

# Plan 2009-2010



## Andean Region, South America

### Executive summary

The five countries of the Andean Region – Bolivia, Colombia, Ecuador, Peru and Venezuela - are highly exposed to a combination of factors such as floods, earthquakes, volcanic eruptions, droughts, health emergencies, densely populated urban areas, political instability and internal disturbances that exacerbate the vulnerabilities of large poor and marginalized populations. This situation, combined by high levels of **inequity** and lack of access to basic services, makes communities more vulnerable and sets a major humanitarian challenge, which is addressed by Red Cross National Societies in the region. While capacities are in place to respond to vulnerable people's needs, these must be strengthened in order for National Societies to fully contribute to the Federation's Global Agenda Goals and fulfil their humanitarian mission.

The Inter-American Plan 2007-2011 brings the Global Agenda and the Framework for Action to the continental level and focuses on creating "*safer and healthier communities*". The Americas Zone is concentrating on the development of a New Operating Model to support National Societies in a more efficient way to maximize existing Movement resources and achieve the Global Agenda Goals, while focusing on the provision of specific and relevant services to the member National Societies. The New Operating Model makes efficient use of existing resources of the Americas Zone Office, and the Pan American Disaster Response Unit (PADRU) (both based in Panama) and the two centres of reference located in Central America.

During 2008, the Secretariat in South America developed plans for 2009-2010 to support the strengthening of National Societies' capacities in priority areas, taking into consideration the result of a survey carried out with the Societies in April and May of 2008 with an aim to define their priorities and where the secretariat could best support them. Some of the common priorities in the Andean Region include: *disaster risk reduction and vulnerability reduction, health in emergencies, leadership strengthening, empowerment of vulnerable communities and the prevention of violence.*

Programme areas have based their 2009-2010 plans on the identified priorities to provide support to specific countries on key issues. Integrated and tailor-made support to National Societies will be ensured to each National Society through the new support structure with two regional representations in South America, one for the Andean Region (Bolivia, Colombia, Ecuador, Peru and Venezuela) and one for the Southern Cone (Argentina, Brazil, Chile, Paraguay and Uruguay). The programme support to the key areas of Disaster Management, Health and Care and Principles and Values will continue to be provided from Lima for both offices. By the end of this period, National Societies will have a stronger organisational structure and will be better prepared to respond to vulnerabilities in the strategic areas of Disaster Response and Disaster Risk Reduction, Health and Care, and Principles and Values in line with the four Global Agenda Goals.

***The total 2009-2010 budget for the Andean Region, South America is CHF 3,728,176 (EUR 2,374,634 or USD 3,407,839). [Click here to go directly to the summary budget of the plan.](#)***

## Regional context

South America comprises the largest population as a region in the Americas, with an overall figure of 374 million people<sup>1</sup>. In the Andean Region the population figures stand at a total of 124.6 million people. Socio demographic tendencies for the coming years in Latin America include a predominantly young population, increased number of elderly people, changes in family structures and broader ethnic-cultural diversity. These tendencies also raise the question of resulting vulnerabilities of the population.

In the Andean Region, centre-left governments are in place in four countries, while a conservative government is in place Colombia. Political differences have generated a climate of social confrontation and in the case of Bolivia, secessionist pushes. While democracy is the norm, tensions still exist between representative and participative democracy and social discontent becomes evident as the diverse needs of people in the region remain unattended. Freedom of expression and of the press has been limited or directly attacked in some countries. In addition, corruption within governments and judicial institutions is far from being solved.

Political stability in the region is therefore volatile, considering the current polarised political scene. During 2008, the relations between Colombia and its neighbours Ecuador and Venezuela deteriorated, highlighting the risk of regionalisation of the internal conflict in Colombia. The relations between these countries are monitored by the international community. While political integration has been hindered by these events, economic integration has been in place for several years through the Andean Community of Nations (Comunidad Andina de Naciones - CAN) a trade block comprising Bolivia, Colombia, Ecuador and Peru. The Union of South American Nations (UNASUR) is a supranational and intergovernmental union that will unite two existing trade bodies in South America, MERCOSUR and the Andean Community of Nations, as part of a continuing process of economic integration.

The Andean Region has benefited from a few years of sustained economic growth, with a steady increase in real GDP growth rates since 2003 in nearly all countries, with unexpected peaks. As indicated in The Economist Intelligence Unit, in 2006, the region's growth rates stood at: Bolivia 4.7 per cent, Colombia 6.8 per cent, Ecuador 3.9 per cent, Peru 8.0 per cent and Venezuela 10.3 per cent. While the previous cycle of economic growth was limited by the exposure to international debt, this is no longer the case. Economic benefits are generally not reaching the most vulnerable populations but in some cases like Peru extreme poverty has declined (5 per cent in 2007).

Sustained economic growth in Latin America however, has not translated into more equitable and sustainable development. The continent still shows the **highest levels of inequity in the world**. Some of the highest levels of inequality of income distribution can be seen in the Andean Region. The following table shows this and other relevant UNDP statistics for each country<sup>2</sup>:

Data	Bolivia	Colombia	Ecuador	Peru	Venezuela
HDI rank	117	75	89	87	74
Population total millions (2005)	9.2	44.9	13.1	27.3	26.7
Population living below USD 1 a day % (1990-2005)	23.1	7	17.7	10.5	18.5
GDP per capita 2005 (PPP USD)	2,819	7,304	4,341	6,039	6,632
Inequality measures, ratio of richest 10% to poorest 10%	168.1	63.8	44.9	30.4	48.3
Gini coefficient	60.1	58.6	53.6	52	48.2
Internally displaced people thousands (2006)	-	1,853-3,833	-	60	-

<sup>1</sup> Economist Intelligence Unit

<sup>2</sup> United Nations Development Programme, Human Development Reports 2007/2008 <http://hdrstats.undp.org/countries/#A>

Gender-related development index - GDI rank (2005)	102	65	-	75	67
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The presence of extreme inequality in income distribution and inequity in access to basic services in the region reveals major challenges in Andean countries in terms of social cohesion and development. High levels of poverty combined with limited protection of human rights in some cases, leads to deficient civil society protection. High population density in urban areas after years of urbanisation puts increased pressure on these centres and leads to increased vulnerabilities. Particular issues of concern in the region include: high levels of poverty of indigenous people and afro-descendants, rise of gender-based violence, the increasingly female face of HIV and AIDS, high vulnerability of migrants (particularly women), and the lack of access to basic services for people with disabilities.

Violence is an increasing concern across the region to the point of being considered a question of public health. Caused by inequalities, vulnerabilities and in some cases the existence of a “culture of violence”, violence includes all its manifestations (youth violence, gender-based violence and domestic violence). Countries with high percentage of young people in their population such as Bolivia and Peru (more than 50 per cent) and those countries facing a “culture of violence” such as Colombia are particularly vulnerable to youth violence. This seriously limits access to education, considered a key element in overcoming poverty. All forms of violence are seen as having negative consequences for the economic, political, social and cultural development of society.

*One country facing major humanitarian challenges in the Andean Region is **Colombia**, as the end of the internal conflict is not in sight. Millions of internally displaced people within Colombia and refugees in neighbouring countries have basic needs that must be met. As a result of the conflict violence now affects all dimensions of society. The multiple challenges in this complex country are expected to continue in the coming years.*

Countries in South America are constantly affected by ongoing small to large scale **disasters**. The Andean Region, characterised by the high Andes, the Amazon and coastal climates, is exposed to recurrent floods, tropical storms, cold waves, seismic and volcanic activity. Socioeconomic conditions within these countries constitute a very high level of risk. In the Andean Region, where human development indicators are low, there is a higher risk to the impacts of disasters as they are constantly affected by these. According to the Inter-American Development Bank/Disaster Risk Management (IADB/DRM) study *Evaluation of Inter-American Development Bank’s Operational Policy on Natural and Unexpected Disaster*, in the period from 1975 to 2002, South America experienced a total of USD 53.84 billion in losses arising from disasters, with an average of USD 1.2 billion per year.

