

ANNUAL REPORT



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

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In Brief

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[\(click here to go directly to the attached Financial Report\).](#)

This Annual Report reflects activities implemented over a one-year period; they form part of, and are 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, please access the Federation's website at <http://www.ifrc.org>

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Overall analysis of the programme

The Lima Regional Delegation's support to National Societies went through a period of considerable adjustments during 2003, in order to provide tailor-made programme support for each National Society. The main office in Lima was consolidated and is now fully operational, with the support of a Sub Regional Office in Buenos Aires. Together with the Federation Representative in Bogotá, Colombia, who was appointed in November 2003, the team is now complete and strategically aligned with the priorities identified in the Secretariat's strategy for change. In addition, the Federation's communications unit based in Lima provides overall coordination to Federation offices throughout the Americas, and is responsible for the Spanish webpage that includes Central and South America and the English webpage for the Caribbean countries.

Alongside these structural and strategic changes, the *Inter American Conference* was the dominant theme of the year, starting from the highly participative preparation process for the event itself in Santiago de Chile in April 2003, including the signing of the *Santiago de Chile Commitment*, which underlines the strong commitment of the 35 National Societies in the region to improve equity in health and to reduce risks relating to disasters. The four-year Plan of Action that came out of this conference was approved by all the National Societies in the Americas and provides a clear framework for the elaboration and/or revision of each National Society development plan.

The results of the evaluation of integrated community-based programmes, together with lessons learned from regional programmes such as Camalote and Amazonico, are being widely shared within the region and the Federation, generating interest and contributing to further analysis of how to better comply with the orientations of *Strategy 2010*. Many isolated communities that participated in these programmes have reported improvements

in the areas of health, sanitation, water quality, nutrition, education and disaster preparedness, while Red Cross branches improved their capacities to mobilize local resources within long term development projects.

The major operations for the Red Cross in South America during 2003 took place in Argentina: the social crisis and the Santa Fé floods. For both operations, the Federation launched international appeals that received generous contributions, which in turn allowed the Red Cross to respond effectively to these emergencies. At the same time, the Argentine Red Cross (ARC) continued a process of modernization and the capacities of the National Society were strengthened. During the Santa Fé floods, coordination between the Regional Delegation and the Pan American Disaster Response Unit (PADRU) was proven effective, as human resources from the region were quickly deployed to Argentina, allowing the Red Cross operation to begin immediately.

In Bolivia in 2003 there were major, sometimes violent demonstrations, which culminated in several deaths and injuries, as well as the ousting of the country's President in October. The situation in Bolivia is representative of a trend that is widespread in the region, where large ethnic minorities are excluded from social and political life, including decision-making processes. Ecuador and Peru face similar problems, although so far on a relatively smaller scale. Both the ICRC and the Federation consider Bolivia a priority, and the joint support will be treated as a case study of harmonization as set out by the *Strategy for the Movement*. The harmonization process, building on regular meetings and joint analysis, has helped narrow the distance between the two institutions, providing a clear framework and a solid basis for increased joint planning and implementation of commonly agreed activities.

The Federation and the ICRC have agreed to continue focusing their joint support to National Societies on four priority countries: Argentina, Bolivia, Colombia and Ecuador, as well as in the National Societies that received support for their change processes during 2003: Peru and Brazil. The harmonization process, launched in 2002 as a pilot project in the Americas, is proving successful in maximizing resources and support to National Societies.

Organizational Development work was carried out in the framework of the Federation's Capacity Building Fund (CBF) and funding from the British Department for International Development (DFID). In Brazil, a tripartite agreement was signed by the Brazilian Red Cross, the ICRC and the Federation, which provided a joint commitment to support the reunification and financial recovery of the National Society. This process will continue to be one of the Regional Delegation's major challenges. In Peru, technical assistance and guidance were provided to the National Society for strategic planning, revision of the Statutes and modernization. In Bolivia, despite the challenges posed by the social and political turmoil in the country, the National Society continued to modernize and began implementing new administrative and financial tools. In Ecuador, the National Society received support to refine its strategic planning tools, and contributions to administrative and financial software to help manage its resources.

Also in 2003, the existing partnership between the Federation and the Pan American Health Organization (PAHO) was implemented, which allowed the two organizations to work together in common areas such as health and disaster preparedness. The regional PAHO coordinator for disaster preparedness and health spent one month in the Regional Delegation in an exchange that further strengthened the relationship. Joint meetings and missions took place throughout the year. As a result, a common Red Cross/PAHO strategy for disaster preparedness in the Andean region is starting to take shape, responding to a specific request from the National Societies.

At the end of 2003 the focus was set on the preparation for the *X Meeting of Presidents and Technical Seminars* to be held in Montevideo, Uruguay in March-April 2004. This meeting will be particularly relevant as it will be the first meeting since the *Inter American Conference* to bring together National Societies and share the results to date of implementing the *Plan of Action of the Inter American Conference*.

The achievements of the Lima Regional Delegation throughout the year were possible thanks to the continuous support of the main donor National Societies: the British, Finnish, Norwegian, Spanish and Swedish Red Cross Societies.

Objectives, Achievements, and Constraints

Health and Care

Objective 1: The ten National Societies of the region have received technical assistance in their community work to reduce vulnerability to disease.

Achievements

1. Health strategy: *Equity and Health in the Americas*

- The document *Equity and Health in the Americas* was approved at the Inter American Conference. This was the first time a document outlined a health strategy defined by all the National Societies of the Americas with technical support from the Federation, the ICRC and Partner National Societies (PNSs). The Conference's *Plan of Action (PoA)* sets out key objectives, expected results and indicators to implement the regional health strategy, focusing on equity in health and ensuring synergy between community health and disaster preparedness initiatives. A fundamental part of developing the Americas health strategy was the joint work carried out in a series of meetings with key strategic partners such as PAHO.
- To strengthen the capacities of National Societies, support was given to the creation of sectoral plans within National Development Plans (NDPs), culminating in a meeting of the ten health directors in the region to share their goals and objectives with representatives of the South American Youth Network.

2. Community programmes

- The Bolivian Red Cross implemented a project with Federation and DFID support, called "*Hacia una comunidad segura y saludable*" (Towards a Healthy and Safe Community), developing community-based initiatives by integrating health and disaster preparedness. This project was developed in Cotahuma and Las Lomas communities and integrated components of health and disaster preparedness, including risk mapping and strengthening of municipal and local capacities. The health component of the project included Integrated Management of Childhood Illnesses (IMCI) activities and health interventions in emergencies.
- The Paraguayan Red Cross (PRC) developed a Federation and DFID-supported project which included aspects of disaster preparedness, organizational development, preventive health and work with people living with HIV/AIDS (PLWA).
- Within the framework of a joint PAHO/American Red Cross initiative, the National Societies of Bolivia, Ecuador, Peru and Venezuela implemented a series of activities in IMCI in an effort to reduce childhood diseases. One recurrent issue is the capacity building component of the initiative: the present agreement does not include this, and experience from the first phase of implementation clearly shows its importance. IMCI is one of the four key focuses of the Inter-American health strategy. The Regional Delegation and the American Red Cross have been discussing the possible inclusion of an IMCI specialist within the Regional Delegation's team in order to boost the initiative, share lessons learned, identify problem areas and address these with PAHO, and provide a monitoring and evaluation system to assess impact and performance.
- The National Societies of Bolivia, Peru and Venezuela published First Aid manuals with a focus on communities.
- On 13 September, the ten National Societies of the region celebrated "World First Aid Day" with the theme of "First Aid – a gesture of humanity which makes the difference". First Aid workshops and presentations were organized during fairs and on streets within the different countries.

3. Health capacities in emergency operations

- In Argentina, health components were included in the planning and implementation of the relief operation following the floods in Santa Fé Province (*please refer to Appeal 10/03*) to improve the health situation of those affected through health and hygiene promotion and disease prevention. Argentine Red Cross volunteers organized campaigns promoting vaccination and ensured the distribution of medical supplies to 16 evacuation centres and 10 primary health centres. An awareness raising campaign on health and hygiene was developed, including a component on HIV/AIDS and family planning, as well as the distribution of condoms and leaflets. Volunteers also offered psychosocial assistance to victims. The ARC worked in coordination with other organizations such as OXFAM, UNICEF, PAHO and the local Ministry of Health.

- The ARC, in the framework of its social crisis relief operation (*please refer to Appeal 08/02*), implemented a health and care project, with a focus on nutrition in the nine most vulnerable northern provinces, in cooperation with the German Red Cross and ECHO.

4. Coordination: working effectively with others

- On 4 June, seven National Societies participated in the world campaign for voluntary non-remunerated blood donation jointly with the Ministries of Health and PAHO, promoting the “Making the Difference Guidelines”.
- Also in cooperation with the Ministries of Health and PAHO, the National Societies of Bolivia, Colombia, Ecuador, Peru and Venezuela participated in the first South American Week of Vaccination (2 to 8 June 2003). The aim of this initiative was to carry out mother and child vaccination campaigns in isolated border and conflict zones, and in communities that were already benefiting from Red Cross IMCI projects.
- In July, the Regional Delegation participated in an interagency meeting organized in Ecuador by PAHO, which included the American Red Cross, the United Nations Foundation, Ministries of Health, USAID-Basics and Johns Hopkins University. The meeting allowed for the sharing of experiences and lessons learned in communications and health. The experiences and lessons learned will be used to identify communication strategies to help reduce infant mortality rates and the most common diseases in the Americas.

Constraints

- The Regional Delegation had a health delegate for only part of the year, which considerably limited the capacity of the Regional Delegation to provide the necessary technical assistance in the area of health. A new health delegate will be recruited in early 2004.
- Many of the DFID activities planned in the Bolivian Red Cross were delayed by the outbreak of social unrest in the country. A joint Federation-ICRC process with the aim to redefine the overall support priorities to Bolivia was initiated in light of possible further social unrest in 2004.
- Some National Societies in the region have limited knowledge of the cooperation agreement signed between PAHO and the Federation and, as a result, joint initiatives are not being exploited to their full potential.

