Aid, HIV/AIDS, health in emergencies) in the majority of community based projects and have established strategic alliances to strengthen and sustain these activities.</p>	<p>4.2. Reports from seminars, courses, workshops, etc.</p> <p>4.3 Publication of systematization documents and their distribution to branches</p> <p>4.4.1 Report on the results of the mapping exercise shared with National Societies, the Regional Delegation and international organizations.</p> <p>4.4.2 Documents or reports on National Society programmes or projects on integrated community health including the components of hygiene, water and sanitation.</p> <p>4.5.1 IMCI project reports showing the components of hygiene, water and sanitation.</p> <p>4.6.1 Report on coordination meetings for El Chaco activities</p> <p>4.6.2 Semester reports on projects carried out with branches</p> <p>4.7.1 Continental psychosocial support plan document</p> <p>4.7.2. National psychosocial support plan documents</p>	<p>implementation of the IMCI strategy at the community level (lessons learnt).</p> <p>Provide technical support and facilitate follow-up visits (strategic alliances, integrated approach) to the National Societies implementing the strategy.</p> <p>Support the systematization of the experiences of IMCI within National Societies.</p> <p>Support the design of standardized formats to document experiences and processes, such as indicators for follow up and monitoring and evaluation.</p> <p>Ensure support for the celebration of the Continental Conference on IMCI</p> <p>Carry out a consultancy to carry out a mapping exercise on water and sanitation and disseminate the results.</p> <p>Follow up on the inclusion of the component of water and sanitation in National Society plans.</p> <p>Provide guidance on the incorporation of the component of safe water, sanitation and the promotion of hygiene in the IMCI programmes.</p> <p>Disseminate the PHAST methodology adapted to the region.</p> <p>Ensure technical support in the implementation of the bi-national project for El Chaco</p> <p>Support the validation, application and follow up of the continental psychosocial support plan.</p> <p>Hold a meeting of experts to validate the Continental Psychosocial support plan.</p> <p>Establish a thematic group of experts from National Societies on psychosocial support for consultation and</p>

	Indicators	Sources of verification	
			<p>follow up of the plan.</p> <p>Insert of a component of psychosocial support in all programme areas.</p> <p>Follow up and provide support in the implementation of National Psychosocial Support Plans</p> <p>Ensure coordination with the area of Communications.</p>
<p>Expected Result 5: The National Societies have strengthened capacity to work in the area of HIV/AIDS and have increased support and care activities for people living with HIV/AIDS (PLWHA), thus reducing stigma and discrimination in alignment with the policy of the Movement and the Regional Plan 2005-2007 for South America.</p>	<p>5.1. By the end of 2007, at least 6 National Societies have an integrated national programme for HIV/AIDS aligned with the policy of the Movement and in line with the Regional Plan 2005-2007.</p> <p>5.2. By the end of 2007, at least 5 National Societies have implemented an awareness-raising plan for staff and volunteers at all levels in the organization, have established an HIV/AIDS policy and programme in the workplace.</p> <p>5.3. By the end of 2007, 8 National Societies adequately comply with the Movement's strategy to reduce the stigma around HIV/AIDS and introduce the issues of psychosocial support and gender perspective, in close coordination with the organizations of people living with HIV/AIDS.</p> <p>5.4 By the end of 2007, at least 6 National Societies are involved in plans, protocols and actions for community care using the approach of integrating programmes with the organizations of PLWHA (micro-projects).</p> <p>5.5 By the end of 2007, at least 4 National Societies have implemented the peer methodology of "Juntos Sí Podemos" (Together we can) and have replicated this at national level, in coordination with Red Cross</p>	<p>5.1.1 Reports from assessments, plans and programmes.</p> <p>5.1.2. Documents showing indicators in HIV/AIDS</p> <p>5.2.1. Internal and external awareness-raising activities, number of volunteers, number of campaigns, country-region campaign ratio, beneficiary turnout, quantity of material printed and distributed, videos prepared and distributed, number of people who have accessed this information.</p> <p>5.3.1. Reports, campaign documents on HIV/AIDS-related activities produced by the Movement.</p> <p>5.3.2 Number of regional awareness raising campaigns on stigma and discrimination and / or prevention.</p> <p>5.3.3 Number of Programmes which incorporate the gender perspective</p> <p>5.4.1. Reports on micro projects and work at the community level showing the integration of the issue of HIV/AIDS and an institutional and multidisciplinary approach.</p>	<p>Activities for Expected Result 5:</p> <p>Organize an annual meeting of those responsible for HIV/AIDS programmes in order to assess the 2005-2007 regional plan and define regional actions for the 2008-2010 plan.</p> <p>Form a regional work team which contributes to the increase of exchange activities and capacity building on the issue.</p> <p>Provide support to internal and external awareness raising projects</p> <p>Send materials for awareness-raising campaigns.</p> <p>Design and implement communications strategies in HIV/AIDS (in coordination with the area of communications).</p> <p>Implement activities on the prevention of HIV/AIDS and the dissemination of healthy lifestyles through the Club 25 strategy</p> <p>Support National Societies in the celebration of World Aids Day, on 1 December.</p> <p>Support the implementation of the Code of Good Practices within National Societies.</p> <p>Facilitate the processes for the Masambo Fund in South America.</p>

	Indicators	Sources of verification	
	<p>youth.</p> <p>5.6 By the end of 2007, at least one National Society has strengthened alliances with: the local Latin American Network of People Living with AIDS (REDLA), PAHO/WHO, the coordination mechanisms of the Global Fund, and groups of PLWHA.</p>	<p>5.5.1 Reports from regional and national workshops carried out for trainers.</p> <p>5.5.2 Reports from replica workshops carried out by peers.</p> <p>5.5.3 Total number of national trainers, facilitators and peer educators per National Society.</p> <p>5.5.4 Results of monitoring and evaluation of workshops.</p> <p>5.6.1. Number of projects with PLWHA and / or specific groups (MSM, sex workers)</p> <p>5.6.2 Number of activities fulfilling the letter of agreement signed with REDLA</p> <p>5.6.3 Number of signed agreements with associations of people living with HIV/AIDS and other organizations.</p>	<p>Define the general terms of reference for micro-projects and follow up their implementation, as well as support the results of these activities.</p> <p>Ensure National Societies are supporting and implementing the Together we Can methodology.</p> <p>Provide support from the Regional Delegation for replica proposals for Together We Can at the branch level.</p> <p>Follow up and monitor the Together we Can methodology</p> <p>Facilitate the direct involvement of social actors to ensure the sustainability and fulfilment of agreements</p> <p>Promote advocacy as a line of work within National Societies to achieve rights for PLWHA.</p> <p>Support actions and disseminate guidelines in relation to HIV/AIDS (health in emergencies, First Aid, access to treatment, anti retroviral treatment)</p> <p>Provide support for National Society involvement in the IV Latin American & Caribbean Forum on HIV/AIDS and STDs in 2007</p>
<p>Expected Result 6: National Societies have improved their public health actions in case of emergencies (public health crises such as epidemics and disasters and psychosocial support in emergencies).</p>	<p>6.1 By 2006, the Regional Delegation has updated the public health mapping in case of emergencies, which identifies capacities, needs and interests of the National Societies.</p> <p>6.2 6 National Societies in the Andean region have implemented the preparedness and response strategic plan in case of disasters.</p> <p>6.3. By the end of 2007, at least 5 National Societies have a regional team specialized in public health in the event of emergencies</p>	<p>6.1.1 10 questionnaires prepared and completed.</p> <p>6.1.2 One final document systematized.</p> <p>6.2.1 Number of National Societies involved in the national implementation of the Andean Disaster Plan for preparedness in case of public health disasters</p> <p>6.3.1. Reports from workshops conducted.</p>	<p>Activities for Expected Result 6:</p> <p>Implement the mapping of capacities in health in emergencies in National Societies and disseminate the results.</p> <p>Support National Societies in order to implement the Andean Plan.</p> <p>Participate in assessment meetings of the Andean Plan.</p> <p>Hold coordination meetings for the implementation of the Plan.</p> <p>Organize and implement a RIT workshop in health in</p>