A cross-cutting trend across South America is that the impact of disasters is far greater where higher levels of vulnerability are present. Inequity levels show that the disparity between income levels *within* countries mean that people living in areas of greater vulnerability will often be the most affected. There is growing attention to the issues related to local disaster risk reduction and management and the five Andean countries have developed a common approach through the CAPRADE (The Andean Committee for Disaster Prevention and Assistance) regional coordination body.

The impact of **climate change** is increasingly being felt across Latin America as changes in rainfall patterns and the loss of Andean glaciers pose the risk of increased vulnerability to droughts and floods. At the same time, there is an increased recognition of the need for humans to mitigate the effects of climate change. This is closely linked to rising food prices which is now a global concern, as a result of rising fuel prices and the reduction of food production in favour of biofuels. Both climate change and increased food prices clearly represent major humanitarian challenges in the coming period.

The current health scenario in Latin America shows HIV and AIDS as a growing health emergency, with an estimated 1,700,000 people living with HIV<sup>3</sup>. Day-to-day health problems, accidents or crises such as conflicts, injuries or disasters caused by natural hazards, highlight the need for community first aid in the region as a cost-effective, safe and simple way to save lives. At present, the majority of countries in

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<sup>3</sup> <http://www.unaids.org/en/CountryResponses/Regions/LatinAmerica.asp>

Latin America show that only 36 per cent<sup>4</sup> of blood donations come from voluntary, non-remunerated donors according to Pan American Health Organisation (PAHO).

Mother and child health in Latin America remains a major concern with high rates of maternal and child mortality. During 2007, in the Andean Region, the average maternal mortality rate<sup>5</sup> was 112 and the average infant mortality rate<sup>6</sup> was 23. (Maternal mortality rate: Bolivia at 230, Colombia at 72, Ecuador at 85, Peru at 185 and Venezuela at 59. The infant mortality rate: Bolivia at 54, Colombia at 15, Ecuador at 22, Peru at 28 and Venezuela at 15).<sup>7</sup> Amongst children, the risk of death is greater for newborns from asphyxia, sepsis, and low birth weight. The leading cause of maternal deaths in the Americas is postpartum haemorrhage followed by sepsis and eclampsia. The emergence of dengue fever (DF) and dengue hemorrhagic fever (DHF) are seen as a major public health problem in South America. Recent outbreaks in Brazil, Colombia, Paraguay, Peru and Venezuela reveal the ongoing need to reduce the impact of emerging diseases and carry out epidemic control. In addition, preparation for a possible avian influenza outbreak is necessary considering the constant migration of wild birds in the continent and the health alert linked to this.

The regional plans for 2009-2010 have been developed to support National Societies in the Andean Region working to respond to the needs of vulnerable people.

## National Societies' priorities and current work with partners

Strategic Plans are in place in all National Societies in South America and operational planning processes are also underway. All strategic plans are clearly based on *Strategy 2010* and the Inter-American plans. The focus of the current Inter-American Plan 2007–2011 is on *safer and healthier communities* with the aim to scale up the impact of National Societies' actions. This is being incorporated by National Societies during the revision process of their strategic plans.

In 2008, a consultation was held with National Societies (on the basis of the Inter-American Plan 2007-2011 and the Study of the Americas<sup>8</sup>) to identify their priorities and also how to improve International Federation support. As done in previous years through other mechanisms, this consultation contributed to the 2009-2010 planning process. The consultation process will be performed yearly in order to close the gap between needs of member National Societies and support provided. The analysis of the results was carried out considering relevant baselines and documents – Organisational development situational analysis, the Study of the Americas, and the Inter-American Plan 2007-2011.

The main priorities highlighted in the consultation by National Societies in the Andean Region include: strengthening of alliances, disaster risk reduction and vulnerability reduction, community health and health in emergencies, strengthening of leadership within National Societies, empowerment of communities facing vulnerabilities and the prevention of violence. The Secretariat support plan clearly reflects and takes into consideration these priorities.

The validation of these priorities in line with the Andean Regional Representation's plan will be carried out with National Societies at the end of 2008. In this way the consultation and other baselines will have contributed to the development of more tailor-made support plans for each National Society in 2009-2010.

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<sup>4</sup> Figures 2005 from PAHO, while PAHO recommends that 100 per cent of all blood reserves come from non-remunerated voluntary donor, PAHO set a provisional target of 50 per cent to be reached in Latin America and the Caribbean between 2000-2004, clearly yet to be reached.

<sup>5</sup> Number of mothers who die as a result of childbirth, compared to every 100,000 children born alive, source PAHO <http://www.guy.paho.org/maternal.html>

<sup>6</sup> Number of children (under five years) who die per 1,000 live births.

<sup>7</sup> [http://www.paho.org/spanish/dd/ais/IB\\_2007\\_SPA.pdf](http://www.paho.org/spanish/dd/ais/IB_2007_SPA.pdf)

<sup>8</sup> The Study of the Americas was carried out in November 2007 by the Complutense University of Spain, and it is a study of the Red Cross in the Americas where there are particular recommendations for each National Society.

While National Society expectations are high with regards to scaling-up their action, the Secretariat plans to focus on membership services to ensure a favourable environment for a better use of Movement resources in an innovative and effective way. In addition to the consultation process, baselines show some common challenges: the need for increased youth participation, shared experiences and knowledge, increased south-south cooperation, modernisation of volunteering and management systems, and strengthen leadership through capacity-building and the insertion of new leaders. It is clear that continued investment in organisational development and capacity-building in programme areas by the Secretariat is needed in the next two years.

Key strategic support to National Societies will be provided during 2009-2010 through the following main initiatives:

- The **Global Alliance on HIV** is a global International Federation initiative to reduce vulnerability to HIV and its impact; in which ten countries in Latin America and the Caribbean will participate. In the Andean Region, the National Societies of Colombia and Ecuador (and Argentina in the Southern Cone) have prepared throughout 2008 for the development of the initiative, and essential support from the Regional Representation will be available throughout its implementation. These two National Societies will contribute to the major scale-up of Red Cross efforts to address HIV in the Americas region during 2009-2010. The target population of the Global Alliance on HIV for 2009 is estimated at **95,752** persons in Ecuador, and at **112,170** in Colombia, and includes sex workers, men who have sex with men (MSM), people in prisons, youth, injectable drug users, displaced people, children, seasonal workers, transsexuals, business people, and staff and volunteers of National Societies.
- The Safer Communities initiative supported by DFID will continue through the end of 2010, the four year initiative aims to contribute to the development of community and National Society capacities in disaster risk reduction. The global initiative is under implementation across the Americas and in the Andean Region supports the National Society of Bolivia (together with Chile and Paraguay in the Southern Cone). National Society priorities in the region are clearly in line with the **Global Alliance for Disaster Risk Reduction**, which contributes to building safer and more resilient communities by scaling-up the Federation's effort in reducing disaster risks among the most vulnerable communities. Opportunities will be explored to continue developing this global alliance during 2009-2010. In addition to DFID support to Bolivia, the Ecuadorian Red Cross has submitted a proposal to the World Bank's Global Facility on Disaster Reduction and Recovery, and it is expected that it will access funds starting from 2009.
- In 2008, the selection of the Colombian Red Cross (along with two other National Societies in the Americas including Brazil) to present a proposal to the Federation's **Intensified Capacity Building Fund (ICBF)** provides a major opportunity for the organisational development of this National Society. The main lines of work proposed by the National Society are strengthening the organisational structure, human resources and monitoring and evaluation. If approved, the ICBF will contribute to the much needed institutional support of this National Society for a three-year period.
- The existing **learning platform DesAprender** will widen its outreach and provide a practical way to capture lessons learned, enable networking and experience sharing for the Red Cross and other organisations. Its added value was recently appreciated, amongst others, by the 21 economies that form part of Asia-Pacific Economic Cooperation (APEC).