Impact

- The ten National Societies have a better common focus within a shared health strategy. The document “*Equity and Health in the Americas*” is considered as a step forward and has had a positive impact since it focuses resources in concrete areas of health support.
- Red Cross involvement in IMCI has proven effective: the consensus of health authorities and PAHO on the importance of the Red Cross role in this programme area has resulted in increased involvement by the National Societies in projects to reduce childhood illnesses.
- The experience from the two emergency operations that took place in Argentina confirmed the important role of the Red Cross in health interventions. From the awareness raising campaign on health and hygiene developed by the Argentine Red Cross during the Santa Fé floods relief operation, a total of 608 beneficiaries received information about reproductive health and sexually transmitted diseases. Around 6,000 persons in evacuation centres and communities received psychological support. The health and care project implemented by the Argentine and German Red Cross Societies in the framework of the social crisis response benefited more than 17,000 children and pregnant women.
- In line with the health strategy, the National Societies are increasingly working in coordination with other humanitarian institutions, thus reducing duplication of functions and maximizing resources.
- After the South American Vaccination Week campaign, a regional evaluation meeting was held and all the participants involved stressed the importance of continuing with such initiatives. The importance of the Federation’s role in this field was recognized by participants, and Ministries of Health expressed their interest in working closely with National Societies in this area in the future. In this way, the joint campaigns contribute to addressing inequity in health and strengthening partnerships with public authorities.
- The health activities promoted by the Federation and implemented by the National Societies in the region, such as the participation in first aid, vaccination and blood donation campaigns, have helped to enhance the image of the Red Cross as a credible actor. The Red Cross is therefore well positioned to advocate for the reduction of inequality and to reach the most vulnerable.

Objective 2: The capacity of South American National Societies to contribute to the reduction of the HIV/AIDS epidemic, to assist people living with HIV/AIDS (PLWA) and to work against discrimination and stigmatization of PLWA is increased.

Achievements

1. Red Cross youth network's actions to fight discrimination and stigma against PLWA

- Argentina: In the framework of the emergency operation for Santa Fé floods, an educational project on HIV and sexually transmitted diseases (STDs) in evacuation centres was developed. The 3rd National Meeting of Volunteers took place in San Pedro with focus in HIV/AIDS and stigma. An HIV-prevention project was initiated in 13 communities of 9 Provinces.
- Bolivia: The following areas were addressed through peer education workshops: responsible sexuality and HIV/AIDS awareness and prevention.
- Colombia: Three educational videos were produced: "My brother", "Life adventure" and "The sun always rises". In addition, workshops addressing STDs, sexuality, HIV/AIDS, self-knowledge, values and leadership were held and the campaign "No te dejes impresionar... Tú eres capaz de evitar que te toque" (Don't be shocked... you can avoid it) was carried out. Finally, a sex education component was included in all the institutional education projects.
- Chile: The 4th National School for Youth Training was held in February, including training in first aid, gender, planning and implementation of projects, sex education and HIV/AIDS prevention. Campaigns addressing HIV/AIDS and sex education workshops and seminars were carried out.
- Ecuador: Awareness lectures were held in schools and institutions and peer education was carried out among volunteers. An HIV/AIDS video clip was produced, which can be used in lectures and workshops.
- Paraguay: Awareness campaigns were carried out, as were workshops addressing HIV/AIDS prevention and anti-stigma, and theatre plays addressing discrimination.
- Peru: Training was provided in 13 Red Cross branches for facilitators so that they could lead participative workshops in communities. This was done with funding from the Norwegian Red Cross.
- Uruguay: Lectures and workshops were held in communities and schools. Also, the Red Cross hosted the first recreational camp for children living with HIV/AIDS.
- In August 2003 National Society health and youth directors met in Lima in order to better coordinate a common vision on HIV/AIDS programmes in line with the *Strategy for Health in the Americas*.
- All National Societies continued the global anti-stigma campaign launched on 8 May 2002, "The truth about AIDS. Pass it on". This was especially visible on Red Cross Day and World AIDS Day, where the Red Cross youth departments organized the following activities to fight HIV/AIDS-related stigma and discrimination:
 - Workshops addressing peer education, and prevention and discussion forums.
 - Awareness activities within communities.
 - Distribution of condoms and prevention information (brochures, stickers, stamps).
 - Street art, festivals, concerts and puppets shows.
 - Radio programmes and the launching of video clips.
 - HIV blood tests among vulnerable target groups.
 - The Argentine National Society produced a commemorative stamp with the message "You cannot get AIDS by sharing 'mate' (a typical Argentine tea)".
- Within the framework of the Global Strategic Alliance with PLWA and UNAIDS, the Red Cross youth network worked closely with the Latin American Network of PLWA (REDLA+). Besides working with REDLA+, some National Societies made alliances with other organizations of PLWA of their countries:
 - Argentina: REDAR, the Argentine network of PLWA, operates under the umbrella of REDLA+.



In 2003, the Red Cross Youth Network led the work of the Federation in the anti-stigma HIV/AIDS campaign.

- Bolivia: CONAIN, the National Coordinator of HIV/AIDS of the Ministry of Health and REDbol+, operates under the umbrella of REDLA+.
- Colombia: UNAIDS and the Country Coordination Mechanism for HIV/AIDS.
- Chile: Vivo Positivo (Live Positive), the National Coordinator for PLWA organizations, with whom awareness and educational activities in schools and colleges are being run.
- Ecuador: Apasha and Vivir HIV/AIDS foundation, and organizations that address population issues: CEMOPLAF, ALFIL, EUDES, FEMIS, Hope Foundation, EQUIDAD, ASOEG.
- Peru: Via Libre (Freeway), with whom the Red Cross organized HIV/AIDS prevention workshops.
- Uruguay: A.SE.PO, FRANSIDA and ICW (a network of women living with HIV/AIDS).
- The Federation was invited to participate in the 2^d HIV/AIDS/STD Forum for Latin America and the Caribbean, held in Cuba in April, during which the South American youth network shared experiences with peer education. There were also meetings with other organizations working in the field of HIV/AIDS.

2. National Societies included HIV/AIDS health components in their programmes, projects and operations

- As part of the DFID-supported project in Paraguay, the National Society implemented an educational project called “*HIV/AIDS prevention and fighting against stigma*,” which included components of preventive health. The project was designed to address discrimination and stigma, educating the public about the rights of children and youth with regard to HIV/AIDS in the rural Chaco communities affected by drought.
- HIV/AIDS awareness was also included in volunteer training sessions and in community assistance projects under the social crisis and Santa Fé floods appeals in Argentina. The Argentine Red Cross recently received financial support from the United Nations Global Fund against AIDS, Tuberculosis and Malaria, to implement a prevention programme to target more than 144,000 people, and provide psychosocial support for an additional 27,000 people in 15 vulnerable communities of 10 Provinces in the country.
- The Global Fund project for Colombia was approved, and the National Society worked in close relation with the Country Coordination Mechanism (CCM) in its HIV/AIDS programmes. The National Society also cooperated with the International Organization for Migration on a pilot project for the prevention of HIV/AIDS among internally displaced persons (IDPs).
- The Bolivian Red Cross implemented HIV/AIDS assistance and prevention projects, including providing psychological support and visiting prisoners in jail to promote HIV/AIDS awareness.
- The Ecuadorian Red Cross (ERC) is in negotiations to take part in a consortium with the Health Ministry and Quimirina (a local NGO) to implement prevention activities in a programme funded by the Global Fund. The ERC has presented two projects, one on blood banks and the other on psychosocial support to PLWA. The National Society manages one of five blood banks in the country and gives support to HIV+ people.

Constraints

- Insufficient visibility of the work of the Red Cross youth network in HIV/AIDS programmes.
- Weak internal coordination and integration of National Society HIV/AIDS-related activities in health, youth and communication programmes.
- Lack of funds and commitment as HIV/AIDS is not yet seen as a priority in the region in general.
- Limited National Society commitment and support to youth, and no clear vision of their role in this area.
- Few training or development courses for volunteers.
- Some organizations working with PLWA still do not see the Red Cross as an appropriate partner for their programmes.
- The constraints mentioned above translate into a lack of motivation of volunteers, which at the same time leads to lack of commitment.

Impact

- All ten National Societies have included HIV/AIDS programmes within their national health plans.
- Seven National Societies have strengthened their partnerships with local PLWA organizations and other organizations that work with HIV/AIDS-related themes. The Red Cross has gained credibility with PLWA groups, the government, the community and other partners.
- The role of the Red Cross in HIV/AIDS prevention and care in the region has been strengthened with the approval of some National Society proposals to the United Nations Global Fund.
- Volunteers trained in sex education and HIV/AIDS prevention can now run the peer education programme.

- From the health and youth directors meeting held in Lima in August, the plan of action for HIV/AIDS was revised and the ten National Societies received information on working with UNAIDS and the Global Fund.
- The campaign “*The truth about AIDS. Pass it on*” received extensive media coverage and raised the profile of the Red Cross in the region as a promoter of tolerance and non-discrimination.

Objective 3: Health conditions are improved in vulnerable communities in the Amazon Basin through the implementation of the Amazonico project by the National Societies of Bolivia, Brazil, Colombia, Ecuador, Peru and Venezuela.

The Amazonico programme focuses on improving living conditions, reducing vulnerability and increasing awareness in local communities through the implementation of integrated projects and capacity building of local institutions. For this project, communities through Participative Planning Workshops, draw up local development plans (LDPs), which include projects in health, water, sanitation, environment, education, work, non-violence and disaster prevention. The National Societies of Bolivia, Colombia, Ecuador, Peru and Venezuela have been implementing this programme since 1998; the Brazilian Red Cross was incorporated in 2002. During 2003, the programme was externally evaluated. Camalote and Amazonico experiences were compared and a model for integrated community intervention is being developed. The change in the way the Red Cross acts with communities is characterized by an engagement that is long-term, holistic and integrated in its orientation rather than providing short term support in specialized areas such as health or disaster preparedness.