	Indicators	Sources of verification	
	<p>(water and sanitation, nutrition).</p> <p>6.4 All National Societies have a contingency plan for avian influenza and pandemic influenza, in line with the Federation's continental Plan and particularly national plans.</p> <p>6.5 By the end of 2007, National Societies will have a regional team specialized in SPHERE.</p> <p>6.6 By the end of 2007, at least 2 National Societies will implement psychosocial support activities in emergencies, in coordination with the area of health and disaster response.</p> <p>6.7 Strategic relationships with other organizations are maintained and joint initiatives are developed regarding health emergencies.</p>	<p>6.3.2. Numbers of RITs trained in public health emergencies (database).</p> <p>6.4.1 National Society contingency plans for avian influenza and influenza pandemic</p> <p>6.4.2 Application of recommendations of the Federation in the area of avian influenza</p> <p>6.5.1. Inventory of members of National Societies trained in SPHERE</p> <p>6.6.1. Reports from capacity building activities in psychosocial support carried out in National Societies</p> <p>6.6.2. Reports on activities carried out in psychosocial support in emergencies</p> <p>6.7.1. Reports on joint activities carried out with other organizations</p>	<p>emergencies</p> <p>Hold a Continental workshop to ensure preparedness in the event of avian influenza and pandemic influenza.</p> <p>Provide support to National Societies in the elaboration of contingency plans in the event of an influenza pandemic</p> <p>Draw up a proposal to validate the continental plan in coordination with National Societies for its application. (In coordination with the Risk Reduction programme)</p> <p>Implement a training programme in SPHERE (together with the Risk Reduction programme)</p> <p>Support National Societies in the implementation of plans and actions in psychosocial support in emergencies.</p> <p>Implement capacity building workshops in psychosocial support in emergencies.</p>

SOUTH AMERICAN REGIONAL DELEGATION – plans for 2007

PROGRAMME NAME: Disaster Management
AREA: Disaster Management
PROJECT CODE: 46401, 46403
Date of elaboration: September 2006
Responsible: Regional Disaster Management Delegate

	Indicators	Sources of verification	
<p>Overall Goal for all Programmes The National Societies in the region are implementing efficient, responsive and focused programmes, which contribute to improving the lives of vulnerable people.</p>			Risks / Assumptions
<p>Programme Objective National Societies are implementing efficient, responsive and focused DM programmes which contribute to reducing the impact of disasters on the lives and livelihoods of vulnerable people.</p>	<p>By the end of 2007, 8 National Societies have disaster response plans in line with their national disaster response systems measured by the baseline in accordance with the WPNS questionnaire.</p> <p>100 practitioners are trained in methods, standards and procedures by the end of 2007.</p> <p>5 National Societies share knowledge on disaster risk reduction activities through the regional learning platform and networks.</p>	<p>DM baseline based on WPNS</p> <p>Workshop reports</p> <p>Learning platform on line</p> <p>Technical seminar documents</p>	<p>There are no major emergencies which affect implementation</p>
<p>Expected Results</p> <p>Expected Result 1: National Societies have Disaster Management plans that are in line with the National Societies' strategic plans and the national, regional and global Disaster Management plans.</p>	<p>All 10 National Societies include disaster management in their Strategic Plans by the end of 2007.</p> <p>By the end of 2007, 8 National Societies have disaster response plans in line with their national disaster response systems measured through the baseline in accordance with the WPNS questionnaire.</p>	<p>National Societies' Strategic Plans</p> <p>DM Baseline based on WPNS questionnaire</p> <p>National disaster response laws, strategies or plans.</p>	<p>Activities: Activities for Expected Result 1:</p> <p>Draw up a DM baseline based on the Well-Prepared National Society questionnaire.</p> <p>Provide support to 3 National Societies in the drawing up of national disaster management plans.</p>

	Indicators	Sources of verification	
	<p>10 National Societies have drawn up or updated contingency plans to address relevant national level hazards by the end of 2007</p> <p>10 National Societies participate in regional contingency planning to respond to trans-national hazards such as El Niño and Avian Influenza / Pandemic Influenza by the end of 2007</p> <p>3 National Societies contribute to the review of the global Disaster Management Strategy and Policy by the end of 2007</p> <p>5 National Societies integrate psychosocial support into DM activities in 2007</p> <p>8 National Societies have communication plans for emergencies at the end of 2007</p>	<p>National Society contingency plans</p> <p>Regional contingency plans</p> <p>MoU or equivalent documents.</p> <p>Disaster Management strategy and policy documents</p> <p>National Society contributions to the review of DM strategy and policy</p> <p>National Society reports on community-based activities</p> <p>Communications planning documents</p>	<p>Provide support to National Societies for the drawing up of contingency plans, in accordance with the Response and Contingency Planning Guide.</p> <p>Provide support to 8 National Societies in the drawing up of regional contingency plans in accordance with the Response and Contingency Planning Guide</p> <p>Review the disaster management strategy and policy within 3 National Societies</p> <p>Provide support to 5 National Societies in the integration of psychosocial support into community risk reduction activities</p> <p>Provide support to National Societies in the drawing up of communications plans for emergencies in accordance with procedures.</p>
<p>Expected Result 2: National Societies adopt and use common methodologies, procedures and standards in all DM activities.</p>	<p>The Regional Delegation has produced a disaster risk reduction tool kit in 2007</p> <p>10 National Societies are implementing DM activities using the VCA methodology by the end of 2007</p> <p>2 National Societies have adopted the “Es Mejor Prevenir” (Better Be Ready) Guide designed by the Regional Centre of Reference for Education in Community-based Disaster Management by the end of 2007</p> <p>By the end of 2007 the WPNS is being used by</p>	<p>Community risk reduction (CRR) tool kit and reference materials</p> <p>DM baseline</p> <p>National Society documents on community-based activities</p> <p>ProVention project report</p> <p>Well Prepared National Society</p>	<p>Activities for Expected Result 2:</p> <p>Produce and disseminate the CRR tool kit which includes the VCA methodology.</p> <p>Promote and disseminate the “Es Mejor Prevenir” guides and VCA methodology</p> <p>Develop the WPNS methodology for use as a tool</p>