These key initiatives will also be accompanied by specific support to the countries in the Andean Region. The Colombian and Ecuadorian Red Cross carry out important work in strategic areas and are well-positioned to contribute to south-south cooperation in the region. At the same time, support will continue to specific countries on key issues such as the integrity case in Peru.

The composition of National Societies in the Andean region is as follows:

County	Number of branches	Number of volunteers
Bolivia	9	950

Colombia	42	40,952
Ecuador	94	3,000
Peru	53	-*
Venezuela	37	5,000
<b>TOTAL</b>	<b>235</b>	<b>49,902</b>

\* information not available.

National Societies have long been developing alliances to strengthen their work, and in some cases have a wide network of local partners. These partnerships provide excellent opportunities for strengthening efforts at the national and regional levels. A mapping exercise is currently being carried out with National Societies to identify all partnerships at the country level.

In addition to the multilateral support provided by DFID through the strategic partnership with the British Red Cross, and the ongoing support from the Finnish and Swedish Red Cross, the following Movement partners are working with National Societies in Andean countries:

<b>Country</b>	<b>Movement partner</b>
Bolivia	Finnish Red Cross/International Federation, Spanish Red Cross, Swiss Red Cross, ICRC.
Colombia	American Red Cross, Canadian Red Cross, French Red Cross, Netherlands Red Cross, Norwegian Red Cross Spanish Red Cross, ICRC.
Ecuador	American Red Cross, Spanish Red Cross, Swiss Red Cross, ICRC.
Peru	American Red Cross, Belgium Red Cross - French community, German Red Cross, Spanish Red Cross, ICRC.
Venezuela	Italian Red Cross, ICRC.

In Colombia a Cooperation Agreement Strategy (CAS) process is being developed between National Society, International Federation, ICRC and Partner National Societies present in the country. This CAS is expected to improve working relationships between actors who support the National Society.

At the same time, National Societies have shown strong interest (particularly Argentina, Colombia and Ecuador) in increasing south-south cooperation, supporting their peers in the region and strengthening work through optimising regional and continental resources. In line with the New Operating Model, innovative ways of working will be promoted by the Secretariat during 2009-2010, in particular south-south cooperation.

In Peru, the International Federation's earthquake operation in support of the National Society, which started in August 2007, will continue throughout 2009. The appeal, for CHF 10,895,000 Swiss francs, is 98 per cent covered, allowing for the construction of approximately 1,400 permanent houses, after having assisted 104,595 people with relief kits and goods, 9,080 people with health support, 9,230 people with psychosocial support, besides the distribution of 7,975,500 litres of clean water and the provision of temporary housing to 1,020 families. Specific organisational development support to the Peruvian Red Cross will also continue during this period as the integrity issue is expected to be resolved by the end of 2008. For details about the Peru Operation, please refer to the Operation Updates on the [www.ifrc.org](http://www.ifrc.org) public website.

## Secretariat supported programmes in 2009-2010

*By the second half of 2008, Secretariat support to the membership in South America is being provided from two regional offices, one for the Andean Region, where capacities for programme support will continue, and one for the Southern Cone. The programme support on the key areas of Disaster Management, Health and Care and Principles and Values will continue to be provided from Lima for*

both offices. The new structure in place aims to be closer to the needs of National Societies and to provide more effective support. [Please click here to go to the plan for the Southern Cone, South America, which covers the National Societies of Argentina, Brazil, Chile, Paraguay and Uruguay.](#)

Secretariat supported programmes show the continuity of work under way, previous plans and the alignment with priorities as identified by National Societies. The country focus can be seen at the indicator level and also in the country plans, available upon request.

## Disaster Management

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

<b>Programme purpose</b>
<b>Global Agenda Goal 1: To reduce the number of deaths, injuries and impact from disasters.</b>

The Disaster Management programme for the Andean Region in 2009 and 2010 is CHF 1,511,709 (EUR 962,872 or USD 1,381,818).

<b>Programme component 1: Community-based disaster risk reduction</b>
<b>Outcome 1 Improved self-reliance capacities of individuals and communities to reduce their vulnerabilities to disasters (participatory approach to reduce risks and response to disasters).</b>

The outcome aims to promote a culture of safety in target communities on the five National Societies with specific actions in Bolivia, Colombia and Ecuador will focus on:

- Continuous support to National Societies in the preparation of local and national disaster management and disaster risk reduction plans, based on local priorities through community-based and institutional assessments, applying DPP/DRR (Disaster Preparedness Programme/Disaster Risk Reduction) indicators, Vulnerability and Capacity Assessment (VCA) methodology, Well Prepared National Society (WPNS) as well as vulnerability and capacities geo-referenced maps in Bolivia, Colombia and Ecuador.
- Providing the community disaster risk reduction toolkit developed under DIPECHO IV and monitoring the quality of how plans are implemented, systematizing and disseminating lessons learned in Bolivia, Colombia and Ecuador.
- Promoting in each National Society the participation of key stakeholders such as schools, health centres, and community centres in social protection and community resilience initiatives, aiming for an increase ( 20 per cent increase from the previous year) in National Societies in Bolivia, Colombia and Ecuador.
- Increasing by 20 per cent the number of National Society volunteers with skills to work and engage with communities, and to promote the communal capacities to develop partnerships and alliances in the Bolivian, Colombian and Ecuadorian Red Cross.
- Learning from the best practices in the formation and management of community disaster risk reduction brigades and share the knowledge gathered via the DesAprender learning platform.
- Increasing the implementation of early warning systems through effective coordination between Red Cross branches and local actors in Bolivia and Ecuador.

<b>Programme component 2: Organisational preparedness for disaster risk reduction and disaster management</b>
<b>Outcome 1 Improved National Societies abilities to plan and prepare for disasters and respond to and effectively cope with their consequences.</b>

Support five National Societies with an emphasis on Colombia, Bolivia, Ecuador and Peru. This component will focus on:

- Promoting the participation of all five National Societies in the consultation process of disaster management and disaster risk reduction, global policy and providing technical assistance for the revision, updating, creation and dissemination of national disaster management and disaster risk reduction policies, in line with the global policy.

- Supporting National Societies in Bolivia, Ecuador and Peru in the preparation of national disaster management and disaster risk reduction plans, using the International Federation preparedness and planning methodologies and promoting the inclusion of Principles and Values, Organisational Development and, Health and Care programmes as an integrated and comprehensive approach.
- Supporting the revision of the national response plans based on the non-discrimination and equity approach, in coordination with Principles and Values, Organisational Development and, Health and Care programmes in Bolivia and Colombia.

**Outcome 2 Improve National Societies development capacity skills for an effective human, financial, material and technological disaster management**

The outcome aims to support all five National Societies to scale up existing capacities in disaster management and skills to promote disaster risk reduction awareness and mitigation activities in the following way:

- National Intervention Team members (NITs) will use the guidelines for national disaster response and preparedness system. In addition, the development of community disaster response teams in connection with local grassroots organisations.
- Support to specialized training according to needs and identified priorities.
- Support will be ensured for the harmonization of disaster management and disaster risk reduction tools and standards in coordination with the Regional Centres of Reference in Costa Rica and El Salvador and PADRU, promoting their implementation in all National Societies.
- Increase exchanges and internships initiatives, learning and knowledge-sharing opportunities and peer-to-peer support amongst National Society members of the network through the DesAprender learning platform, in addition to promoting this platform among regional organisations.