Achievements

- The annual evaluation and planning workshop for regional community programmes was held in March 2003 in Santa Cruz de la Sierra, Bolivia, with the support of the Spanish International Cooperation Agency (AECI) through the Spanish Red Cross. Nine National Societies and four Federation representatives, including the participatory community development (PDC) coordinator from the Regional Delegation in Budapest, participated in the workshop.
- The experiences gained through five years of work have been used in other National Society activities and programmes. Brazil, Colombia, Ecuador and Venezuela have applied the tools and methodology from the Amazonico programme to other activities and programmes. For example:
 - Training tools based on Amazonico were developed by the Colombian Red Cross for volunteers working in theme-based co-financing (TMF—Netherlands Red Cross) projects for displaced communities.
 - In Brazil, the Sao Luis de Maranho branch used Amazonico tools in the work with the Raposa community. The implementation of the “*Medicinal and Nutritional Community Orchards*” project with Swedish Red Cross funds was followed up by national and regional Amazonico staff.
- An exit strategy was created in Ecuador using the better programming initiative (BPI) for those communities which have completed LDPs
- The Budapest PCD coordinator and the Amazonico programme coordinator worked jointly on a concept paper on community integrated programmes. The Budapest PCD manual for country coordinators, local coordinators and facilitators was revised and tested by national and regional Amazonico staff.
- The preparatory work for the evaluation was carried out between July and August: drawing up terms of reference, organizing field visits, meetings with local and national Amazonico representatives, and coordination meetings. The external evaluation focused on the improvement of the quality of life in communities and the organizational strengthening of local institutions. The evaluation team was selected in September, composed of an external consultant/team leader, one member of a National Society (El Salvador) and one Federation delegate (the PADRU water and sanitation delegate). The team was to have a fourth member from the Spanish Red Cross, but due to unforeseen circumstances he was unable to join the group.
- The evaluation activities were conducted during the months of September and October. The field visits included three of the six Amazonico countries: Bolivia, Colombia and Ecuador. In each country the team visited the National Society headquarters and then visited branches, communities and project sites. At the time of this report, the final document of the evaluation team was expected.
- Since 1999, the National Societies have been required to justify working advance funding given to them to implement Amazonico projects. In 2003, 80% of the National Societies had justified their advances.
- In 2003, the following activities were carried out for the Amazonico project:

- Bolivia: closure of projects started in 2001 and 2002: ‘*Health 2000*’ in Santa Clara community and ‘*Nutritional and Educational Support*’ in 11 de Octubre community (Beni and Riberalta branches).
- Brazil: Participatory planning workshops in Cotijuba, Canudos and Terra Firme communities (Branch Belem do Para), drawing up of the three LDPs and implementation of the environmental waste treatment project in Cotijuba. Closure of ‘*Medicinal and Nutritional Community Orchards*’ project in the Sao Luis de Maranhao branch.
- Colombia: Branch strengthening with training workshops for relief directors. Closure of the ‘*Sewer System*’ project in the 5 de Diciembre and Nuevo Horizonte communities (Puerto Inarida branch).
- Peru: Branch strengthening projects in Maynas and Pucallpa branches. Closure of the *Water* project in Nauta. Organization of the field visit of the Swedish Red Cross and ASDI.
- Venezuela: Finalization of the LDP in the Babilla de Pintao community and closure of the project in Caño de Tigre community. A diagnostic and participative planning workshop for community work directors in all branches was held in August. Technical assistance was provided to the Apure branch at the beginning of their participative planning process with communities.
- Coordination between Amazonico and Camalote projects was carried out to relaunch Camalote activities in Uruguay.
- The methodologies of Amazonico and Camalote are defining the way forward for integrated strategies in future work in all Red Cross community programmes. A section on community integrated programmes has been added in the new *Plan of Action of the Inter American Conference*, and specific policies are being drawn up.
- The ‘*Lessons learned*’ document was prepared by an external consultant in consultation with Federation programme coordinators, and gathers the experiences of the five regional programmes in Central and South America: Amazonico, Camalote, Andino, Gente Fuerte and Golfo de Fonseca. This document was used as an important tool for the Camalote review and the Amazonico evaluation.

Constraints

- Social and political crises in some countries affected the implementation of certain Amazonico projects, especially in Venezuela and Colombia.
- The final report of the external evaluation of Amazonico was delayed until the first quarter of 2004.
- Red Cross branches depend entirely on Amazonico funds to continue implementing other LDP projects.
- Lack of local fund raising strategies. In addition, there are still working advances pending justification; however, plans have been agreed with most National Societies.
- There is no mechanism for detailed or systematic data collection or measurement of indicators, making it difficult to know the exact number of beneficiaries in the programme.
- The Amazonico programme was constrained by the lack of time available for regional coordination, which caused a degree of discontent in some National Societies. The support that National Societies and branches have required in the last year has not always been provided.

Impact

- The integrated health, disaster and branch development programmes such as Amazonico have shown the importance of a local participative approach for integrated community development. This programme has strengthened the branches and benefited communities of six National Societies of the region. The participatory model of community work is being recognized in National Societies’ national development plans and the Amazonico methodology has been shown to be applicable to other programmes.
- The image of the Red Cross in branches involved in Amazonico has improved significantly and their human resources have gained project management skills. Some previously isolated branches in remote areas benefited from an increased profile within their respective National Societies and are now receiving attention and support from their National Societies headquarters.
- Amazonico contributed to increased coordination among community institutions and organizations which had not previously worked together. The coordinated work between the Amazonico programme coordinator from the Regional Delegation in Lima and the coordinator from the Regional Delegation in Budapest is a good example of exchange of experience among regions.
- Since 1998, 6 National Societies, 17 branches and 30 communities have participated in the Amazonico project. More than 50 projects have been undertaken and 30 LDPs have been designed. Despite the poor

quantitative collection of data, it has been calculated that as a result of Amazonico interventions the quality of life of some 50,000 people has been improved.



The water and sanitation projects developed by communities and Red Cross branches through the Amazonico programme seek to provide improved water sources so that community members, such as the children pictured above, do not have to carry heavy buckets of water long distances.

Objective 4: The capacity of the Colombian Red Cross to design and implement Internally Displaced People (IDP) projects in the field of health and disaster preparedness is increased.

No funds were received for this project during the year and military activities in the Upia region compromised security conditions, which prevented disaster preparedness activities from being developed as planned. Nevertheless, due to the gravity of the ongoing humanitarian crisis in Colombia, and at the request of the Colombian Red Cross, the ICRC and PNSs present in the country, the Federation recruited a new Federation representative for Colombia who started his mission in November. There are still hundreds of thousands of persons suffering the consequences of the longest conflict on the continent, which is one of the longest in the world. Their health and more general living conditions are such that it is imperative to consider this humanitarian challenge as a priority.

Disaster Management

Objective 1: The regional and National Society disaster preparedness and response capacity is increased.?

Achievements

1. National Societies' improvement of disaster preparedness and response planning and technical capabilities

- The ten National Societies in the region have drawn up manuals of procedures and systems for disaster preparedness and intervention activities. The National Societies of Bolivia, Colombia, Ecuador, Peru and Venezuela have also produced contingency plans to respond to the El Niño phenomenon.
- The National Societies of Argentina, Bolivia, Brazil, Colombia, Ecuador, Paraguay, Peru and Venezuela have trained staff members in planning systems and structures in the context of disaster preparedness and intervention through the formation of national and regional intervention teams (NITs and RITs).

2. Response of National Societies to disasters

- Argentina twice faced severe flooding during 2003. The first floods in February affected Buenos Aires, and the San Andres branch deployed 15 volunteers to assist evacuees and provide clothing and blankets. The

region's worst floods occurred in April when rains caused the Salado River to overflow, resulting in flooding in most of the province of Santa Fé. Around 150,000 people were forced to leave their homes and properties. A total of 26,000 houses had to be abandoned, 2,000 of which were completely destroyed. A state of emergency was declared in 35 communities in the Province. At the beginning of May, the Federation deployed personnel to support the relief activities, assess the situation and draft the appeal that was launched on 6 May. The international appeal's immediate objectives were to bring relief assistance to 8,000 beneficiaries in the form of food and non-food items, to facilitate the return of evacuees to their homes, to promote sanitary conditions and to provide psycho-social assistance to victims. As a result, the Argentine Red Cross was able to make major improvements in its internal emergency and relief procedures:

- More than 4,000 volunteers across the country participated in the collection of public donations for the victims of the floods, with more than 1,000 volunteers operating in the worst affected areas.
- A national emergency plan was drafted and is currently being reviewed by the branches. A new department of disaster prevention, management and preparedness was created by the National Society and various training activities were carried out for volunteers, personnel and beneficiaries.
- A NITs course took place in Buenos Aires at the end of July, with the participation of representatives from the Chilean and Uruguayan Red Cross Societies.
- During 2003 the ARC continued implementing the operation in response to the Social Crisis, through the appeal launched in April 2002:
 - A field assessment and coordination team (FACT) was deployed to Argentina between January and February 2003 to support the ARC in assessing the situation and identifying the most urgent needs. Based on this, a new plan of action was drawn up, allowing the ARC, with the support of the Federation, to increase activities and extend the timeframe of the operation. The revised plan of action targeted vulnerable communities in the north of the country, and focused on providing food assistance, medicine and health care and reducing the population's vulnerability to disasters.
 - The ARC provided assistance to 19,850 children and senior citizens, providing food to soup kitchens and senior citizens' homes. Distribution of food and medicine to selected soup kitchens, as well as basic health and nutrition training for volunteers, started at the end of March 2003. Basic medicines and medical equipment were distributed to 32 primary health centres in strategic communities.
 - The water and sanitation component of the appeal started in September 2003. The health promotion and disease prevention component of the operation benefited 62,500 persons.
- In Paraguay, the operation in response to the drought that had been affecting indigenous farming families in the Chaco region since October 2002 (*Appeal 31/02*), progressed well and concluded in May. The programme ensured the provision of much-needed assistance to 29,880 beneficiaries in 57 communities and was closely monitored by the Regional Delegation. Paraguayan Red Cross activities were focused on food and water distribution, construction of water collection and storage systems and training of promoters to improve hygiene practices. A NITs training course was held with the support of PADRU, as was an awareness workshop to assess the vulnerability and capacity of the National Society. This workshop also looked at creating disaster management projects in PRC branches.
- In Peru, the heavy rains that started in November 2002 and ended in March 2003 caused flooding in 9 departments of the country, affecting 59,474 people. The Peruvian Red Cross (PRC) collected and distributed 70 tonnes of clothes and blankets, donated locally. In July, the PRC launched the campaign '*Let's keep a brother from the south warm*' in response to the cold wave that hit the highlands of the southern provinces of the country in July. Some 50 tonnes of humanitarian aid were collected and delivered in August to the departments of Arequipa and Puno, benefiting 5,660 families. The Federation assisted the PRC in the implementation of relief operations and supported the National Society by providing transportation and financing educational disaster preparedness workshops in affected communities.
- In Bolivia, La Paz was affected by hail and rainstorms in January. Many houses collapsed and hundreds of families lost their crops. The Bolivian Red Cross (BRC) assisted in evacuation, first aid, management of shelters and the distribution of 800 food kits to families in the Camacho community. A second disaster occurred in March when heavy rains caused an avalanche in Larecaja, a province in the department of La Paz. Some 150 people were buried under mud, 22 people died and 700 families were affected. DREF funds remaining after the previous operation were used to assist 200 families with blankets and food supplies. In addition, the BRC responded to serious social conflicts when the population, led by coca farmers, rose up against Gonzalo Sanchez de Lozada's government. The country was paralyzed by blockades and violent