	Indicators	Sources of verification	
	<p>National Societies as a key tool for Disaster Management.</p> <p>Key DM methods and reference materials are available on line by the end of 2007</p> <p>The Regional Delegation has disseminated 2 procedures or standards for key disaster response methods by the end of 2007</p>	<p>guide document</p> <p>Red Cross regional web site and Fed Net</p> <p>Documents containing DR standards or procedures</p> <p>Red Cross regional web site and Fed Net.</p>	<p>Publish relevant materials on FedNet and on the regional web site.</p> <p>Produce and disseminate standards and procedures based on Secretariat and National Society sources.</p>
<p>Expected Result 3: The National Societies DM system has skilled human resources working in accordance with Federation standards and procedures.</p>	<p>8 National Societies have training curricula for human resources in the area of disaster management by the end of 2007</p> <p>100 practitioners are trained in methods, standards and procedures in accordance with reference materials by the end of 2007.</p>	<p>DM training curricula</p> <p>Training reports</p>	<p>Activities for Expected Result 3:</p> <p>Provide support to National Societies in the development of national DM systems.</p> <p>Train human resources in the use of key DM methods</p> <p>Train human resources in the use of DM standards and procedures</p>
<p>Expected Result 4: The Regional Delegation and National Societies have developed their capacities to monitor, evaluate and review their DM activities.</p>	<p>3 case studies on community risk reduction are available at the end of 2007</p> <p>5 National Societies share knowledge on disaster risk reduction activities through the regional platform and networks by the end of 2007</p> <p>25% increase in DMIS alerts and updates posted by the end of 2007</p> <p>By the end of 2007 all response operations include needs assessments</p>	<p>Case study documents</p> <p>Documents relating to technical seminars</p> <p>Learning platform on line.</p> <p>DMIS alerts and updates</p> <p>Needs assessments reports</p>	<p>Activities for Expected Result 4:</p> <p>Provide support for the production of 3 safer communities case studies based on on-going community based disaster risk reduction activities implemented by National Societies.</p> <p>Organize a common learning platform - virtual and physical – to take stock of experience, conduct joint peer analysis to improve the quality of community based disaster risk reduction activities.</p> <p>Monitor the region on a daily basis to ensure alerts take place with respect to possible emergencies.</p> <p>Provide technical support to National Societies to carry out needs assessments.</p>

	Indicators	Sources of verification	
<p>Expected Result 5: National Societies have reinforced collaboration and cooperation with other actors/stakeholders through partnerships and alliances</p>	<p>80% of National Societies are aware of global partnership alliances</p> <p>Number of new internal agreements signed between National Societies</p>	<p>Minutes of meetings: Inter American Conference discussions, DM network annual meeting, community integrated programme technical seminar, regional forums</p> <p>National Society DM plans and documents produced</p> <p>Agreements signed</p>	<p>Participate in international coordination meetings</p> <p>Promote bi-national agreements for specific DM activities</p> <p>Disseminate global partnership alliances.</p>
<p>Expected Result 6: The Federation's regional disaster preparedness and response activities in South America are effectively coordinated by PADRU in collaboration with the Regional Delegation and the country offices in the region.</p>	<p>Refer to the PADRU log frame</p>		<p>Activities for Expected Result 6:</p> <p>Refer to the PADRU log frame</p>

SOUTH AMERICAN REGIONAL DELEGATION – plans for 2007

PROGRAMME NAME: Organizational Development
 AREA: Organizational Development
 PROJECT TYPE CODE: P46006, P46007
 Date of elaboration: September 2006

Programme:	Indicators	Sources of Verification	Risks/Assumptions
<p>Overall Goal for all Programmes</p> <p>The National Societies in the region are implementing efficient, responsive and focused programmes that contribute to improving the lives of vulnerable people</p>	<p>The evaluation of the PoA of the Inter American Conference in 2007 shows a high degree of achievement of its objectives</p>	<p>Evaluation of the PoA of the Inter American Conference 2003-2007</p>	
<p>Programme Objective</p> <p>The ten National Societies in the region are increasingly adhering to the criteria of a 'Well Functioning National Society', and are improving their capacity to work with vulnerable communities</p>	<p>Improvements in the scale of OD indicators vs. baseline (2007)</p> <p>Increase of revenue (year to year) for each National Society</p> <p>Variation of percentage of programme funds spent on core areas</p>	<p>Self-assessment reports</p> <p>Strategy 2010 Evaluation reports</p> <p>External Audit reports</p>	<p>Sufficient capacity allows for sustained support to the National Societies</p> <p>No major disasters occur in the region</p> <p>Social unrest does not escalate</p>

<p>Expected Results :</p> <p>Result 1: By the end of 2007, 9 National Societies' strategic plans are in line with the Plan of Action of the Inter American Conference and are periodically monitored and evaluated for impact.</p>	<p>By the end of 2007, 1 National Society has carried out a participative strategic planning process (Uruguay).</p> <p>By the end of 2007, 6 National Societies have carried out participative monitoring processes (Bolivia, Brazil, Chile, Colombia, Paraguay and Venezuela).</p> <p>By the end of 2007, 2 National Societies have carried out participative evaluation processes (Argentina and Ecuador).</p>	<p>Publications on FedNet</p> <p>Strategic plan documents</p> <p>Monitoring documents</p> <p>Evaluation documents</p>	<p>Activities</p> <p>Activities for Expected Result 1:</p> <p>1.1 Establish a baseline, in a participative way, by the end of the first quarter of 2007 on National Society Strategic Plans, Operational Plans, local plans, budgets and financial plans.</p> <p>1.2 Harmonize the strategic planning tools into a 'planning package' (strategic planning, operational planning, M&E handbook, OD, gender and youth indicators, budgeting, funding plans, Project Planning Process and local planning – VCA, BPI, PPL, Gender)</p> <p>1.3 Identify needs and provide appropriate technical support to National Societies in Monitoring and Evaluation</p> <p>1.4 Provide direct technical assistance to National Societies in the revision of strategic and national Operational plans (include indicators + annual budgets).</p>
<p>Expected Result 2:</p> <p>The integrity and accountability of the National Societies is demonstrated through effective governance and management working closely together, within well defined roles and responsibilities in all 10 National Societies and with National Society Statutes that include the recommendations of the Joint commission.</p>	<p>By the end of 2007, 2 National Societies have adopted the Integrity Policy and established the norms of implementation.</p> <p>By the end of 2007, roles of governance and management are clearly defined in 5 National Societies (in the Statutes and other documents).</p> <p>By the end of 2007, 3 National Societies have statutory rules of</p>	<p>National Society Governance Agendas</p> <p>National Society Statutes</p> <p>National Society reports, rules documents</p>	<p>Activities for Expected Result 2:</p> <p>2.1 Provide support to National Societies in the identification of future leaders on governing boards.</p> <p>2.2 Provide support in the revision and implementation of Statutes in the Bolivian, Colombian, Venezuelan and Uruguayan Red Cross Societies in a participative way.</p> <p>2.3 Provide specific support to the Peruvian Red Cross.</p>