**Programme component 3: Disaster risk reduction coordination and advocacy**

**Outcome 1 Participation and coordination processes have been strengthened between local authorities, other organisations, Red Cross branches and community risk reduction teams and response and recovery during disasters.**

This component is focused on improving the prevention culture at all levels to promote and ensure that communities, families and people know their risks and how to reduce them. Three National Societies are prioritized for this initiative in the Andean Region, Bolivia will prioritize their involvement and active participation to the national platform for disaster risk reduction and the creation of local ones and together with Colombia and Ecuador receive support by the Secretariat to:

- Increase awareness-raising and communication initiatives of National Societies in Bolivia Colombia and Ecuador to include a disaster risk reduction approach in the humanitarian national agenda.
- Systematize and promote in sectoral and national platforms, good practices and knowledge of actions with communities from Red Cross and other organisations, about participation and coordination in risk reduction, response and recovery initiatives.
- Support awareness-raising activities on adaptation to climate change (Colombia and Ecuador), systematizing and sharing experiences and lessons learned with all National Societies.
- Support the positioning of Colombian and Venezuelan National Societies in their coordination, advocacy and supporting role to Civil Defence National System, as well as in national and regional platforms about disaster risk reduction.
- Provide technical advice, support and follow up on the opportunities for south-south cooperation and identify training needs. Also, support the facilitation of regular training activities for National Societies and International Federation staff on disaster management and disaster risk reduction or related subjects, in close coordination with the Regional and Global Red Cross Centres of Reference, the Americas Zone Office, the South American Disaster Network and PADRU (ten National Societies).

**Programme component 4: Recovery**

**Outcome 1 Improved assistance to restore or improve pre-disaster living conditions and reduce the risk of future disasters.**

The outcome aims for improved self-reliance capacities of individuals and communities to recover from their vulnerabilities to emergencies and disasters by providing National Societies and communities with instruments and tools to orient recovery actions. The most disaster prone countries (Bolivia, Colombia, Ecuador, Peru and Venezuela) will enhance the National Societies' recovery capacities. Work in the following areas will be carried out:

- Promote National Society participation in the revision of the global recovery policy and include recovery approaches, instruments and tools into National Society actions and plans.
- Mainstream the use of the emergency assessment guidelines and initiatives on early recovery and recovery such as cash vouchers and grant allocations amongst others, through participatory consultation and decision making processes with affected communities.
- Support the implementation of recovery components into emergency operation plans as a key element of comprehensive risk management.
- Encourage learning from recovery pilot experiences and systematization. (Peru)

<b>Programme component 5: Disaster Response</b>
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<b>Outcome 1 Ensure effective coordination with PADRU for efficient and effective Disaster Response in the region.</b>
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The Andean Regional Representation will work in close coordination with PADRU to enhance Red Cross ability to respond to disasters through a range of mechanisms including Field Assessment and Coordination Teams (FACT), Emergency Response Units (ERU), Regional Intervention Teams (RITs). The aim is to enhance National Societies' capacity to carry out tasks such as needs assessments, relief, rescue, shelter management, humanitarian aid distribution and water and sanitation interventions. This programme component will link with the support provided by the Andean Regional Representation to ensure that National Societies disaster response teams (NITs) have in place the knowledge, skills, information management systems, trained personnel, equipment, material, and procedures to act swiftly and effectively in disaster response.

### **b) Profile of target beneficiaries**

The main direct beneficiaries will be disaster management department headquarters, volunteer development units, health departments, communication and public information departments and other technical departments involved in the support of the disaster management initiatives. At the branch level, increased attention will be given to branch decision makers and the disaster management and disaster risk reduction staff and volunteers. While National Societies have been prioritized per outcome, the ten National Societies of South America will benefit from the activities. Through the achievement of the programme outcomes other programmes and areas, as well as other National Societies from other sub-regions and organisations are expected to be positively impacted. In line with the integrated and mutual support approach, special attention is given to the interaction amongst technical references in National Society headquarters and branches and the strengthening of national and regional networks as well as the articulation amongst regional thematic networks.

### **c) Potential risks and challenges**

- There is a need to continue mainstreaming, strengthening and promoting an integrated community approach and focus actions to ensure that the needs of communities are responded to jointly in line with Inter-American Plan 2007-2011 objectives.
- Red Cross branches and volunteers play a crucial role in the achievement of programme outcomes of the five components; their limitations in terms of capacity, numbers and inadequate volunteering management procedures limit programme implementation and their impact. In this respect, institutional strengthening strategies will be implemented in the Regional Risk Reduction programme and the Organisational Development programme.
- In order to measure the impact of actions at the local and regional level, it is important to contribute to the technical planning process and the establishment of standard Monitoring and Evaluation tools, as part of national planning process.

- Facilitate the coordination process between National Societies and Partner National Societies, and National Societies links to national, regional and global platforms on community risk reduction and disaster risk reduction.
- Particular attention needs to be given to seasonal subsequent operations likely to affect human resources available to carry out regular programmes.

## Health and Care

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

#### Programme purpose

**Global Agenda Goal 2: Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.**

The Health and Care programme for the Andean Region in 2009 and 2010 is CHF 1,044,765 (EUR 665,455 or USD 954,995), reaching **approximately 425,744 direct and indirect beneficiaries.**

#### Programme component 1: HIV and AIDS

**Outcome 1 National Societies have been strengthened to apply the Global Alliance on HIV through prevention, care, treatment and support reducing HIV stigma and discrimination.**

This outcome focuses on the main lines of work within the Global Alliance on HIV. The National Societies of Colombia and Ecuador (and Argentina in the Southern Cone) will be strengthened and supported to promote the areas of prevention, care, treatment and support, and reducing HIV and AIDS stigma and discrimination. The global alliance aims to reach 224,340 people in Colombia and 191,504 people in Ecuador by 2010.

- Support will be provided to the two National Societies in preventing further HIV infection and improving the condition of specific groups at high risk.
- Technical support to National Societies will be provided in the implementation and expansion of HIV treatment, care and support.
- Activities will be developed to reduce HIV stigma and discrimination.
- Capacities will be strengthened to deliver and sustain scaled-up HIV programmes.

The budget for the implementation of global alliance is approximately CHF 330,000 (including support to two National Societies and regional support). This will contribute to the global alliance objectives, and particularly will improve the lives of people facing high levels of vulnerability and risk, with the efficient management and monitoring and evaluation system of the global alliance. [Please click here for further information on the Global Alliance on HIV in the Americas.](#)

**Outcome 2 Capacities are strengthened for the future incorporation of additional National Societies in the Global Alliance on HIV.**

This outcome aims to improve capacities of National Societies in Bolivia and Venezuela for the future participation in the Global Alliance on HIV in the fulfilment of the Global Agenda in the coming years. Overall the following areas will be focused on:

- National Societies in Colombia and Venezuela will receive support in the implementation of the peer-education methodology "Together We Can" (TWC). The target numbers based on projections for 2009 in this region are 1,600 direct beneficiaries and 4,800 indirect beneficiaries.
- The promotion and implementation of the Code of Good Practice in HIV and AIDS will be supported in the National Societies of Bolivia, Colombia and Ecuador.
- It is expected that all National Societies will have incorporated a rights-based approach with a specific emphasis on gender, non-discrimination and inclusive development in HIV and AIDS programmes and projects. To ensure this, the following has been planned: introducing "work place policies in HIV" as a component within National Societies capacity building. Themes such

as gender, violence, stigma, discrimination and respect for diversity will be promoted between National Societies based on the experiences developed in each country.

- In addition the Health and Care programme will continue to promote the representative group of Federation members living with HIV [people living with HIV (PLWH)] in the region Red Cross Red Crescent Plus (RCRC+).