clashes that left more than 70 dead, hundreds injured and caused more than USD 200 million in economic losses. During the crisis, the BRC evacuated and attended to the people injured in violent demonstrations in the departments of La Paz, and Oruro, and in the city of El Alto. Actions were monitored by the Federation and the ICRC, and the ICRC contributed medical supplies.

3. Regional disaster preparedness strategies, structures, systems, protocols were implemented and coordinated between the Red Cross, governments and other disaster organizations at the regional and national levels.

- Relations with PNSs in the region were strengthened, particularly with regard to the exchange of information, resource implementation and strengthening of National Society disaster preparedness capacities.
- A regional meeting of disaster management directors was organized by the regional delegations of Central and South America together with PADRU, and was held in Panama in August. During this meeting, the first steps were taken to form a regional disaster relief network. Focal points for this network were chosen in each region: Costa Rica in Central America, Cuba in the Caribbean and Bolivia in South America.
- Another important disaster preparedness coordination meeting was held in August in Bogotá, Colombia, with Ministries of Health from the region and project managers of disaster programmes from PAHO. At the meeting, guidelines for a common agenda among National Societies in disaster preparedness were drawn up, and the importance of being sensitive to gender issues during times of disaster was stressed.
- Throughout the year, PADRU continued to promote the use and strengthening of tools and processes for disaster preparedness in the National Societies in the region, such as refresher courses for regional intervention teams, risk mapping, a database of regional human resources, contingency plans, training in water and sanitation and training in logistics
- National Societies from the region sent personnel to PADRU for internships to strengthen their capacities in disaster preparedness and familiarize themselves with the Federation's response systems. During 2003 the relief directors from the National Societies of Bolivia, Ecuador and Venezuela and a water and sanitation technician from the Venezuelan Red Cross participated in this internship programme.
- The Chilean Red Cross signed an agreement with the National Office of Emergencies of the Ministry of the Interior, and the Bolivian Red Cross signed another agreement with the Ministry of Health and Sports. In both cases, the objective is to determine common strategies to reduce risks.

Constraints

- Understaffed relief departments limit the capacity of the National Societies.
- The Red Cross Societies of Bolivia, Brazil, Chile and Uruguay must be strengthened, given a lack of volunteers.
- Many National Societies are poorly coordinated so efforts are duplicated unnecessarily.
- Contingency plans to address the El Niño phenomenon were not disseminated due to a lack of financial resources. To address this, alliances with the Civil Defence in all the countries are being built. In addition, many national, governmental emergency plans in the region do not include the Red Cross or do not clearly define the role of the National Society.

Impact

- The drought operation in Paraguay resulted in the training of 23 NITs, which know and can apply the Federation's systems in times of disaster. Effective use of regional human resources to respond to emergencies, such as the FACT and RIT teams deployed to Argentina for the social crisis and the Santa Fé floods, helps to improve and further highlight the Federation's interventions in disasters.
- The Colombian and Peruvian Red Cross Societies coordinated activities with the Civil Defence and are now part of the national system for management of risk. Strengthened cooperation with PAHO as well as the positive results of the meeting held in Bogotá, contributed to strengthening working relations between the Red Cross, PAHO and Ministries of Health.
- The harmonization process between the Federation and the ICRC has been enhanced by joint planning, principally in safer access issues (to respond to violent social disturbances) in Bolivia.
- There is now an increased awareness of the urgency of focusing on the needs of communities, promoting a culture of disaster prevention and risk reduction as a component and prerequisite to sustainable development.
- The Regional Delegation facilitated the coordination of DIPECHO proposals for 2003 and participated in the DIPECHO evaluation in the region.

Objective 2: The disaster preparedness and response capacity and the ability to better design, implement and evaluate community based disaster preparedness and emergency response of the National Society in the region is increased.

Achievements

- The Regional Delegation promoted the use and strengthening of tools and processes for disaster preparedness in the National Societies in the region, such as the “*Es mejor prevenir*” guides, which are designed to strengthen the capacity of National Societies and communities to respond to disasters. This is a useful tool both for National Societies and partners involved in disaster management activities in the region.
- In Venezuela, the disaster preparedness programme was strengthened in eight communities of Greater Caracas and Yaracuy, as lessons learned from simulations are being applied in coordination with other local institutions such as the Civil Defence and schools.
- The Peruvian Red Cross implemented a CBDP programme with its own funding and support from external and governmental agencies. The National Society effectively incorporated the participative methodology learned from CBDP projects and is now working with municipalities on workshops to train trainers.
- The Colombian Red Cross worked with the Bajo Upia community where 120 persons were trained in disaster preparedness techniques.
- The Paraguayan Red Cross developed and implemented a project with Federation and DFID support in the Boquerón community, which included aspects of disaster preparedness and hygiene and sanitation and was addressed through the training of water and sanitation promoters.
- In Ecuador, early warning systems (sensors and sirens) for floods and avalanches were installed in the following communities: Paccha, Naranjo II, Mindo and Atacucho.
- In Argentina, CBDP workshops were planned for communities staying in emergency shelters after the Santa Fé floods. Basic awareness campaign activities were carried out by volunteers.
- The National Societies of Colombia, Ecuador and Venezuela carried out CBDP projects with Federation support. Venezuela and Ecuador also benefited from the support of PNSs and DIPECHO funds. Through the CBDP programme in Ecuador, 290 persons were trained in disaster preparedness during 21 workshops. The dissemination of information on the programme to the media was particularly successful and volunteers were interviewed.

2. Strengthening alliances

- The National Societies of Argentina, Bolivia, Colombia, Ecuador, Paraguay, Peru and Venezuela strengthened and improved their capacity to work with communities, in coordination with local authorities such as the Civil Defence and municipalities. The Bolivian Red Cross worked on the project “*Hacia una comunidad segura y saludable*” with the local Ministry of Health and Sports, and the Red Cross Societies of Colombia, Ecuador and Venezuela involved local authorities including the Civil Defence, schools, municipalities and private companies in their CBDP programmes. The Red Cross Societies of Ecuador and Venezuela also benefited from the support of PNSs and DIPECHO funds in their CBDP programmes.
- One of the main projects in the Ecuadorian Red Cross was building a community house in Paccha-Cuenca, which was carried out in the framework of their Capacity Building Fund programme. This was done in cooperation with the church and a neighbourhood association.

Constraints

- The National Societies of Chile and Uruguay require further strengthening; as a first step, an inventory of their human resources and an analysis of their capacities will be made. In Uruguay this will be done through the Camalote programme and in Chile through the CBDP programme.
- In Argentina, CBDP workshops were carried out in emergency shelters after the Santa Fé floods, but were negatively affected by overcrowding in the centres and fluctuations in the centres’ population.
- In Colombia, the Capacity Building Fund project in the Bajo Upia community had to be put on hold due to the ongoing conflict in the target area.

Impact

- Despite the lack of a specific CBDP programme area in National Society relief departments, most National Societies are becoming aware of the importance and potential impact of this programme and some are creating coordinator positions and/or focal points for CBDP. To date, this is the case in Chile, Ecuador and Venezuela.
- The National Societies in Bolivia, Colombia, Ecuador, Peru and Venezuela, along with other societies from Central America, participated in the revision of the guide "*Es mejor prevenir*". This updated guide will be published through cooperation between the Costa Rican Red Cross and a local university. The guide will constitute an effective tool that combines experiences from throughout Latin America and will help to strengthen the CBDP processes.
- Local emergency plans can be further used in the local development plans of communities, which guide them towards a longer term development vision.
- The Paraguayan project reached 5,289 families in 55 communities affected by drought in the Chaco region.
- Five branches and eight communities in Ecuador have the capacity to build risk maps, can identify the social networks, human resources, hospitals, vehicles and institutions that can be used in case of an emergency, and have defined seasonal natural hazards.

Objective 3: The National Societies of the region contribute to reduce the social vulnerability of the populations settled in vulnerable areas of the Plata river basin through the promotion of social and economic development of their communities.

The Camalote regional programme works with communities in the Plata river basin in Argentina, Paraguay and Uruguay to promote socio-economic development and disaster preparedness and prevention. Since its beginning in 1998, it has reached a total of 20 marginalized communities. According to the methodology, the Federation provides the National Societies with tools to strengthen their capacity to identify, implement and manage community based micro projects. With Federation support, National Societies work together with participating communities, assisting them in identifying needs. They are then able to develop concrete projects to reduce vulnerability and improve living standards, in cooperation with civil society associations and public institutions.