<p>Expected Result 3: By the end of 2007, National Societies have improved their capacity to mobilize and develop resources to grant sustainability to the implementation of their strategic plans</p> <p>Expected Result 4: National Societies have qualified and diversified volunteers and youth leaders that participate in decision-making, according to the Movement's Policy.</p>	<p>procedure.</p> <p>By the end of 2007, 5 National Societies publish all management documents (Statutes, strategic / operative / funding plans, evaluation reports, audited annual financial statement, etc.).</p> <p>By the end of 2007, 4 National Societies implement their funding plans in line with their strategic and operative plans.</p> <p>By the end of 2007, 5 National Societies have increased their domestic fundraising by 15 % in comparison to 2006.</p> <p>At least 5 National Societies implement a volunteering management and development system, in line with the plans and policies of the Movement.</p> <p>The volunteering network works as a space where volunteers can interchange experiences and learning.</p>	<p>National Society funding plans</p> <p>Baseline 2006</p> <p>Annual financial statements</p> <p>Annual report of the Youth network</p> <p>FedNet</p>	<p>2.4 Promote leadership training: pilot leadership and strategic management training for 20 National Society leaders (governance and management) through distance learning.</p> <p>2.5 Implement the modernization process of Paraguayan Red Cross (revision of statutes, division of governance and management)</p> <p>Activities for Expected Result 3:</p> <p>3.1 Support National Societies in adopting the Policy on Resource Development of the Federation.</p> <p>3.2 Support fundraising in 10 National Societies: creation of fundraising area, training and coaching, setting targets, fundraising campaigning, etc.</p> <p>3.3 Support National Societies in defining a funding plan.</p> <p>3.4 Support National Societies in financial restructuring practices.</p> <p>3.5 Support the organization of a management accounting workshop for National Society executive directors</p> <p>Activities for Expected Result 4:</p> <p>4.1 Identify and disseminate current volunteering management systems functioning in the region.</p> <p>4.2 Provide technical support in the elaboration and dissemination of training for volunteers linked to National Society curricula.</p> <p>4.3 Implement the Community Integrated Programmes and Volunteering project supported</p>
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<p>Expected Result 5: National Societies recognize the youth's role in an integrated approach through programmes.</p>	<p>5 National Societies integrate their youth areas in the elaboration and implementation of plans and programmes.</p> <p>The Youth network works as a space where the participants can exchange experiences and learning.</p>	<p>Document showing positive experiences of the area of youth participating in National Society plans and programmes.</p> <p>Reports from FLACSO</p> <p>Annual report of the Youth network</p> <p>FedNet</p> <p>Website - www.cruzroja.org</p> <p>Report on the participation of the area of youth in plans and programmes</p>	<p>by CBF funding in Uruguay and Venezuela</p> <p>4.4 Implement the CBF Project with Chilean Red Cross</p> <p>4.5 Create an area on the website www.cruzroja.org for the Volunteers network.</p> <p>4.6 Create an area on FedNet for the Volunteers network.</p> <p>4.7 Provide support for the annual meeting of the Volunteers network.</p> <p>4.8 Support the continental volunteers' conference.</p> <p>4.9 Call monthly meetings of the Volunteers' network on the web.</p> <p>Activities for Expected Result 5:</p> <p>5.1 Identify and disseminate positive experiences of the area of youth participating in the design and implementation of plans and programmes.</p> <p>5.2 Monitor the participation of the area of youth in the development and implementation of plans and programmes through the youth network</p> <p>5.3 Hold a leadership training course for youth leaders from across the region in coordination with FLACSO.</p> <p>5.4 Support the organization of a workshop on methodologies and tools on approaches to youth violence</p> <p>5.5 Create an area on the website www.cruzroja.org for the Youth network.</p> <p>5.6 Create an area on FedNet for the</p>
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<p>Expected Result 6: National Societies are using a more systematic approach to share learning and best practice in OD in South America</p> <p>Expected Result 7: National Societies have the capacity to influence the private sector and their role in the community, beyond fund raising.</p>	<p>By 2007, the knowledge management methodological proposal has been validated by 10 National Societies.</p> <p>By 2007, 4 National Societies use the network / community of OD practitioners as an entry point for technical advice.</p> <p>Increase in documented exchanges between peers of the community of OD practitioners in 2007, compared to 2006.</p> <p>One documented report of experiences / best practices available on FedNet in 2007</p> <p>By 2007, 2 national societies report positive experiences in addressing businesses on risk reduction issues</p>	<p>FedNet</p> <p>Community access statistics</p> <p>OD manager reports</p> <p>FedNet OD community of practitioners</p> <p>NS Evaluation documents</p>	<p>Youth network.</p> <p>5.7 Provide support for the annual meeting of the youth network.</p> <p>5.8 Call monthly meetings of the youth network on the web.</p> <p>Activities for Expected Result 6:</p> <p>6.1 Promote the development of case studies of institutional strengthening and organizational development in National Societies.</p> <p>6.2 Follow up on the knowledge management consultancy.</p> <p>6.3 Provide technical support to programme areas in the Regional Delegation in knowledge management and organizational development.</p> <p>6.4 Define and implement the OD community concept (with the use of FedNet).</p> <p>6.5 Facilitate 5 missions per year of peers to other National Societies (P2P support) in 2007</p> <p>6.6 Organize an advocacy workshop aimed at executive directors</p> <p>Activities for Expected Result 7:</p> <p>7.1 Hold a workshop on advocacy aimed at the private sector for representatives of the 10 National Societies</p> <p>7.2 Provide technical support in the elaboration of a strategic approach towards the private sector with 5 National Societies.</p>
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SOUTH AMERICAN REGIONAL DELEGATION – plan for 2007

PROGRAMME NAME: Fundamental Principles and Humanitarian Values

AREA: Fundamental Principles and Humanitarian Values

PROJECT TYPE CODE:

Date prepared: September 2006

Programme	Indicators	Sources of verification	Risks and assumptions
<p>Overall Goal for all Programmes: The National Societies in the region are implementing efficient, responsive and focused programmes which contribute to improving the lives of vulnerable people.</p>			
<p>Programme Objective: National Societies are promoting the Fundamental Principles and Humanitarian Values of the Movement both internally and externally</p>	<p>Number of National Societies in the region implementing and promoting Fundamental Principles and Humanitarian Values</p>		<p>National Societies and the Regional Delegation have the necessary resources and capacities to implement activities</p>
<p>Expected Result 1: National Societies are positioned - internally and externally - as references in the area of Fundamental Principles and Humanitarian Values.</p>	<p>1.1 Number of volunteers and personnel in National Societies who participate in capacity building activities and the application of Fundamental Principles and Humanitarian Values</p> <p>1.2 Number of programmes, projects and activities that include Fundamental Principles and Humanitarian Values within National Societies</p> <p>1.3 10 National Societies have promoted the Fundamental Principles and Humanitarian Values and have implemented social mobilization activities on 8th May, World Red Cross Red Crescent Day</p> <p>1.4 Fundamental Principles and Humanitarian Values focal points from National Societies have contributed to the preparation of the XVIII Inter American Conference in 2007</p>	<p>Reports on activities carried out</p> <p>Project and Programme Reports</p> <p>Capacity building kit in Fundamental Principles and Humanitarian Values</p> <p>Official communications published by National Societies</p> <p>Base line and mapping document of the National Societies in the region</p>	<p>Activities: Activities for Expected Result 1:</p> <ol style="list-style-type: none"> 1. Identify a person in each National Society who will be the focal point for Fundamental Principles and Humanitarian Values. 2. Provide technical support in internal awareness raising in Fundamental Principles and Humanitarian Values 3. Prepare a capacity building kit in Fundamental Principles and Humanitarian Values for National Societies to use in the region 4. Provide technical support to National Societies in the celebration of World Red Cross Red Crescent Day