#### **Programme component 2: Community Health and Health in Emergencies**

**Outcome 1 National Societies have strengthened capacities to promote and scale up actions in maternal and child health, voluntary non-remunerated blood donation (VNRBD), first aid, community-based first aid, water and sanitation and road safety within an integrated community health strategy.**

This outcome aims to support the creation of a national integrated community health strategy in all National Societies, focusing on the areas of support in the global health strategy: capacity building, social mobilisation, partnerships, advocacy and community empowerment. Through these lines of work the following community health initiatives will be promoted: first aid, community based first aid (CBFA), voluntary blood donation, maternal and child health, water and sanitation and road safety.

The CBFA initiatives and the promotion of voluntary non-remunerated blood donation through the Club 25 strategy are two community health initiatives which clearly respond to all areas within the global health strategy. CBFA brigades will be promoted as a way to improve community health and thereby support community development processes. This integrated approach to community health aims to strengthen National Societies in first aid at the community level. The Club 25 initiative will continue to promote healthy lifestyles among young people. Both initiatives will be priority areas of support during 2009-2010 to strengthen National Societies in community health in an integrated way. By the end of 2009 it is expected that there will be at least 3,500 Club 25 members in the Andean Region (based on 2007 and 2008 baselines). Actions will focus on:

- Supporting National Societies in the creation of an integrated community health strategy to work on health thematic lines defined in plans of actions (all five National Societies).
- Promoting partnerships and strategic alliances, specially the Club 25 (Colombia, Bolivia and Ecuador) and first aid and CBFA initiatives (Bolivia, Colombia, Peru and Venezuela) with the aim of ensuring increased impact and sustainability.
- Strengthening of National Societies' advocacy capacities with respect to maternal and child health and road safety (Bolivia, Colombia, Peru and Venezuela).

**Outcome 2 National Societies work in an integrated way and have intervention strategies in place to respond to cases of public health emergencies including epidemics control and disasters.**

During the consultation carried out with National Societies, the majority identified the need to scale up health in emergencies interventions at the regional, local and community level. This component focuses on improving National Societies' capacities to prevent and respond in any emergencies related to public health issues, such as epidemics, pandemic and emerging diseases such as malaria, dengue, yellow fever, avian influenza, etc. The following areas will be focused on:

- During 2009, the Health and Care department will support the creation of regional and local platforms for healthy communities, focused on prevention and preparedness of emerging diseases such as malaria, dengue, yellow fever and avian influenza, in two National Societies (Ecuador and Colombia) in 2009 and two (Venezuela and Bolivia) during 2010.
- Providing support for the creation of National Intervention Teams in health in emergencies in Venezuela, Colombia and Ecuador in 2009 and Bolivia during 2010, in coordination with PADRU and the El Salvador Centre of Reference.
- Supporting National Societies in the implementation of International Federation protocols for the prevention and attention of infectious emerging and reemerging diseases.
- Promoting the component of health in emergencies in National Society emergency contingency plans and emergency plans of action.
- Promoting the inclusion of psychological support in National Societies emergency response plans.

## b) Profile of target beneficiaries

The Health and Care programme will work to strengthen the capacities of National Societies health departments in the five countries of the Andean Region. The National Society health departments in turn work to support branches and volunteers to improve the living conditions of vulnerable people.

The target population of the Global Alliance on HIV is 224,340 people in Colombia and 191,504 people in Ecuador and includes sex workers, MSM, people deprived of their liberty, young people, injectable drug users, displaced people, children, transport workers, transsexuals, businessmen, and personnel and volunteers of National Societies.

The target populations of "Together We Can" (TWC) based on projections for 2009 in this region are 1,600 direct beneficiaries and 4,800 indirect beneficiaries. The target population for Club 25 members is 3,500 people in the Andean Region (based on 2007 and 2008 baselines).

## c) Potential risks and challenges

- The high turnover of technical personnel in Health and Care departments in National Societies and the lack of integrated work and management capacities of National Society staff (implementation, monitoring and evaluation) to carry out health actions. The two Regional Representations will prioritise support to strengthening National Society Health and Care departments to minimise these risks.
- Limited funding from traditional donors for the Secretariat's support to the membership. The two Regional Representations will continue highlighting opportunities for donors and searching non-traditional sources of funding.
- The identification of opportunities and spaces to work with other institutions to strengthen National Societies work and to ensure the continuity of processes at national and regional levels.

# Organisational Development/Capacity Building

## a) The purpose and components of the programme

<b>Programme purpose</b>
<b>Global Agenda Goal 3: To increase local community, civil society and Red Cross/Red Crescent capacity to address the most urgent situations of vulnerability.</b>

The Organisational Development/Capacity Building programme for the Andean Region in 2009 and 2010 is CHF 478,398 (EUR 304,712 or USD 437,292).

<b>Programme component 1: National Society capacity development in organisational development.</b>
<b>Outcome 1 A renewed, representative and diverse leadership in National Societies.</b>

This expected result aims to support and provide guidance to National Societies in developing governing, management and youth leadership, and management strategies that take into account integrity, accountability, transparency, diversity and clear human resources systems. This will be carried out through:

- Leadership trainings for 20 youth representatives through the third year of the long distance learning initiative (postgraduate diploma coordinated with the Latin-American Faculty of Social Sciences, FLACSO) and the implementation of the youth policy (Colombia and Ecuador).
- Promoting improved gender equality within governing bodies and management (Colombia and Venezuela).
- Supporting better context analysis and link/networking with research and academic institutions for governing bodies and management.
- Specific attention will be focused on the recently elected governing body in Colombia and the foreseen elections by end 2008 in Peru.

## **Outcome 2 Increased, renewed and diverse volunteering in National Societies.**

In most National Societies of the region, there is recognition of a crisis within volunteering. While there is little renovation and increase in numbers, volunteer management maintains a rigid system or there is no system in place. This limits growth in numbers and diversity, making the Red Cross unattractive to new volunteers. Other problems identified are that National Societies are not able to retain volunteers or apply good practices in their recognition. On the other hand, there is a lack of understanding in the type of volunteering the organisation needs to make reality what National Societies have committed through the Inter-American Plan 2007-2011.

During 2009-2010, the work in this area will focus on supporting the adoption of clear volunteering policies and modern management systems by all National Societies using peer support to learn from one another and from other organisations through the exchange of best practices.

- Support to Bolivian, Colombian, Venezuelan Red Cross Societies to facilitate the design and application in at least 50 per cent of their branches, of the Volunteering Policy and the Volunteering Management Cycle.
- Support the inclusion of issues related to non-discrimination against PLWH by revision of existing policies: Colombia and Ecuador.
- Strengthening of the volunteer network and the provision of opportunities for the exchange of experiences and learning.

## **Outcome 3 National Societies have reduced the risk of integrity problems**

Several National Society Statutes in the region have been updated, but a few still do not adhere to the Movement's guidelines. This result aims to protect the integrity of National Societies. This period will focus on essential actions such as promoting, supporting and providing guidance to National Societies in updating their statutes in order to make members more engaged in their National Society and more accountable to their stakeholders. A strong legal base should ensure: i) democracy; ii) distinction between the governance, management and control; iii) clear and transparent elections systems; iv) distinction between the headquarters and branch structures. For this the following will be carried out:

- Technical support to National Societies in the renewal of legal bases (statutes and internal rules) in coordination with ICRC: Bolivia, Ecuador, Peru and Venezuela.
- Support the three National Societies of Bolivia, Ecuador and Venezuela to achieve full classification one according to the Joint Commission standards.
- Technical support to five National Societies to protect their integrity and identify risks of integrity problems.
- Facilitation of spaces for discussion on the issue of integrity with governing bodies of the five National Societies.