Achievements

- The Uruguayan Red Cross rejoined the Camalote programme in 2003 through the branches in Melo and Artigas. Each branch selected a community to work in. Participatory planning workshops were held, resulting in local development plans (LDPs), utilizing the Amazonico programme methodology. A project to create vegetable gardens was started in Melo, where Camalote activities are focused on environmental sanitation, while disaster management workshops were held in Artigas.
- In Argentina, the branches of Corrientes, Resistencia, Concepcion de Uruguay and Concordia participated in the Camalote programme. Activities included conducting community workshops on running bakeries as small businesses in Corrientes and Concepcion del Uruguay, and creating a multi-purpose centre in the indigenous Mapic neighbourhood of Resistencia. Most activities in Argentina focused on strengthening the branches' institutional capacities and drawing up local operational plans, as part of the ARC's modernization process. The Federation Camalote coordinator supported the National Society during the Santa Fé Floods operation, and helped apply the Camalote participatory methodology to the process of identifying needs.
- In Paraguay, the Pilar, Alto Parana, Concepcion del Paraguay, Encarnacion, San Pedro and Itapua branches participated in the Camalote programme in 2003.
- The annual evaluation and planning workshop for the programme was held in March, in Santa Cruz de la Sierra, Bolivia, supported by the Spanish International Cooperation Agency, through the Spanish Red Cross. As a result of the meeting, the Camalote team agreed to hold a participatory planning workshop in each community to update plans of action and review the status of past projects, taking the form of an informal internal evaluation. It was also agreed to support training for the national coordinators in each country.
- The formal internal review of the Camalote programme was carried out with the help of a consultant in June. Along with the results of the evaluation of the Amazonico programme, this initiative will provide recommendations for National Societies to integrate into their work in community programmes in the future.

Constraints

- In Argentina, the Camalote coordinator was replaced, causing some delay in the starting of projects.
- Funding was confirmed late in the year. The aim of Camalote was to strengthen the organizational capacity of branches working with the communities, rather than to fund projects directly, but there is little interest in funding organizational development processes from donors.
- There is a strong need for further training of volunteers.

Impact

- Each community involved is better prepared to prevent and mitigate the effects of a disaster. Also, services, especially those dealing with sanitation, environmental, and housing issues in the selected communities, have been improved.
- Through the Camalote programme and CBDP projects such as “*Healthy Homes*”, communities have become more aware of the need to prepare for emergencies and disasters.
- The communities took ownership of their projects through the participatory planning workshops and were able to analyze their weaknesses and identify their strengths.
- The quality of life of vulnerable groups was enhanced by strengthened local capacities through community development education, information, awareness raising and the organized actions of the Red Cross.

Humanitarian Values

During 2003, the Regional Delegation concentrated on strengthening the National Societies’ capacity to disseminate the Fundamental Principles and humanitarian values of the Red Cross and Red Crescent Movement, promoting attitudes of non violence and peaceful coexistence, tolerance, mutual respect and equal opportunities between women and men. This priority was based on the regional Youth Plan, “*Plan Sur Joven*”. Other important priorities for the Federation’s humanitarian values programme during 2003 were the HIV/AIDS epidemic, related to anti discrimination and stigma activities, and strengthening National Societies in the area of communications as part of the regional organizational development programme.

Objective: The National Societies will have strengthened their school programmes and developed community projects relating to peaceful coexistence.

Achievements

- The Federation supported the “*Education for Peace*” non-violence programme in the Red Cross Societies of Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Paraguay, Peru and Uruguay, where programmes were developed to train students in Red Cross principles, humanitarian values and international humanitarian law. In most of the countries, activities in schools were coordinated with the Ministries of Education and the ICRC.
 - The Argentine Red Cross worked within the framework of the “*Values in Action*” programme, which consisted of training students in elementary school, putting into practice humanitarian values through community support activities. Training and informational material was distributed to local branches.
 - In the Bolivian Red Cross, youth members designed and implemented non-violence projects: one relating to violence and gender in the Rivera Alta branch and another focusing on violence in schools that was developed by the Sucre branch. School brigades throughout the country implemented workshops in first aid, sexual health, oral health, healthy behaviours and school security.
 - In Brazil, a programme focusing on the exchange of letters between Brazilian and foreign students started with the objective of promoting values and a culture of peace.
 - In Colombia, the National Society implemented the Norwegian Red Cross-funded programme “*Peace, Action and Living together in Harmony*” (PACO), targeted at displaced children and teenagers. The programme included courses, workshops and activities addressing non-violence, and workshops on first aid, accident prevention, disaster prevention, humanitarian values, the peaceful resolution of conflicts, leadership and the environment. The programme was run through 876 educational brigades, which included 22,500 youths. The CRC youth worked on the programme “*Don’t run away from home*”, to

prevent violence in the family and support children living on the streets, also funded by the Norwegian Red Cross. In addition, the CRC implemented a Netherlands Red Cross-funded project to promote respect, peaceful coexistence and violence prevention through micro projects in marginalized urban communities. Eight branches were involved in this project reaching some 1,500 children. Finally, the CRC managed 23 micro projects to promote respect and understanding in marginalized communities and educational centres, financed by the Netherlands Red Cross.

- In Chile, the Red Cross continued its project "*The Humanitarian Route*", a board game that teaches and tests knowledge about the Red Cross and International Humanitarian Law. This project was funded initially by the ICRC and then with Federation funds from DFID. The game was included as part of the official syllabus in schools in four regions of the country. School brigades from the CRC implemented workshops in first aid, education for peace and drug abuse prevention. The CRC also included an "Education for Peace" section on the webpage, as a guide for volunteers.
- The Ecuadorian Red Cross organized a workshop on the "*Historic and Social View of Aggression and Intervention Alternatives*" in April, for children in the final years of elementary school in Quito. Volunteers also developed seminars addressing non-violence, sexuality, drug abuse prevention and the Movement. A guide for promoting peaceful coexistence was drawn up. An alliance was formed with the Tres Manuelas Centre that helps in the emotional recovery of former sex workers, their families and the inhabitants of the 24 de Mayo district of the city (considered a red light district). A second alliance was formed with the Metropolitan Municipality of Quito to create the Gender and Family Violence Observatory, which will register cases of violence in Quito and analyze them in order to develop intervention strategies.
- In Paraguay, the National Society trained non-violence monitors, who are now able to lead school and community workshops targeted at teenagers. The workshops included first aid, drug abuse prevention and sexual health. Visits to senior shelters and marginalized communities were organized, as well as campaigns to collect educational/school material, clothes and food for vulnerable persons.
- The Peruvian Red Cross managed the Norwegian Red Cross-funded project "*Action for Peace*", implementing workshops on non-violence in schools through six branches: Callao, Islay Mollendo, Del Salta, Ayacucho, Tumbes and Ica.
- Youth volunteers in Uruguay promoted non-violent games and organized workshops addressing sexual health, the environment, human rights and international humanitarian law.
- The 5th Regional Assembly of the Red Cross Youth Network took place in Lima in August. The meeting was an opportunity to evaluate the progress of the regional youth plan "*Plan Sur Joven*", to review the strategic plan for 2003-2006 and the operational plan for 2004. During this event, health and youth directors coordinated a common vision on HIV/AIDS programmes in line with the *Strategy for Health in the Americas*.
- During 2003, the Federation began supporting National Societies in the promotion of gender awareness, both internally and during project identification and implementation. A workshop on gender was held during the meeting of disaster management departments in Panama in August, and the theme of gender in disasters was the subject of interagency meetings. The Federation is creating a proposal to further develop this area of work.

Constraints

- Youth programmes are managed by volunteers, and young volunteers have not been adequately trained in project management. There is also a certain lack of coordination between youth departments and other areas at the National Society level and a lack of a monitoring and evaluation culture. As a result, there is no formal way to follow up on events coordinated by youth departments and it is difficult to measure impact. Finally, the continued lack of adequate funding has reduced the scope and effectiveness of planned activities. These constraints translate into a lack of motivation for volunteers, and lead to a lack of commitment.

Impact

- Children and youth in schools now have improved knowledge of the Movement's Fundamental Principles and Humanitarian Values.
- Gender violence is recognized as a vulnerability factor and gender issues are now included in Red Cross policies. The aim is to reduce the consequences of gender discrimination in Red Cross projects.
- The "*Education for peace*" programme was coordinated with the ICRC. Cooperation with the ICRC was reinforced by the harmonization process, especially in the case of Bolivia where joint planning took place for

a safer access project, related to response to violent social disturbances. There was also coordination with the ICRC on humanitarian values projects in Argentina and Chile.

Organizational Development

Ten years after the comprehensive study 'The Challenges of Human Development', the National Societies of South America have varying degrees of development, and an increasing awareness of the need for change. During 2003, the Regional Delegation promoted regional training events to facilitate information and experience exchange among peers and to promote the organizational development (OD) agenda. The regional programme covered three country-focused OD projects in the National Societies of Argentina, Brazil and Peru, which were agreed upon with the ICRC. In addition, the Regional Delegation team provided tailored support to National Societies, based on the guidelines of "*The Characteristics of a Well Functioning National Society*", with special attention to gender, volunteering and youth. These included support for the revision of Statutes as well as guidance on strategic planning (national development plan) processes.

Objective 1: The ten National Societies in the region have received support and training in order to better comply with the characteristics of a well functioning National Society.