			<p>5. Provide technical support to National Societies in the preparation for the XVIII Inter American Conference</p> <p>6. Hold a meeting on Fundamental Principles and Humanitarian Values with focal points from each National Society to follow up on agreements made at the XVIII Inter American Conference</p> <p>7. Carry out a base line on Fundamental Principles and Humanitarian Values with National Societies in the region and a mapping exercise on good practices in the region.</p>
<p>Expected Result 2: National Societies in the region have taken new initiatives to promote respect for diversity and human dignity, and to reduce intolerance, discrimination, social exclusion and violence.</p>	<p>2.1 Number of National Societies with work plans and activities to promote non-discrimination and the fight against stigma related to HIV/AIDS</p> <p>2.2 Number of National Societies with work plans and activities that contribute to reducing social violence, particularly youth and gender violence</p> <p>2.3 At least 5 National Societies have developed campaigns to promote respect for diversity and human dignity, anti stigma related to HIV/AIDS and to reduce intolerance, discrimination, social exclusion, and violence.</p> <p>2.4 Number of National Societies that show a change in discriminatory behaviour on an internal level</p>	<p>Strategic planning documents</p> <p>Reports showing activities carried out following strategic plans</p> <p>Campaign materials</p> <p>Case study document</p>	<p>Activities for Expected Result 2:</p> <p>1. Provide technical support in developing the area of Fundamental Principles and Humanitarian Values within National Society work plans and activities</p> <p>2. Promote Fundamental Principles and Humanitarian Values on key dates during 2007</p> <p>3. Provide technical support for awareness raising campaigns carried out by National Societies</p> <p>4. Support the development of a case study on gender violence in Rosario de la Frontera in Argentina and ensure the production of all supporting materials</p>
<p>Expected Result 3: National Societies share and exchange experiences on Fundamental Principles and Humanitarian Values through internal networks, strategic alliances and with external actors and are working towards promoting the rights of migrants, displaced people,</p>	<p>3.1 At least three networks have Fundamental Principles and Humanitarian Values on their agenda in 2007.</p> <p>3.2 At least 5 National Societies have developed inter-institutional activities with public or private institutions with respect to Fundamental Principles and Humanitarian Values</p>	<p>Reports on networks activities and agendas</p> <p>Minutes of meetings held with external actors</p> <p>Agreements signed with external</p>	<p>Activities for Expected Result 3:</p> <p>1. Provide support for internal networks to exchange and share information on activities in the area of Fundamental Principles and Humanitarian Values and to plan for 2007</p>

<p>marginalized and other vulnerable communities.</p>	<p>3.3 At least 2 National Societies have actively advocated for the promotion of Fundamental Principles and Humanitarian Values</p>	<p>actors</p>	<p>2. Support National Societies in the identification of potential public or private entities with which to develop strategic alliances in order to promote actions in the area of Fundamental Principles and Humanitarian Values</p> <p>3. Provide technical support to National Societies carrying out advocacy in the promotion of Fundamental Principles and Humanitarian Values</p>
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SOUTH AMERICAN REGIONAL DELEGATION – Plans for 2007

PROGRAMME NAME: COMMUNICATIONS
PROJECT CODE: P460026
Date prepared: September 2006
People involved: Susana Arroyo Barrantes – Information Officer (BH)
 Usha Junge Hepburn - Reporting Officer
 Jorge Vera Vargas - Webmaster

	Indicators	Sources of verification	
Programme Objective National Societies' communications areas have been strengthened to scale up the work in favour of the most vulnerable and to promote the Movement's Fundamental Principles and Values.	<p>By 2006, all 10 NSs periodically report on achievements against objective 9 of the Plan of Action of the Inter American Conference using the monitoring and reporting tool on FedNet.</p> <p>By 2007, all 10 National Societies revise their communications strategies on the basis of the Global Agenda, the new Plan of Action of the Inter American Conference and the global communications and advocacy strategy of the Federation.</p>	<p>FedNet reports. Americas' Communications Plan Evaluation. New National Society communications strategies.</p> <p>Monitoring and evaluation of the Plan of Action of the Inter American Conference</p>	RISKS / ASSUMPTIONS National Societies prioritize communications and invest in strengthening of the communications and dissemination programme. There is support from governance in the National Societies to strengthen the area of communications. There are adequate resources at the national level plus those generated through cooperation to work in communications-related issues. Strategic alliances have been strengthened. There are no major disasters in the region.
Expected results			

	Indicators	Sources of verification	
<p>Expected Result 1: National Societies' communications areas have been integrally strengthened, increasing their impact and management capacities.</p>	<p>1.1 By the end of 2007, 100% of National Societies have a better structure in place in communications offices or departments.</p> <p>1.2 The Regional Delegation and all areas of communications of National Societies participate in the evaluation of the Plan of Action of the Inter American Conference and the Communications Plan of the Americas.</p> <p>1.3 By the end of 2007 8 National Societies have a communications plan according to their strategic plan based on the Plan of Action of the Inter American Conference</p>	<p>Mission reports.</p> <p>National Society communications plans.</p> <p>Venezuelan, Colombian, Uruguayan and Brazilian Red Cross Society strategic and operational plans.</p> <p>FLACSO leadership report.</p> <p>Web specials posted on the Internet.</p> <p>Emblem Campaign reports.</p> <p>Materials produced.</p> <p>Training session reports.</p> <p>Common messages produced.</p>	<p>Activities Activities for Expected Result 1:</p> <ul style="list-style-type: none"> • Provide direct support and missions at least to 6 National Societies. • Provide technical support for the strategic planning process of all National Society communications departments. • Review and improve strategic communications plans in all National Societies. • Carry out an internal mapping of all National Society communications departments including branch, national and regional inputs and information. • Create a regional work plan to support the National Societies' communications departments, in line with the results of the mapping. • Support National Societies' trainings for their local communications networks. • Increase communications teams abilities and capacities.
<p>Expected Result 2: National Societies have implemented strategic communications plans in coordination with programme areas, in accordance with the Fundamental Principles and Values of the Movement and in line with annual operational plans.</p>	<p>2.1 By the end of 2007, 7 National Societies have designed a plan to celebrate World Red Cross Day in coordination with the ICRC and Federation offices.</p> <p>2.2 By the end of 2007, 5 National Societies have designed a plan to celebrate the International Day for Risk Reduction, to present the World Disaster Report and to disseminate the community tool box produced within the DIPECHO Project.</p> <p>2.3 In 2007, in at least 4 National Societies, communications staff work with their National Societies in the development of case studies on community work</p>	<p>Mission reports</p> <p>National Society communications plans.</p> <p>National Society strategic and operational plans.</p> <p>FLACSO leadership report.</p> <p>Web specials posted on the Internet.</p> <p>Emblem Campaign reports.</p> <p>Materials produced.</p>	<p>Activities for Expected Result 2:</p> <ul style="list-style-type: none"> • Support 8 May activities in all 10 National Societies. • Develop key messages and web specials in cruzroja.org for celebrating key dates over the year. • Provide information, technical advice and support to join global and regional campaigns and celebrations. • Launch the community-based tool box in five countries within the DIPECHO Project. • Evaluate the DIPECHO Project communications strategy. • Design and implement communications strategies on HIV/AIDS together with the health and youth sections. • Design the regional communications strategy to support National Societies implementing the Club 25 Strategy. • Produce information materials on communications

	Indicators	Sources of verification	
	<p>2.4 At least 7 National Societies implement information management plans in emergency situations and include communications activities in national disaster response plans.</p> <p>2.5 By the end of 2007, 7 NS have designed a plan to promote World Blood Donor Day, International First Aid Day, World AIDS Day and Club 25.</p> <p>2.6 By the end of 2007, at least 6 National Society communications departments are implementing the Regional Plan on HIV and AIDS.</p> <p>2.7 By 2007, 5 National Societies have developed and implemented a communications plan within the framework of the AIEPI strategy with a special focus on water and sanitation.</p> <p>2.8 All National Societies in the region have communications plans in support of contingency plans in response to avian flu and influenza pandemic, in line with the Federation's continental plan and National plans.</p> <p>2.9 At least 4 National Societies have involved the area of Communications in the design of fundraising plans.</p>	<p>Training session reports.</p> <p>Common messages produced.</p>	<p>issues within the framework of 2007-Inter American Conference</p> <ul style="list-style-type: none"> • Organize journalists' training sessions in 2 countries together with the ICRC. • Organize an international journalists' competition on disaster risk reduction and management of information during crisis in at least 3 National Societies. • Organize training sessions and workshops about communications for development and community radio in at least 3 National Societies. • Develop a manual on communications for development within the community integrated work initiatives of the Red Cross in South America. • Develop and implement the communications strategy for the Inter American Conference. • Produce information materials on communications issues within the framework of 2007-Inter American Conference. • Provide technical support and advice to National Societies for preparing information materials on health, risk reduction, community-based work and disaster management. • Provide technical support and advice to National Societies for identifying key partners at national and local level.