## **Outcome 4 The sustainability of National Societies has increased with respect to the 2006 baseline.**

In the region, the majority of National Societies lack knowledge and capacities on Resource Mobilisation and Development (RMD) strategies, which has been identified as a priority by the National Societies themselves in the past two sessions of the so-called RMD forum. Where RMD plans are in place, they are not aligned with their strategic plans, which are the basis of National Society actions.

In order to strengthen RMD at the National Society level, baseline information was gathered in 2006. The following period will benchmark National Societies services against their competitors, review MDR plans, and support the exchanges of experiences and peer support.

- Ecuador and Colombia will develop RMD plans aligned with their strategic/operational plans and within the framework of the International Federation policy on resource mobilisation.
- Bolivia, Colombia, Ecuador and Venezuela in the Andean Region are expected to have a focal point in RMD.

## **Outcome 5 Knowledge management is part of National Societies' culture.**

National Societies are systematizing their best practices, but those practices are not being used as a way to scale up capacities to address the most urgent situations of vulnerability. This result aims to develop a more systematic approach to share knowledge and best practices in South America by implementing peer-to-peer support on topics related to organisational development, youth, volunteering and community risk reduction, as well as enhancing the knowledge management strategy of the DesAprender platform, promoting the sharing of experiences, knowledge and good practices in risk reduction and community work amongst Red Cross and other actors.

- Support will be provided to Colombia in the systematisation of an experience using the knowledge management focus.
- The Organisational Development programme will facilitate the development and functioning of community of practitioners who work in organisational development (including volunteering and youth): exchanges, internships and peer education.

## **Outcome 6: A common planning, monitoring and evaluation system is in place.**

There have been advances in participatory planning processes that take into account the importance of accountability in and outside the Movement. However, planning, monitoring and evaluation (PME) processes are still seen as independent instead of part of the same management system.

Special attention will be devoted to linking the Inter-American Plan 2007-2011 and the strategic and operational planning processes within National Societies in order to measure outcomes at local, national and regional levels in an effective way. This interconnection supposes a common system that takes into account harmonized PME tools tailor-made for each National Society.

- Appropriate technical support to National Societies to facilitate the harmonisation, monitoring and evaluation of National Societies' strategic plans (Colombia, Ecuador, Venezuela and Peru)
- The Colombian Red Cross will be supported in harmonising operational plans with their strategic plan.
- The Bolivian, Venezuelan and Peruvian Red Cross will carry out participatory strategic planning processes in line with the Inter-American Plan 2007-2011.
- The Colombian and Ecuadorian Red Cross will receive support to achieve the defined standards in order to pass from being recipients of Working Advances for National Societies (WANS) to Cash Transfers.

### **d) Profile of target beneficiaries**

While it is not possible to identify all beneficiaries to be supported by the OD area, estimates can be made as to direct and indirect beneficiaries in the Andean Region. Estimated direct beneficiaries include: 20 youth, 36 members of governing boards (4 Bolivia, Colombia, Ecuador, and Venezuela), 62 members of the governing board in Peruvian Red Cross, 10 members of volunteering and youth networks, 40 members of top management in Colombian and Ecuadorian Red Cross and 25 OD community practitioners. Estimated indirect beneficiaries include 940 members of branch (from 4 National Societies) who will participate in the revision of statutes and strategic planning processes.

### **c) Potential risks and challenges**

- The need to strengthen leadership capacities remains. The renovation and incorporation of new leaders in National Societies is still a challenge at this stage.
- Support for the integrity case of the Peruvian Red Cross continues to be a challenge to guarantee the future of the National Society.
- While integrity risks are present in the region, the organisational development plan will contribute to the mitigation of these risks through the close monitoring and support to National Societies in the revision of statutes and electoral processes.
- Organisational development support to the membership will increasingly be provided by a combination of resources and capacities of the Americas Zone Office, where the best capacity will be mobilized for the identified need. These capacities can be the Secretariat's, the National

Societies' themselves through increased facilitation of direct cooperation, the ICRC's, other National Societies', or external to the Movement. The details of this innovative approach are available in the Americas Zone Office, organisational development plan.

## Humanitarian Principles and Values

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

<b>Programme purpose</b>
<b>Global Agenda Goal 4: To promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion.</b>

The Principles and Values programme for the Andean Region in 2009 and 2010 is CHF 312,563 (EUR 199,085 or USD 285,706).

<b>Programme component 1: Dissemination and promotion of fundamental principals and humanitarian values amongst National Societies and Regional Representation Programmatic Areas.</b>
<b>Outcome 1 Principles and Values is cross-cutting in National Society and Regional Representation operational and strategic plans.</b>

Building on the principles and values capacity building toolkit developed in 2008 and the existing baseline, during 2009-2010 the Principles and Values programme will focus on the following areas.

- Development of mechanisms to enhance principles and values within Regional Representation programmatic areas.
- Ecuador will prioritize the dissemination of principles and values as stated in the consultation that was carried out by the Regional Representation, coinciding with the National Society's interest in strengthening capacity building in principles and values as a way to address discrimination and violence. Ecuador will also begin a revision of its statutes, a process that has also begun in Bolivia, Colombia and Venezuela. As strategic plans in these countries are being revised or recently approved, respect for diversity and non-discrimination initiatives will be promoted with them in close coordination with the Organisational Development programme, especially with volunteers and youth areas.
- Preparation of an e-newsletter to keep the network on principles and values connected and to share experiences on programmes, projects and actions held globally between National Societies, the Americas Office and the secretariat in Geneva. The e-newsletter intends to develop an understanding of the principles and values internally, raise awareness of the best practices on non-discrimination worldwide, promote south-south cooperation and influence behaviour of the community.

<b>Outcome 2: Invisible and discriminated against people actively participate in programmes, projects and activities within National Societies (at branch and headquarter levels).</b>
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This outcome will strengthen capacity building of National Society volunteers and youth in non-discrimination and respect for diversity through the following actions:

- Development of a validated tool to identify especially vulnerable people, and a validated checklist (with Ecuadorian Red Cross). Both tools will be developed in cooperation with organisations such as Handicap International, Help the Aged and Save the Children, as the identification of "vulnerable people" and *what-to-do-with-them* actions are not evident for most National Societies in the 2008 consultation.
- Incorporation - in Colombia and Ecuador in close coordination with the Health and Care programme - of community diagnosis of PLWH, usually invisible and discriminated against.
- Capacity building with at least three National Societies (Bolivia, Ecuador and Peru) in the promotion of a diverse volunteering through the capacity building kit on principles and values.

**Programme component 2: Influence community behaviour and attitudes to reduce discrimination, promote diversity and prevent violence.**

**Outcome 1 Initiatives to prevent and reduce discrimination and violence will be identified.**

Given that people's vulnerability is not only based on their personal conditions, but also on the environment in which they live and the prejudices of the people with which they associate – taking the form of violence and stigma – the Red Cross actions help to promote respect for human dignity which is very wide in nature, but absolutely indispensable. This outcome will focus on the following:

- The principles and values capacity building kit will be used as a tool to scale up on the understanding of non-discrimination initiatives not only towards community, but internally as well, as a way to achieve objective seven of the Inter-American Plan 2007-2011.
- In the consultation held, Bolivia clearly stated that the main challenge is the incorporation of diverse ethnic groups and rural population in volunteers and staff. The National Society is committed to the identification of internal legislation that can contribute to being a National Society that is representative of the community. Close support in the use of the capacity building kit will be provided as a tool that calls for self reflection and change of attitudes and breaking through mental barriers, both for staff, governance and volunteers.
- Following the gender workshop held in Argentina in 2008, the Colombian and Ecuadorian National Societies will receive support to include a gender-based approach in their organisational culture.
- As a way to introduce gender equality within National Societies, discussion groups will be promoted in National Societies that reflect the interest shown in the 2008 workshop.
- Technical support will be provided to Colombia, as the National Society has started working on the topic of gender-based violence. Bolivia will be encouraged to develop initiatives on the issue, as they have highlighted their interest in this. Peer support with Argentinean Red Cross will be promoted.