Achievements

- The following achievements were made in the revision of National Society Statutes:
 - Argentina: with support from the ICRC and the Federation, the ARC's Statutes Commission produced a draft of the Statutes, which were analyzed and discussed by branch Presidents.
 - Brazil: The BRC adopted new Statutes in an Extraordinary General Assembly on 25 June, which was attended by the ICRC and the Federation. The headquarters of the BRC remain in Rio de Janeiro.
 - Ecuador: New Statutes were approved by the National Assembly in April. The final text included many, but not all, of the suggestions put forward by the Joint Commission. In addition, the Ecuadorian government, which insists on the need to limit the mandate of the National Society's governing body's members, objected to some of the suggestions. With support from the Regional Delegation, the ERC President has been promoting both the need to further improve the Statutes document, and to comply with recommendations and observations. As a result, the ERC has formulated and approved a comprehensive set of institutional policies, based on the Federation's policies.
 - Peru: the PRC established a national Statutes commission, chaired by the President of the Tacna branch, and including a representative from the ICRC and the Regional Delegation. The preliminary text was presented, discussed and reviewed by all branches during the three macro-regional planning workshops that took place during 2003. The final text will be approved by a General Assembly in early 2004.
 - Venezuela: the VRC is currently revising its Statutes. The Regional Delegation has offered to support the process as part of wider support to strategic planning. The new Statutes are expected in 2004.
- In accordance with *Strategy 2010*, several National Societies throughout the region worked on their National Development Plans (NDPs):
 - Argentina: The NDP was approved by the General Assembly on 30 August. The National Society began creating local operational plans (LOP) in six major branches of the country. These plans will allow the National Society to adopt the NDP at the field level.
 - Bolivia: The present NDP expires in 2004, and the National Society, with support from the Regional Delegation, has planned the new cycle of participatory strategic planning. Unfortunately, the turmoil and social unrest hindered the development of the process. In light of the new situation, the BRC has postponed the beginning of the process until the first quarter of 2004. This is accompanied by joint ICRC and Federation support for strengthening the National Society's capacities to face social unrest.
 - Colombia: The NDP was finalized and approved, and is presently being disseminated within the National Societies and with the National Societies' partners. The presence of a Federation representative as of the end of 2003 will provide the needed support for the next steps of the process, including promoting improved coordination within the strategic focus of the new NDP.
 - Ecuador: with continuous support from the Regional Delegation, the ERC revised its NDP, which will be presented for final approval during an Extraordinary General Assembly in early 2004. The process has generated programme plans, a new organizational chart, the establishment of the Director General position, the adoption of institutional policies, and renewed support for the change process. This allowed

for renewed commitment to the Cooperation Agreement Strategy process and, during a series of internal meetings, the Movement components present in Ecuador reiterated their interest in better cooperation based on the National Society's strategic priorities.

- Peru: The NDP was created by means of an extensive participatory process that involved branch volunteers, PRC governance and staff, and a consultant. The NDP will be presented for approval during a General Assembly in early 2004. Both the ICRC and the Federation have been supporting the process.
- The Red Cross Societies of Colombia, Paraguay, Uruguay and Venezuela completed their self-assessment in March. The self-assessment document was translated into Portuguese, and national and municipal branches of the Brazilian Red Cross began the process in October.

Constraints

- Social unrest in Bolivia delayed the development of the strategic planning cycle.
- In Brazil, the Brazilian Red Cross is emerging from a ten year crisis and considerable development and efforts are needed to strengthen capacities.
- The major difficulty is a certain level of resistance to change within some of the structures of National Societies. The organizational culture of planning, monitoring and evaluating is new to many in the National Societies, and requires time to be appropriately owned and internalized.

Impact

- Change processes are taking place and strategic planning has become part of the organizational culture of five National Societies in the region. Revision of Statutes enhances compliance with the characteristics of a well-functioning National Society, and promotes rotation of leadership, participation of volunteers, and innovation.
- The strategic focus on communities in the new NDPs, in line with *Strategy 2010* and the *Plan of Action of the Inter American Conference*, reflects local and regional priority needs, and responds to identified challenges.

Objective 2: The process of organizational renewal, started by the current Argentine Red Cross (ARC) leadership, with the aim to fully acquire the characteristics of a well functioning National Society, is consolidated.

Achievements

- Revision of institutional policies was carried out according to the eight strategic areas defined in the National Society's NDP (poverty-related diseases, child malnutrition, HIV/AIDS, disaster preparedness, strengthening of human resources, financial sustainability, cooperation with other organizations, and improving communication). Representatives of 58 branches participated in the process.
- The drafts of new Statutes were analyzed by branch Presidents and internal technical teams, using the document "*Guidelines for National Society Statutes*". Both the ICRC and Federation participated.
- The Argentine Red Cross (ARC) ensured continuity in the process of training staff at the headquarters and branch levels in organizational development issues:
 - Training was held in March for 300 participants to analyze the document "*Well functioning National Societies*", and look at how to work and plan strategically, in line with *Strategy 2010*.
 - Four meetings of Presidents and members of the headquarters were held to address OD, Statutes and the ARC's strategic plan. Also, leaders of the ARC were trained in institutional and management capacities. These workshops were co-financed by the German Red Cross. Branches and headquarters members also received training on preparing project proposals, funded by the Spanish Red Cross.
 - Fundraising workshops were held for representatives of 55 branches.
 - Four communicators' courses and a long distance communications programme for 62 students were held.
- In August, the Strategic Plan 2003-2007 was approved during the Extraordinary General Assembly, and the document has been promoted in all training meetings. Members of the Headquarters and branches began reviewing activities to better meet the Strategic Plan, and seven branches finished drawing up local operational plans.
- The registration system for the portfolio of project proposals was fully adopted. By the end of 2003 there were 53 projects in the portfolio for analysis; 28 were pending funding confirmation, 19 were under implementation and 12 had already been implemented, evaluated and closed.

- A team of consultants was hired to define and organize financial resource strategies. Fundraising was increased by 18% through the implementation of credit cards as a means of making donations.
- The human resource register was updated, increasing the number of active volunteers working on specific programme areas. At the end of 2003, a total of 2,300 volunteers from 52 branches had been registered. Tools for volunteer management were sent to branches, and a CD-ROM of volunteer management was developed.

Constraints

- The elaboration of local development plans was delayed as tools and methodologies were modified during the first stage of the process. The publication of the National Strategic Plan was also delayed. Once it is ready, the Strategic Plan will be distributed to all interested parties, including other National Societies, the Federation and the ICRC.
- Branches need more training in project identification and formulation to enhance the participative processes of community development. Training tools for this matter need to be developed.

Impact

- The training tools provided to the ARC allowed the National Society to become more efficient, effective and better positioned in society. The National Society has also taken steps to plan for long term sustainability.
- The ARC's public image was increased through media coverage of both emergency operations.
- Links between the ARC and other organizations have grown and become more effective.
- The coordinating role of the ARC headquarters was strengthened and the relationship with the branches became more dynamic and creative. The efficiency and integrity of governance and management was increased at all levels. In addition, the ARC increased its human and material resources.
- There was increased commitment and participation on the part of ARC members, facilitating organizational development with the dissemination of the Strategic Plan, the drawing up of local operational plans, the definition of ARC policies, enhanced training at the regional level and institutional follow-up at the branch level. The Strategic Plan also created a solid platform for designing or re-formulating current ARC activities.
- The project portfolio approach was adopted and was useful in presenting projects to PNSs and other donors.

Objective 3: The capacity of the Brazilian Red Cross (BRC) to implement sustainable programmes through headquarters and branch level structures is increased.

Achievements

- Prior to initiating the OD project in the BRC, in May there were joint ICRC/Federation missions to Brazil to prepare the process and to sign a tripartite cooperation agreement between the National Society, the ICRC and the Federation, which set the priorities and conditions for collaboration and support:
 - A financial recovery plan for the BRC will be created to reduce the current debts of the National Society, increase income and manage running costs so that the BRC can be self-sustainable in the future.
 - An assessment and evaluation of the National Society's resources and capacity will be conducted through a participative process, using the National Society's self-assessment as a tool.
 - A strategic planning process will be launched that is aimed at bringing the National Society's activities in line with current Movement strategies and plans.
 - Branch managers will be trained in project management.
- The National Society's General Assembly approved new Statutes in June. In November 2003, three dissemination and awareness workshops were held for BRC, ICRC and Federation representatives: The first meeting was held with the Presidents of all BRC state branches, the second with the Presidents of all BRC municipal branches, and the third with volunteers and members of Red Cross youth from different branches of the National Society. As a result of these meetings, for the first time in 12 years there was an open discussion and shared internal assessment of the BRC. Also, BRC branches were given updated information on the Movement, the role of branches and current strategic directions. Presentations on the OD project were made to all BRC members, and internal information was gathered to continue the diagnostic process so that the self-assessment could be carried out in a coordinated and participative way.

Constraints

- The National Society aims to reduce or refinance its debt and release its resources (lift current embargo on bank accounts), allowing it to receive financial support and achieve financial sustainability, increasing its financial resources and accomplishing its mandate. The first step towards this objective is to recruit an external consultant to help elaborate a recovery plan, which will be completed in early 2004.
- Immediately after the meeting held in November 2003, the headquarters were to complete the self assessment questionnaire and send it to the Secretariat. However, the National Society offices were closed throughout December due to financial difficulties. As a result, all activities were postponed until 2004. Affected activities included the self assessment, hiring of an external financial consultant, hiring of a technician to formulate the Strategic Plan, local development plans for the branches, and the development of a volunteer policy.

Impact

- Collaboration and coordination between the Federation and the ICRC in Brazil is excellent and important for the success of the programme. Also, the process of revising the legal framework of the BRC was initiated. However, due to the crisis in the BRC, the achievement of objectives should be set for the medium term future. Only when these objectives are achieved the impacts can begin to be measured.

Objective 4: The capacity of the Peruvian Red Cross (PRC) to implement sustainable programmes through headquarters and branch level structures is increased.

Achievements

- PRC, with the support of the ICRC and the Federation, began a change process in 2002. The designed change process included revising and modifying Statutes, drawing up an NDP and reorganizing the administration.
- Revision of Statutes: A commission was set up including the ICRC and the Federation as observers. Regional workshops with all branches were held to gather input and feedback for the project. A final workshop will be held in February 2004 before the next General Assembly to present and clarify new aspects.
- Design of the NDP: A consultant was hired to develop the planning process for the NDP and a long-distance SWOT (identification of strengths, weaknesses, opportunities and threatens) analysis was carried out in July. A workshop was held in August where branch representatives defined their mission and vision for the National Society. In later regional workshops, the branches defined strategic directions, objectives and strategies. A commission was set up to follow up the process. During a workshop to be held in February 2004, the orientations of the NDP will be reviewed in view of the *Plan of Action of the Inter American Conference*.
- An assessment of the central management system was carried out in August by the consultant in order to define a new model which guarantees efficiency, effectiveness and transparency within the National Society.