	Indicators	Sources of verification	
<p>Expected Result 3: South American National Societies work in a coordinated manner in the Inter American Communications Network, sharing knowledge, best practices and lessons learned.</p>	<p>3.1 All 10 National Societies have participated actively in the annual Inter American Communications Forum.</p> <p>3.2 By the end of 2007, the Inter American Communications Network has disseminated the Global Agenda among the National Societies in the Americas.</p> <p>3.3 By mid 2007, the Inter American Communications Network together with the Regional Delegation has designed a communications strategy for the Inter American Conference.</p> <p>3.4 All 10 NS in the region have revised the Long Distance Education Programme and its training modules on communications.</p> <p>3.5 At least 1 alliance with a communications organization has been established in the region.</p> <p>3.6 By the end of 2007, at least 3 communications directors have participated in other networks activities or training sessions.</p>	<p>Minutes of the Annual Forum Regional Meeting Report New and revised communications strategies. OD practitioners network reports. Case study reports.</p>	<p>Activities for Expected Result 3:</p> <ul style="list-style-type: none"> • Support Annual Forum organization tasks. • Support National Society participation in the Annual Forum. • Organize and evaluate a South American Communicators Meeting as an activity held in conjunction with the Annual Forum • Participate in the Annual Forum. • Elaborate a communications strategy to present and promote communications policies at the Inter American Conference, together with the Americas communications team. • Coordinate and develop key common messages on health, disaster, conflicts, etc, together with ICRC communications delegates. • Produce information for the Network's internal web page in FedNet. • Draw up a proposal to design and build an electronic/virtual platform for long distance or self education training based on the Long Distance Education Programme successfully implemented in the region. • Promote academic alliances to elaborate and develop long distance education programmes for training National Society communicators. • Provide support and technical advice to National Societies for implementing and evaluating their Emblem campaigns. <p>Activities for Expected Result 4:</p>
<p>Expected Result 4: All 10 National Societies take full advantage of public (national and regional web sites) and internal (Intranets and FedNet) electronic tools.</p>	<p>4.1 By the end of 2007 at least one press notice or bulletin is published per month by each National Society on Cruzroja.org.</p> <p>4.2 By the end of 2007, Cruzroja.org has data base driven sections and expert search tools.</p> <p>4.3 By the end of 2007, 10 FedNet focal</p>	<p>National Society web sites hosted by cruzroja.org</p> <p>Webmaster reports</p> <p>FedNet training session reports</p> <p>Web statistics reports</p>	<ul style="list-style-type: none"> • Regularly give technical support and advice to National Societies and to the Networks on web and FedNet development strategies. • Implement and promote among National Societies the web services offered by the Federation, especially to those who continue using external contractors for supporting their websites. • Monitor National Society websites in order to check updates and identify possible help/support for them. • Publish regularly stories/news/press releases on

	Indicators	Sources of verification	
	<p>points in National Societies have been identified and 5 of them have been trained and have developed their National Society sections in FedNet.</p> <p>4.4 By the end of 2007 all regional and country Federation offices and 3 programme networks maintain their sections in FedNet and use them as active work tools.</p> <p>4.5 By the end of 2007 at least 2 National Societies have shared their experiences on the use of intranet as an internal e-communications tool.</p> <p>4.6 By the end of 2007 at least 2 NS use an on-line donation tool in their website.</p>	<p>New web sections created. LDEP reports.</p>	<p>Cruzroja.org</p> <ul style="list-style-type: none"> • Promote National Society websites through the regional website. • Create and develop new web sections, services and resources in Cruzroja.org • In 2007, provide on line or face to face training to at least 5 FedNet focal points in National Societies. • Support/give advice on the elaboration of a general proposal on virtual or electronic teaching tools to support self training programmes, such as LDCP. • Define and disseminate guidelines about implementing on-line donation tools for National Society websites. • Continue monitoring and upgrade of all applications, software and services in the web server.
<p>Expected Result 5: All 10 National Societies take full advantage of internal reporting mechanisms as information and learning tools for accountability to communities and donors.</p>	<p>5.1 National Societies have participated in capacity building workshops on reporting methods.</p> <p>5.2 National Societies have reported on projects and activities carried out in line with their strategic and operational plans and with the Plan of Action of the Inter American Conference 2003-2007</p> <p>5.3 National Societies have reported back to communities on projects and activities carried out in line with their strategic and operational plans.</p> <p>All reports and bulletins produced by the Regional Delegation in English have been translated to Spanish and / or Portuguese.</p>	<p>Participants' list in capacity building workshops</p> <p>Minutes from capacity building workshops</p> <p>Project or activity reports produced by National Societies</p> <p>Interviews with members of communities</p> <p>Materials produced by National Societies</p> <p>Web specials published on activities carried out</p> <p>Reports and bulletins produced by the Regional</p>	<p>Activities for Expected Result 5:</p> <ul style="list-style-type: none"> • Hold a capacity building workshop in Lima on reporting techniques, tools and methods with the participation of 5 National Societies. • Provide support and guidance to all National Societies in reporting • Carry out a mapping of reports/bulletins produced by National Societies in the region. • Monitoring reports produced by National Societies in the region during 2007 • Web specials published on activities carried out targeted at the general public, National Societies and other actors. • Writing and translation of reports and bulletins by the Regional Delegation in Lima

	Indicators	Sources of verification	
		Delegation in English, Spanish and / or Portuguese	

SOUTH AMERICAN REGIONAL DELEGATION – plans for 2007

PROGRAMME NAME: Coordination, cooperation and strategic partnerships

AREA: Coordination, cooperation and strategic partnerships

PROJECT TYPE CODE:

Date of elaboration: September 2006

Programme:	Indicators	Sources of Verification	Risks/Assumptions
<p>Goal The Movement is working together effectively in South America, and the Red Cross is recognized as the preferred partner for other entities in the region</p>			
<p>Programme Objective Strengthened, improved cooperation, coordination and support mechanisms are promoted to facilitate collaboration amongst members and strategic partners</p>	<ul style="list-style-type: none"> • Plans and documents reflect Federation wide support to a given National Society or operation • Formal recognition by the National Societies in the region and the PNS of the Regional Delegation's role in facilitating cooperation. 	<p>Oral and written communication to the Americas department Appeals, project proposals, plans of action</p> <p>Formal invitations to enter into partnerships</p> <p>Number of media references to the Red Cross as a humanitarian actor</p>	
<p>Expected Results Expected Result 1: Cooperation and coordination processes are strengthened with the ICRC and Partner National Societies, optimizing joint support to National Societies in the region.</p>	<p>Result Indicators: Number of MoUs in force and new ones under development.</p> <p>Number of joint Federation and ICRC meetings and missions.</p> <p>Documentation of progress and impact of the harmonization process.</p> <p>Meeting in the Americas on cooperation in the Americas, consolidating actions decided on at the XVIII Inter American Conference in Guayaquil 2007.</p>	<p>MoUs; meeting minutes regarding formalization of partnerships</p> <p>Meeting minutes; mission ToR, reports</p> <p>Reports</p> <p>Meeting minutes and written communication</p> <p>Report on the meeting on cooperation</p>	<p>Activities: Activities for Expected Result 1:</p> <ul style="list-style-type: none"> • Promote cooperation practices • Support National Societies and co-facilitate cooperation and coordination processes • Facilitate knowledge sharing and peer support in cooperation and coordination • Document best cooperation and coordination practices and ensure dissemination • Hold a meeting on cooperation in the Americas with the ICRC and PNS in September/October

<p>Expected Result 2: Cooperation processes in Colombia are facilitated and contributed to by the Federation Representative in that country.</p>	<p>The completion of a CAS process in Colombia</p> <p>Implementation of the Seville Agreement and supplementary measures</p> <p>Development of an adequate cooperation framework through participation in IASC.</p>	<p>Signed CAS document</p> <p>Signed agreement</p> <p>Membership of in-country IASC</p>	<ul style="list-style-type: none"> • Host a CAS session with the National Society and other actors • Train governing board members and PNS representatives working in the country. • Ensure active participation in assessment missions
<p>Expected Result 3: In Brazil the operational alliance framework is providing the conditions for the future scale up of programme activities</p>	<p>A multiparty agreement with all interested partners has been signed.</p> <p>The Brazilian Red Cross has a strategy underway to solve the financial situation.</p>		
<p>Expected Result 4: In selected countries, CAS processes and increased membership services are providing partners with an effective framework for improved cooperation</p>	<p>A CAS process has been completed in Ecuador</p> <p>In at least one National Society there will be increased membership services</p>		<p>Activities for Expected Result 4:</p> <ul style="list-style-type: none"> • Work closely with Movement partners in joint analysis, planning, reviews, MoUs and other joint agreements. • Continue regular meetings and joint missions with the ICRC
<p>Expected Result 5: Cooperation between National Societies in the sub region II is working effectively.</p>	<p>Number of requests made and requests met.</p> <p>Documented assistance in CORI meetings held.</p> <p>Information collected and reports written to CORI</p> <p>Final evaluation of the IAC PoA carried out in 2006</p>	<p>Written evidence</p> <p>Meeting minutes</p> <p>Reports</p> <p>Evaluation report</p>	<p>Activities for Expected Result 5:</p> <ul style="list-style-type: none"> • As requested by the Head of the Americas department, support preparation and follow up of CORI meetings. • Support CORI in the monitoring, reporting and evaluation of the IAC PoA

<p>Expected Result 6: Regional networks and structures are contributing to facilitating knowledge sharing, capacity building and general cooperation</p>	<p>Documented contributions to the new IAC PoA in 2007</p> <p>Number of monitoring reports on progress of Plan of Action of IAC</p> <p>Number of participants of commissions sharing progress made in the work of commissions within governing body with the sub region II.</p> <p>Guidelines developed and disseminated to all members of existing networks.</p> <p>Number of meetings organized.</p> <p>Number of meetings attended.</p> <p>Documented examples of knowledge-sharing</p> <p>The results of the study on knowledge management have been shared, disseminated and analysed and recommendations have been followed up.</p> <p>The results of study on networks have</p>	<p>Written communication</p> <p>Written guidelines Written communications</p> <p>Meeting agendas, minutes Meeting minutes</p> <p>FedNet, case studies</p>	<p>2003-2007.</p> <ul style="list-style-type: none"> • Assist in the preparation of the new PoA of the XVIII Inter American Conference. • Organize annual meetings for Presidents and Director Generals • Provide technical assistance and support to the hosting National Society of the XI meeting of Presidents and Technical Seminars in 2006. • Put in place a regional monitoring mechanism of the Plan of Action of Inter American Conference of 2007-2011 and ensure follow up. • Ensure a regional monitoring mechanism on the work carried out following the Plan of Action 2007-2008 for the Regional Delegation. <p>Activities for Expected Result 6:</p> <ul style="list-style-type: none"> • Disseminate and promote guidelines for networks • Provide technical support and guidance to networks • Attend network meetings. • Promote knowledge sharing between networks and National Societies.
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<p>Expected Result 7: National Societies and the Federation have strengthened their position, credibility and visibility through external alliances and strategic partnerships, thus increasing overall sustainability to the scale up in programme process</p>	<p>contributed to more effective networks in the region</p> <p>Number of formalized partnerships.</p> <p>Existing relevant partnerships formalized in 2006-2007.</p> <p>Documented examples of global partnerships applied at national level.</p> <p>Documented dissemination of global partnerships to National Societies</p> <p>Main areas of cooperation with IDB have been identified.</p> <p>Creation of a mechanism in Southern Cone with CAPRADE</p> <p>Increased coordination with DIPECHO, on the DIPECHO Plan of Action and extending risk reduction activities to the Southern Cone.</p> <p>Scale up of work with UNDP, UNICEF, World Bank, OAS and PAHO in the region</p> <p>Experience of working with IASC in Colombia has been evaluated to be applied to other specific contexts in the region</p>	<p>MoUs and/or other formal agreements</p> <p>MoUs at national level</p> <p>Written communications and meeting reports</p>	<p>Activities for Expected Result 7:</p> <ul style="list-style-type: none"> • Together with the National Societies, continue active and regular participation within the framework of existing partnerships and alliances • Establish and consolidate new, relevant partnerships and alliances for the National Societies and/or Federation that result in practical cooperation in programmes • Participate in the development of new Federation global partnership alliances as necessary and/or requested. • Disseminate global Federation strategic partnerships and assist National Societies in applying these at national level. • Invite representatives of the IDB to the Inter American Conference In Guayaquil
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SOUTH AMERICAN REGIONAL DELEGATION – planning for 2007

PROJECT NAME: International Representation and Advocacy

AREA: International Representation and Advocacy

PROJECT TYPE CODE:

Date of elaboration: September 2006

Programme:	Indicators	Sources of Verification	Risks/Assumptions
<p>Goal</p> <p>A strong Federation exists in the region with credibility and voice, positioning the Red Cross and influencing the humanitarian agenda in the region</p>			<p>Capacity, resources and commitment result in priority being given to the matter</p> <p>National Societies and the Federation adhere to the principles and policies of the Movement</p>
<p>Programme Objective</p> <p>The Regional Delegation provides effective representation and advocacy for the Federation and National Societies, focusing on global and regional priorities in line with the Global Agenda and the Framework for Action.</p>	<ul style="list-style-type: none"> • Number of invitations and requests to the Federation in South America to participate in relevant initiatives, meetings, conferences etc. • Specific mention of the Red Cross and its role in relevant strategies and action plans • Number of advocacy and representation initiatives carried out by National Societies with support from the Regional Delegation 	<p>Invitations</p> <p>Attendance record</p> <p>Media references</p> <p>Reference to the Red Cross in strategies and action plans</p>	<p>The National Societies and/or the Federation are not able to deliver due to expectations beyond real capacity</p> <p>No major disaster happens in the region overshadowing and consuming existing National Society and Federation resources</p> <p>The National Societies and the Federation continue to be included in regional initiatives</p>
<p>Expected Results</p> <p>Expected Result 1: The Regional Delegation is effectively representing the Federation in prioritized forums and/or supporting National Societies in doing the same with specific focus on minor emergencies and non-remunerated</p>	<p>Result Indicators: Number of references to the Federation or National Societies in meeting outcome documents.</p> <p>Number of meetings with external partners attended by the Regional Delegation</p>	<p>Attendance record</p> <p>Official documentation</p> <p>Campaign materials</p>	<p>Activities: Activities for Expected Result 1:</p> <ul style="list-style-type: none"> • Together with National Societies, continue regular participation in processes and activities related to CAPRADE, the Plan Andino and other regional initiatives including those related to the implementation of the Millennium Development

<p>voluntary blood donation.</p> <p>Expected Result 2: The Regional Delegation has in coordination with the National Societies, conveyed common humanitarian messages, enhancing the image of the Movement</p>	<p>Number of National Societies supported in carrying out advocacy initiatives.</p> <p>Number of partnerships actively supporting the Federation or National Society initiatives or programmes.</p> <p>Number of National Societies which have carried out advocacy in the two specific areas</p> <p>Number of references to the Red Cross by media in the region</p> <p>Number of National Societies organizing activities related to global Red Cross initiatives: 8 May, WDR, global campaigns (HIV/AIDS, blood) and events (international days)</p>	<p>Media references</p>	<p>Goals, HIV/AIDS anti-discrimination and prevention and others.</p> <ul style="list-style-type: none"> • Together with National Societies, attend and organize meetings with relevant institutions and organizations <p>Activities for Expected Result 2:</p> <ul style="list-style-type: none"> • Together with National Societies, organize Red Cross events advocating on HIV/AIDS issues, anti stigma, discrimination, DP, youth and gender violence • Maintain and develop contact with international media
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SOUTH AMERICAN REGIONAL DELEGATION – plans for 2007

PROGRAMME NAME: Supporting National Societies in Governance Support

AREA: Governance Support

PROJECT TYPE CODE:

Date of elaboration: September 2006

Programme:	Indicators	Sources of Verification	Risks/Assumptions
<p>Goal</p> <p>Effective, empowered governance exists to guide the Federation in South America forward to achieve the strategic objectives of the organization</p>			<p>Support and leadership ensured from corresponding technical departments in Geneva and the President of the Federation</p> <p>Governance members who understand their roles and responsibilities with a high level of commitment and integrity</p>
<p>Programme Objective</p> <p>Effective support is provided to governance in South America in response to requests</p>	<ul style="list-style-type: none"> • Formal feedback from governance on support received • Successful participation in statutory meetings 	<p>Oral and written communication to the Americas department</p> <p>Participation lists from meetings</p> <p>Interventions made in meetings</p>	<p>Requests from governance to the regional delegation are being made</p> <p>Capacity to provide effective response to requests received</p>
<p>Expected Results</p> <p>Expected Result 1: Relevant and timely support is provided to the two members of the Governing Board, and members of commissions on the Governing Board and working groups.</p>	<p>Result Indicators:</p> <p>Regional Delegation input to Head of Americas dept bi-monthly reports to the Vice President.</p> <p>10 National Societies have received information on participation and support</p> <p>Level of satisfaction of support received as expressed by members of governance.</p> <p>Support to 10 Presidents of sub region II in the implementation and fulfilment of the Plan of Action of the XVIII Inter American Conference</p>	<p>Reports</p> <p>Oral and written communication to the Americas dept</p> <p>Written and oral requests documented to have been met</p> <p>Questionnaire to members of governance</p>	<p>Activities:</p> <p>Activities for Expected Result 1:</p> <ul style="list-style-type: none"> • Pass on information, ensure distribution and receipt of documents and reply to requests regarding Board and statutory meetings • Ensure the Head of Regional Delegation's participation in the statutory meetings (GA, IAC)

<p>Expected Result 2: CORI and the hosting National Society have been supported in the preparation for the XVIII Inter American Conference in Ecuador in 2007</p>	<p>The XVIII Inter American Conference has been supported effectively in Guayaquil in 2007</p>	<p>Conference report Guayaquil Declaration New IAC Plan of Action in place</p>	<p>Activities for Expected Result 2:</p> <ul style="list-style-type: none">• Provide technical support and guidance to CORI and the host National Society in the preparation and celebration of the XVIII Inter American Conference in Guayaquil in 2007
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SOUTH AMERICA REGIONAL DELEGATION – plans for 2007

PROGRAMME NAME: Federation management

AREA: Management

PROJECT TYPE CODE:

Date prepared: September 2006

Programme:	Indicators	Sources of Verification	Risks/Assumptions
<p>Goal The Lima Regional Delegation is providing efficient and timely support to National Societies in the South America region.</p>			
<p>Programme Objective The Regional Delegation is working efficiently, ensuring good management of resources and complying with Federation procedures and standards.</p>	<p>References in financial reports from the RFU. Score on financial performance indicators. Compliance with Federation reporting standards. Staff turnover and period of time from when positions are opened until they are filled.</p>	<p>RFU reports Standard Federation reports Pledge based reports Documents from HR department and from the Regional Delegation (on local and regional HR)</p>	<p>Funding is ensured for the required human resources to meet the basic infrastructure needs of the delegation Core funding does not diminish</p>
<p>Expected Results</p> <p>Expected Result 1: Human resources with the right skills, experience and background are in place to provide efficient support to National Societies and represent the International Federation.</p> <p>Expected Result 2: The delegation is complying with Federation financial and reporting standards.</p>	<p>Result Indicators:</p> <p>Analysis from HR on alignment between submitted CVs and Job Descriptions. Analysis from the Delegation on alignment between submitted CVs and JDs for locally recruited positions Zero deficits by end of financial year 07. Projects in deficit have been approved by Head of the Americas Department. Programme updates and annual report</p>	<p>Written analysis from HR officer AROnline Evaluation forms/documentation for local staff Narrative Reports from RRU Financial reports from RFU Pledge based reporting.</p>	<p>Activities:</p> <p>Activities for Expected Result 1:</p> <ul style="list-style-type: none"> • Ensure relevant JDs in place and appropriate involvement of concerned parties in recruitment processes. <p>Activities for Expected Result 2:</p> <ul style="list-style-type: none"> • Budget holders monitor budgets and take necessary action with support from HoRD and finance officer. • Programme managers write monthly reports against the

<p>Expected Result 3: Programme managers are working closely together ensuring integration of programmes and coherent support to National Societies.</p>	<p>finalized according to deadlines.</p> <p>Planning meetings are organized following a matrix approach. Number of team meetings to review progress against objectives. Number of joint missions and common messages delivered to National Societies.</p>	<p>Agendas and minutes from planning meetings.</p> <p>Mission reports.</p> <p>Pledge based reporting reflects programme integration</p>	<p>2006/07 work plan.</p> <ul style="list-style-type: none"> • Programme managers to consolidate reports for the programme updates and the annual reports. <p>Activities for Expected Result 3:</p> <ul style="list-style-type: none"> • Hold regular meetings with programme managers to analyse and monitor progress in support to National Societies.
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