**Outcome 2 National Societies capacities in risk management will be strengthened with the inclusion of initiatives to reduce discrimination.**

Being risk management a key area for National Society interventions, this outcome will contribute to the following:

- Support to the National Societies in Bolivia, Ecuador and Venezuela in the active participation of youth and volunteers in the DesAprender principles and values module.
- 100 per cent of emergency plans of action support by Disaster Relief Emergency Fund will include non-discrimination elements.

**Outcome 3 Violence reduction is incorporated as an important issue in National Societies' agendas.**

Violence is one of the priority areas for action amongst National Societies, as clearly stated in the consultation process and reflected in the Inter-American Plan 2007-2011. During 2009-2010 some focal points in this area will be:

- The development of guidelines on violence prevention and reduction will be a major objective for 2009 as a first step to develop initiatives on violence reduction.
- Support to campaigns against stigma towards people living with HIV in coordination with Health and Care department of National Societies participating in the Global Alliance on HIV. Youth and volunteers are considered key actors for community interventions when discrimination and/or violence situations occur. Participation in annual meetings with them will be supported.
- Provide technical assistance to National Societies on how to apply the capacity building kit on principles and values, and promotion of initiatives such as architectural accessibility to headquarters and branches to ensure that National Societies are opened to everyone.

## **Outcome 4 National Societies advocacy capacities in principles and values are strengthened.**

Discriminated people and groups need to know their rights and recognize that not only their dignity is affected when they are discriminated against, but that such acts compromise their health, security and autonomy, and that patterns of discrimination are perpetuated if not protested against and silence broken. Advocacy initiatives developed by civil society itself should be an indicator of the progress with regard to the activities carried out by the National Societies. This outcome will be carried out focusing on the following areas:

- Advocacy initiatives will be promoted that are related to gender-based violence in Colombia, HIV and AIDS in Ecuador, and migration in Venezuela.
- Anti-stigma campaigns towards people living with HIV will be supported in coordination with Health and Care departments of National Societies participating in the Global Alliance on HIV. Youth and volunteers are considered key actors for community interventions when discrimination and/or violence situations occur. Participation in annual meetings with them will be promoted.
- Technical support for dissemination of principles and values through mass media will be provided to National Societies.
- A global forum on non-discrimination to position the Red Cross as a leading organisation in the issue will take place, in coordination with the Americas Zone Office and Secretariat in Geneva.

### **b) Profile of target beneficiaries**

Governance, staff and volunteers of National Societies, as well as the staff in the Regional Representation, are the main target audience of the Principles and Values programme. Youth and volunteers will be particularly regarded as active collaborators with the initiatives of the principles and values area in 2009 and 2010. Focal points in the ten National Societies in South America will be the main network that will support and disseminate this work.

### **c) Potential risks and challenges**

- The consultation held in 2008 with National Societies reveals that their interest in Global Agenda Goal 4 is low. Only Bolivia and Venezuela mentioned particular interest in promoting initiatives to prevent violence, joined by Colombia in their interest to promote diversity in staff and volunteer membership. This is particularly challenging, when acknowledging that poverty, death, inequality and exclusion have age, colour and gender, particularly in Andean countries.
- There is a need to work more in-depth with National Societies on the areas mentioned in the Inter-American Plan 2007-2011, as this need to be a relevant tool for National Society planning in addition to the document developed by Thematic Group 3 on non-discrimination of the Inter-American Conference.
- The limited financial support to the programme itself represents a challenge. While new ways of working in coordination with other programmes are in place to ensure the cross-cutting nature of principles and values; however, hands on work with National Societies in this area is still limited.
- There is a need to promote and ensure strategic alliances with organisations that develop activities to reduce discrimination and stigma. In particular there is a need for increased willingness to include marginalized people not only as beneficiaries but as actors with strengthened voices to be members of their communities.
- The lack of open, participative analysis facilitating institutional consensus with regards to concepts such as “discrimination”, “diversity”, “violence” and “respect for diversity”. Moreover, the generation (and thus cultural) gap in National Societies (notably between governance and volunteers) complicates the development of this conceptual consensus.

## **Role of the secretariat**

*The role of the Secretariat in the Andean Region is to focus on the provision of services to the member National Societies, targeting programme support such as capacity building for the Societies to scale up their programmes, enabling a conducive environment for improved cooperation within the Movement,*

*promoting increased and more diversified cooperation with external actors, providing tools and mechanisms to capture the learning generated and to share it, leading innovative approaches.*

*The Secretariat's budget for its support role during 2009 is CHF 181,707(EUR 115,737 or USD 166,094) and during 2010 CHF 199,033 (EUR 126,773 or USD 181,931).*

## **a) Technical programme support**

The programme support provided to the membership focuses on building their capacities in order for them to scale-up their programmes in compliance with the Inter-American Plan 2007–2011 and the Global Agenda.

In order to respond to the needs of the membership, the structure of the Secretariat in South America has been optimized with the opening of a Regional Representation for the Southern Cone funded by the Swedish and Spanish Red Cross Societies and covers Argentina, Brazil, Chile, Paraguay and Uruguay. The Regional Representation for the Andean countries covers Bolivia, Colombia, Ecuador, Peru and Venezuela and maintains responsibility for political support to the statutory Sub-region II of the Americas (South America). In addition, technical programme support is provided from the Lima office for the whole of South America, granting continuity with programme support provided in recent years.

The Regional Representation for the Andean countries has reduced its multidisciplinary team to 14 people, increasingly working in an integrated way and a team of ten people working for the Peru earthquake operation, with an overall number of 24 persons. The Regional Representation has helped fine-tuning and constant improvement of its support to National Societies through the Disaster Management, Health and Care, Principles and Values and Organisational Development programmes. The main role of the technical team is to provide membership services; ensure adherence to global initiatives for scaled-up programmes; promote cooperation among National Societies from the region, from the Americas and with National Societies from other regions; support the development of capacities and adherence to global policies; promote cooperation and strategic partnerships with external partners, and identify opportunities for resourcing National Society programme scale-up.

The existence of networks in the region has provided a basis for National Societies to share experiences in the areas of health, disaster management, community based work, youth, communication and volunteering on a regional level and for the Regional Representation to facilitate this exchange. The Regional Representation's work is further strengthened by a network of consultants, some new to the Red Cross and others with years of experience working with us. In addition, in line with the development of the New Operating Model, innovative ways of matching the most appropriate resource to the identified and expressed need of a member National Society will be developed during 2009-2010, making increasingly efficient use of the overall Movement resources.

Capacities and experience in responding to disasters has increased greatly over recent years. Since 2001, the PADRU has developed systems and deployed resources, both in response to emergencies and in support to capacity building initiatives in disaster preparedness. PADRU has also ensured overall coordination of disaster response - both with the Red Cross and external actors - assisted in the development of disaster response policies and procedures, adhered to international standards for disaster relief operations, and built and sustained operational links with key strategic partners.