Constraints

- The change process was somewhat delayed due to Regional Delegation staffing changes. There were also constant changes in the National Society members and staff that were part of the commissions.
- It was difficult for the external consultant to understand Red Cross policies and plans. In fact, the NDP is viewed by some branches as a "consultant's plan" in spite of the fact that it was drawn up in participatory national and regional workshops. In addition, despite the hiring of the consultant, several regional delegates have been obliged to dedicate more time and energy than originally foreseen in order to facilitate this process.
- The National Society's governance has been reluctant to share and analyze results of the diagnosis alongside branches and technical areas. The results were shared with the Federation and the ICRC only at a later stage.
- The National Society's technical staff at headquarters in Lima were not involved in the process of revising the Statutes and designing the NDP.

Impact

- For the first time, 100% of the branches were involved in a participatory process of revising the Statutes and designing the NDP. The new draft of the Statutes makes a distinction between governance and management, gives a new vision of volunteering and its management, and provides the basis for decentralization of the organization. The six year NDP is organized into four strategic directions: Management, Human Resources, Sustainability and Target Population.

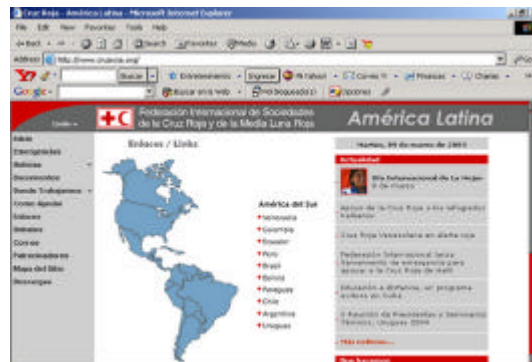
Objective 5: Strengthened volunteerism within the ten National Societies is achieved.

No funds were received for this project during 2003.

Objective 6: The capacity of the ten National Societies in the area of communications and advocacy according to *Strategy 2010* is increased.**Achievements**

- Eight National Societies now have communication plans and Colombia and Uruguay are still building their communication area. During a meeting held in November, a practical training course on how to design a communications plan was given. The exercise highlighted key technical planning aspects, the importance of monitoring and evaluation and the achievements of the communications department to date. National Societies were encouraged to use the communications plan drafted during the VII Inter-American Communications and Resource Development Forum, held in Cartagena, Colombia, in February 2003, as the basis for their plans.
- Nine out of ten National Societies participated actively in the Communications and Resource Development Forum, during which communicators and resource development specialists from the National Societies of Latin America shared experiences to strengthen their areas of activity and work on common lines of future action. The findings of the Forum were presented at the Inter American Conference and the American communicators' team was formally recognized as a network. Amongst the achievements highlighted at this forum were:
 - The *Communicators Guide* was translated into Spanish and shared with all National Societies.
 - Key communication messages were revised and special regional ones were proposed.
 - A proposal for a communications plan for the Americas based on the *CORI Plan of Action* was drafted, and presented during the Inter American Conference in Santiago de Chile in April.
 - Special space was given to the issue of information during conflicts and social disturbances that affect some of the countries in South America, such as Bolivia, Colombia and Venezuela.
- The design of the Long Distance Education Programme (LDEP) for communicators was consolidated and has the flexibility to be adapted to different geographical and cultural contexts. The LDEP programme was carried out in the Argentine, Bolivian and Venezuelan Red Cross Societies. In Argentina, the programme included 29 Red Cross volunteers who also participated in a workshop that included an emergency simulation as part of the programme. In Bolivia, 19 volunteers attended a training course for the first stage before the programme was implemented online (e-learning). In Venezuela, 25 volunteers participated in the programme when it was re-launched after a six month delay due to growing violence in the country. The programme began with a workshop facilitated by the programme coordinator for Central America, which was an example of using regional resources and sharing experiences between regions. The programme was evaluated in Central America in 2003 and the results were shared with the South America National Societies involved. These results will be taken into consideration for present and future implementation of the programme.
- South American National Societies' activities were included on the Secretariat's webpage (www.ifrc.org) and on the Federation's Latin American web page (www.cruzroja.org), which was updated throughout the year with news and information from the field. The Caribbean website (www.caribbeanredcross.org) was also updated. Website management was transferred from the Panama Regional Delegation to the Lima Regional Delegation and new features, such as community programmes and picture galleries, were added or reactivated. The use of e-mail accounts using "@cruzroja.org" was also promoted. All South American National Societies also have websites that can be accessed from the Federation's Latin American website.
- During 2003, a total of 24 news stories from South America appeared on the Federation's website addressing topics such as the social crisis and floods in Argentina, the Secretary General's visit to Argentina and Uruguay, the humanitarian situation in Colombia, community first aid in Bolivia, the Chilean Red Cross's support to the Iraq crisis, the Camalote programme in Uruguay, the drought in Paraguay, disaster management in Venezuela and the Inter American Conference. At the end of the year, special visibility was given to health programmes in South America. A consultant was hired and stories from Argentina, Bolivia and Ecuador were published.
- Several workshops and regional meetings were organized addressing communication during 2003:

- A workshop on communication in crisis situations for journalists was organized by the Venezuelan Red Cross in June. Due to the political situation in the country, the workshop was an important step in the public debate on the role of communication. An ICRC representative also participated in the meeting.
- A workshop on ethics in communication and IHL was organized by the Ecuadorian Red Cross in March for journalists. An ICRC representative also participated in the meeting. Partly as a result of the crisis in Iraq, this workshop was well attended and many questions were raised.
- A meeting was held in November with communicators from all National Societies, except Chile and Uruguay. This was the first time a meeting of this type was held in South America. During the meeting, PAHO presented a guide on communications and health, tools were provided to design a national communications plan, and the results of the LDEP evaluation were shared.
- A Federation communicators' meeting, led by the regional information delegate for South America, was held for the first time in Guatemala to present a common communications work plan for the Americas for 2004, to build a team and to share experiences and advice. All Federation communicators in the region participated, together with the Americas press officer in Geneva. This meeting will be held every year.
- During 2003, work was carried out to define the role of PADRU and the Regional Delegation in information and disasters. A protocol of information in disasters was drafted and shared between all parties.
- The ten National Societies participated actively in the electronic publication of the *Noticias de las Americas* (America's News). Five issues of the bulletin were released during 2003, and were distributed by mail to Embassies and other institutions interested in humanitarian issues. The production of the news letter was interrupted temporarily due to the lack of information officers for Central America and the Caribbean.
- A communications plan for the Amazonico and Camalote programmes was drafted by the regional information delegate and presented and analyzed by the Amazonico programme coordinators during their annual evaluation workshop held in Bolivia. The implementation of the plan is on hold until the results of the evaluation are shared and taken into account. However, special efforts were made to highlight both programmes within the Movement. As a result, six articles were published on the web and an article on the Amazonico programme will appear in the first issue of the Red Cross Red Crescent Magazine for 2004.
- A communications plan for the social crisis response operation in Argentina was produced by the FACT team with the objective of strengthening capacities in communication, marketing and the institutional image of the Argentine Red Cross and to ensure adequate visibility of the Italian government as the main donor.



The Federation's Latin American website
www.cruzroja.org

Constraints

- The LDEP could not be implemented in a fourth National Society due to lack of funding, and the pace of implementation in Argentina and Venezuela was slow because of the internal social and political contexts. In Argentina, this was due to the overwhelming humanitarian needs caused by natural disasters and social emergencies and in Venezuela as a result of the social and political climate. In addition, there is a lack of financial resources for information technology facilities at the branch level, many of which do not have access to the internet, while others have unreliable connections.
- There is limited support from National Society management for communicators. There is also rapid turnover of information coordinators in National Societies, which affects the continuity of some programmes and

causes the loss of institutional memory. In addition, some National Societies combine the dissemination department with the communications department, hampering communication activities.

Impact

- All three National Societies that participated in the LDEP expressed their wish to increase the number of participants in the future. The Ecuadorian Red Cross expressed its interest in joining the programme.
- The visibility and image of the Red Cross is improving, taking advantage of new information technology (especially the web) to promote the integration of National Societies in the region.
- South American National Societies, with the support of the Federation and the ICRC, have improved in communications issues during 2003, benefiting from sharing experiences and resources with Central American National Societies in the forums and meetings held. A direct result of this is the increase of publications from South America in both regional and global Federation websites.

Federation Coordination

Objective 1: The Federation Secretariat has coordinated and managed the cooperation agreement strategies (CAS) within the region and developed at least five partnerships and service agreements with partner National Societies in order to increase the effectiveness and efficiency of the support to the National Societies in the region.