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

The Regional Representation works in collaboration with all Movement actors working in the region to ensure that Red Cross actions are complementary and strengthened by one another. Close relationships exist with the International Committee of the Red Cross (ICRC) through the regional Representations in Bogotá, Buenos Aires, Caracas and Lima to coordinate actions on a regional level in providing support to National Societies. The fruitful experience of tripartite agreements will be extended to all five National Societies, and pre-agreements in case of disasters based on the Seville agreement and its supplementary measures will be developed during 2009 (tripartite in Colombia, and bilateral in Ecuador). The CAS process in Colombia will be jointly monitored through the existing

Movement coordination mechanisms, and CAS, tripartite pre-agreement and Movement coordination mechanisms will be merged into a simple monitoring mechanism. A similar exercise will take place for Ecuador, and the existing coordination meetings in Peru (earthquake operation) will continue throughout 2009.

The existing relations with Partner National Societies (PNS) that cooperate with the ten National Societies of South America will be strengthened. They include American, Belgian, German, Finnish, French, Italian, Netherlands, Norwegian, Spanish, Swedish and Swiss Red Cross. Cooperation meetings are held during the year at the level of the the Americas Zone Office with the participation of the PNS working bilaterally or multilaterally in the region, and colleagues from the ICRC.

The Regional Representation has developed effective partnerships and strategic alliances with a number of key actors such as academic institutions, donors, private companies and humanitarian organisations. This has not only strengthened the work being carried out in key programme areas but has provided the opportunity for new initiatives to be established. Concrete examples of these partnerships and civil society engagement are detailed below:

Partnerships have been developed with the Facultad Latinoamericana de Ciencias Sociales - Latin American School of Social Sciences (FLACSO), both for health and youth leadership training. In addition, the PAHO, the Latin American Network of People Living with HIV and AIDS (REDLA), and UNAIDS in the promotion and development of health initiatives. The initiative of Club 25 has been providing a means for National Societies to establish new partnerships and alliances at the local level, while the Secretariat has started building the regional ones. The Global Alliance on HIV, underway, and the future Global alliance on disaster risk reduction are additional opportunities to gather non-traditional donors to support scaled-up programmes.

In disaster management and community risk reduction, partnerships with Comité Andino para la Prevención y Atención de Desastres – Andean Committee for the Prevention and Attention of Disasters (CAPRADE), the ProVention Consortium, the APEC 21 economies, PAHO, DFID, Oxfam GB, ECHO, REDLAC and OCHA are in place. The partnerships with the Inter-American Development Bank (IDB), the Economic Commission for Latin America and the Caribbean (ECLAC/CEPAL) should be strengthened with a continental vision. In addition, common initiatives with the Panama Regional Representation are promoted, such as that with ProVention, DFID and Sphere Project.

The earthquake operation in Peru has provided an effective opportunity to develop new partnerships: with the Civil Defence in Peru, UNDP, the academic world (PCUP), GTZ, Cosude, CARE and CIDA Canada.

While a number of partnerships have been established with actors such as academic institutions, donors, private companies and humanitarian organisations, innovative approaches to these will need to be adopted during the coming years to grant sustainability and improve the impact of the work being carried out.

As the Regional Representation for Andean countries maintains the political role in relation to Governance initiatives for the whole of South America, statutory sub-region II of the Americas, it will facilitate the holding of the annual meeting of Presidents and General Directors, coordinate the monitoring process of the Inter-American Plan 2007–2011, and the work around the establishment of *Strategy 2020*.

### **c) Representation and Advocacy**

The Regional Representation has in several occasions actively promoted the representation of the International Federation in regional or continental events through the National Society of the country where the event was taking place. This will continue during 2009 and 2010.

The working relationship with CAPRADE in the Andean countries will continue: it represents an excellent opportunity to continue promoting the disaster risk reduction agenda and the International Federation's priorities with the five governments there represented, influencing policy making at the

national and regional level. The opportunities of supporting a similar exercise with Mercosur will be further explored. The promotion of the IDRL measures is an example of the potential of this advocacy work.

The developments in the area of violence and the common Movement framework that is being developed together with the ICRC will allow for sustained advocacy work with governments and regional institutions in fields like social unrest, gender-based violence, youth violence, domestic violence.

#### **d) Other areas**

In Peru, during at least all of 2009, the Secretariat will continue supporting the Peruvian Red Cross in favour of the families affected by the earthquake of 15 August 2007. The focus for 2009 is on shelter, supporting the self-reconstruction of earthquake-resistant permanent low-cost housing. At the same time, it is foreseen that the integrity case will be solved by end of 2008 or beginning of 2009, and the Andean Regional Representation will support the revision of statutes, a new strategic planning process, the separation of governance and management, the establishment of audit-proof financial and administrative systems and procedures as well as the strengthening of leadership and branches. For further details please refer to the specific reports on the Peru earthquake appeal.

## Promoting gender equity and diversity

Thanks to the work carried out by the humanitarian principles and values area of the Regional Representation in Lima, and the interaction of these issues with an organisational development perspective and the capacity-building orientation of our programme support, diversity and gender equity are increasingly being included as cross-cutting issues in our programme support to the membership through the integrated work of the Lima Regional Representation-based technical programme team.

One of the obstacles identified is the attitudes of gender stereotypes still present internally in National Societies and their branches, which are linked to social prejudice in Latin American society today. Including gender equity in a cross-cutting way in Regional Representation programmes is a way of addressing discrimination against and lack of opportunities for women, which can be observed through education, health and work indicators. The gap shown by them has an evident link with one of the major challenges the region confronts: violence, both domestic and social, with women and children being the main victims.

The set of indicators on community disaster preparedness, the principles and values mapping and capacity building kit, the identification of discriminated groups of women in the community health plans, are some of the indicators that will show if the expected results on gender equity and diversity have been accomplished.

## Quality, accountability and learning

The Andean Regional Representation in South America has focused the 2009-2010 plan more than ever before on promoting accountability and learning processes within the Andean Regional office and within National Societies.

Plans will be monitored on a regular basis using a monitoring tool developed by the Andean Regional Representation in 2008, to measure progress and the impact of work. This tool will be used by all programme areas disaster risk reduction, Health and Care, Organisational Development and Fundamental Principles and Humanitarian Values. The tool was aligned with existing tools to measure specific initiatives such as DFID Safer Communities and the Work Plan monitoring tool for 2009-2010 plans. The use of harmonised tools will contribute to common approaches to monitoring and will contribute to broader PMER (Planning, Monitoring, Evaluation and Reporting) processes within the Americas zone. Regular monitoring of programmes will also contribute to the preparation of timely narrative and financial reports according to the International Federation standards.

Support for monitoring the Inter-American Plan 2007-2011 at the mid-term stage in 2009 is an additional priority considered in the regional plan, and the development of an effective tool and process for this is expected to be developed with the Americas Zone Office.

At the National Society level, both Regional Representations will promote the development of common planning, monitoring and evaluation, based on the expected PATS (Performance and Accountability Tracking System) system announced by *The Federation of the Future* process. Ensuring links between planning processes is considered key at National Society, regional and global levels.

Constant learning has become a way of working within the Regional Representation, as the value of sharing experiences and knowledge to improve programme work is recognised. This has been shown in the inclusion of knowledge management across regional plans. One example is the DesAprender virtual platform which was set up by the Regional Representation to share experiences, knowledge and good practices in risk reduction and community work amongst Red Cross National Societies and other actors to encourage the promotion of good practices at national and local levels. In the 2009-2010 plans emphasis will be placed on the increased use of DesAprender to facilitate learning processes beyond risk reduction within and between National Societies.

The systematisation of best practices at the National Society level will also continue, and joined with the DesAprender platform, as both Regional Representations will promote the use of these experiences to scale up capacities to address the most urgent situations of vulnerability and will link these to global Red Cross initiatives on knowledge management.

How we work	
<p>The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".</p>	<p><b>Global Agenda Goals:</b></p> <ul style="list-style-type: none"> <li>• Reduce the numbers of deaths, injuries and impact from disasters.</li> <li>• Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.</li> <li>• Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.</li> <li>• Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.</li> </ul>
Contact information	
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