Achievements

- In 2003 the Regional Delegation continued promoting and supporting the initiation and further advancement of new and ongoing CAS processes in the region:
 - It was concluded that the CAS process for Argentina should be put on hold until the two emergency operations finished at the end of 2003 or in early 2004.
 - In Ecuador, the Federation and ICRC Regional Delegations in Lima provided guidance and support to the ERC in the drafting of new Statutes in the first half of 2003. During the second half of the year collaboration continued to help the ERC finalize its NDP and, looking ahead towards 2004, formalize the CAS process in the country.
 - In Bolivia, it was agreed that the Regional Delegation, in collaboration with the ICRC Lima Delegation, would support the revision of the Bolivian Red Cross NDP, followed by the facilitation of the CAS process. Initial discussions were held, and the process is due to continue throughout 2004.
 - In Colombia, a Federation representative for Colombia was recruited in the last quarter of 2003 and it was agreed that the Federation and the ICRC would continue supporting the fine-tuning of the Colombian Red Cross NDP, as well as aim to introduce a formal CAS process during 2004.
 - Substantial efforts were made, in close coordination with the ICRC, to support the revision of Statutes for the Red Cross Societies of Argentina, Ecuador, Peru and Brazil.
- During 2003, multilateral programme support to National Societies in the region was provided by PNSs, including Great Britain, Finland, Spain, Norway, the Netherlands and Sweden. The Canadian, Netherlands, Norwegian and Swedish Red Cross Societies also supported ICRC projects in Colombia.
- Close contacts were maintained with the regional delegations of the German Red Cross (GRC) in Lima and the Spanish Red Cross (SRC) in La Paz. The SRC actively cooperated with the Regional Delegation through its project staff that was based in the delegation's offices in Lima until September 2003. As of 2004 the SRC regional office is likely to be based in Lima, facilitating further collaboration.
- Efforts were made to facilitate National Society and PNS discussions on disaster preparedness in the Andean region to promote a consolidated strategy, in coordination with NGOs, the UN (PAHO, United Nations Development Programme, UNICEF, World Health Organization) and other inter-governmental entities established in the Andean Region (CAF, CAPRADE).
- Through the development and consolidation of networks, such as the communicators and youth networks, ties have been strengthened between National Societies. These ties have also been promoted by coordination meetings for health, disaster preparedness, communication and youth.
- In June 2003, a PAHO consultant was based in the Regional Delegation to help strengthen cooperation and coordinate meetings held in Colombia with Ministries of Health and heads of National Society health department, and in Panama with the heads of the relief departments.

- The Amazonico programme shared methodologies and lessons learned with the European integrated programme “Participatory Community Development” (PCD), demonstrating knowledge sharing between regions and within the Secretariat. Also, coordination mechanisms and protocols were consolidated with PADRU. The training of regional intervention teams (RITs) composed of personnel from the National Societies is another example of the use of resources from the region.
- Several steps were taken to enhance the harmonization process with the ICRC, including coordination meetings held both at the field and Secretariat level, with the objective of further formalizing and establishing guidelines for the continued process. The ICRC has included a country delegation in Colombia and three regional delegations in Peru, Argentina and Venezuela. The revised South American field structure for both institutions facilitated increased communication and coordination.
- During 2003, different harmonization activities took place with the ICRC, such as meetings and joint coordination missions to Ecuador, Peru and Brazil. A meeting to assess the status of the coordination process was held in Lima in May, with the participation of ICRC representatives. Joint planning is foreseen for 2004.
- The regional information delegate in Lima updated the National Societies regarding the Movement’s plans and actions for the Iraq crisis. Key messages and recommendations for dealing with the media were shared.

Constraints

- The CAS processes have proceeded more slowly than expected, hampered by a lack of understanding of the concept on a regional level, and by the lack of sufficient resources in the Regional Delegation. Although coordination is a matter of time and commitment which is generally not costly as such, expenses related to hosting meetings and travel are high in South America.
- No PNS service agreements were signed, but in light of the establishment of an office in Colombia and considering the Spanish Red Cross’s new field structure for 2004, the issue will be further discussed with relevant PNSs in the region in 2004.

Impact

- The harmonization process now has clearer guidelines for practical implementation and further strengthening of joint support to the National Societies in the region. Having reached a stage of consolidation, further harmonization efforts will continue to be a priority, while more emphasis will be placed on joint planning and regular meetings between heads of delegations and with the respective cooperation delegates.
- Coordination initiated in 2003 with the Spanish Red Cross will further improve as this PNS plans to move its regional office from Bolivia to Lima in 2004.
- Knowledge sharing is a fundamental part of coordination, cooperation and strategic partnerships. The Amazonico exchange initiative with the PCD programme in Central Europe will be further promoted and the Regional Delegation will look for other knowledge-sharing opportunities with other regions and programmes.

Objective 2: The Red Cross in the region is more effective and efficient as a result of the staging of the XVII Inter-American Conference and the implementation of the agreements signed which has led to improved coordination and knowledge exchange.

Achievements

- The XVII Inter-American Conference held in Santiago de Chile in April 2003 under the motto “*Equity in Health, Road to Development*”, was hosted by the Chilean Red Cross and supported by the Federation through its sub regional coordinator in Buenos Aires, the Regional Delegation in Lima and the Americas Department in Geneva. The conference adopted the *Santiago de Chile Commitment*, a resolution signed by all National Societies in the region, setting directions for the Red Cross in the Americas for the coming years.
- The Plan of Action (PoA) of the Inter-American Conference covers 2004-2007, as does the Regional Delegation’s new PoA timeframe. It is a follow up to the previous PoA for Latin America and the Caribbean following the last Inter American Conference in Santo Domingo, capturing the essence of *Strategy 2010*.
- During the last quarter of 2003, the Regional Delegation focused on supporting the preparations for the Presidents’ Meeting and Technical Seminars to be held in Montevideo in March-April 2004. The agenda of the meeting was drafted with the support of the Buenos Aires Sub Regional Office and three working commissions were set up. In order to prepare for the meeting, the President of the Uruguayan Red Cross

requested the support of the Presidents of the National Societies of Bolivia, Chile and Peru, together with the Regional Delegation. A coordination meeting between the parties was carried out in September.

Constraints

- There was a delay in follow-up and monitoring for the Inter American Conference due to a delay in the preparation of the Inter-American PoA 2004-2007 and monitoring plan.

Impact

- The PoA 2004-2007 of the Inter-American Conference gives a clear framework for the current Regional Delegation PoA, and sets the directions for identifying priorities for the Secretariat in the region. In addition, the Conference PoA will include a monitoring and evaluation system, to be finalized in early 2004.

International Representation

Objective: The Federation has created a coordination link with ECLAC through its structure in South America. The National Societies, supported by the Federation Secretariat, have established contacts with representative offices of UN agencies, funds and programmes, as well as other international organizations, to explore cooperation. The Secretariat of the Federation has explored the potential for cooperation between the Red Cross and regional and sub-regional organizations in South America. The National Societies of the region articulate the major concerns of the most vulnerable within the four core areas of *Strategy 2010* and are building a better understanding of the potential sources of financial, technical and other forms of support for activities and capacity building in National Societies.

Achievements

- The president of the Chilean Red Cross (CRC) represented the Federation at the UN General Assembly in November 2002, which helped strengthen the link between the Federation and the UN Economic Commission for Latin America and the Caribbean (ECLAC) in South America. The CRC maintains regular contacts with the Commission, based in Santiago de Chile. A further sign of increased cooperation was ECLAC's participation in the Inter American Conference held in Santiago de Chile in April 2003.
- Contacts were established with the UN Agencies in Peru and in Colombia since the relocation of the Regional Delegation from Buenos Aires to Lima in November 2002, including PAHO/WHO, UNDP, UNICEF, United Nations High Commissioner for Refugees (UNHCR), World Food Programme (WFP), the security officers of the Office of the United Nations Security Coordinator (UNSECOORD) in Lima as well as the International Organization for Migration (IOM) office in Bogotá.
- Contacts with UN agencies in Argentina were enhanced through the Sub Regional Office in Buenos Aires as a result of the emergency operations in response to the social crisis and the Santa Fé floods during 2003.
- Contacts were established and further strengthened with DFID, OXFAM and the UN in the region. The Regional Delegation will continue to link up with organizations such as Caritas International, Care International, Médecins Sans Frontières (MSF), the Inter-American Development Bank (IADB), ECLAC, the Andean Disaster Committee and others that were invited to the XVII Inter American Conference, including Embassies of key donor countries. As IADB is a key actor in the continent, the Regional Delegation should establish a relationship with IADB at several levels: strategic thinking (influencing development agenda), programmes and promoting the National Societies' role.



Volunteers from the Bolivian Red Cross took to the streets to celebrate and promote World First Aid Day on September 13.

- There was close cooperation with the Italian embassy and the Cooperazione Italiana established in Argentina, thanks to the Italian financial contribution to the emergency appeal for the Social Crisis.
- Coordination and contact was maintained with the OXFAM office for South America, based in Lima.
- Close links with ECHO were maintained, despite the fact that the Federation did not receive ECHO funding in 2003 for its programmes in South America. However, DIPECHO evaluated its programmes and objectives in South America, with the active participation of current partners, including the Federation.
- On World Red Cross and Red Crescent Day, World First Aid Day, World AIDS Day and World Volunteers Day, education and awareness activities were carried out throughout the region by National Societies.
- The Federation's World Disaster Report was launched by the National Societies of Bolivia, Colombia, Peru and Ecuador, and was highlighted in the media.
- The period after the Inter American Conference was an opportunity to advocate and publicize the strategies and commitments adopted in Chile. After the Conference, the Federation's President and Secretary General both visited Bolivia, Argentina and Uruguay and met with local authorities, donors and international actors to promote Red Cross Principles and values and National Society activities in the region. The visit to Argentina coincided with the onset of the severe floods that affected the Santa Fé province.
- Support was given to National Society Presidents in preparing for and participating in the statutory meetings held in Geneva in November-December 2003
- Partnerships with the private sector were established with companies such as Tetra Pak and Danone, which supported the Amazonico programme and the Argentine Red Cross social crisis operation, respectively.

Constraints

- The relocation of the Regional Delegation from Buenos Aires to Lima temporarily slowed international representation and coordination, as highest priority was given to setting up, and consolidating a new structure, including the building of a new Regional Delegation team. The Federation Legal Status Agreement with the Peruvian government has yet to be ratified, hampering the Regional Delegation's ability to work efficiently as a recognized, international entity in the country and region.
- To increase the impact of activities in the area of Humanitarian Values, there is a need to strengthen the regional structure and give volunteers better access to information and resources. A key area for this will be the inclusion of a strong communication and information component in each programme to bring a voice to the vulnerable and marginalized in society.

Impact

- The Federation's representation and image in South America has gradually been enhanced with the revised, more effective field structure and a better definition of the role of the Federation in the region.
- A close partnership was established between the Argentine and Italian Red Cross Societies, including the signing of a bilateral cooperation agreement (ARC-IRC) in December 2003 to ensure future collaboration within the framework of the ARC National Development Plan, and in coordination with the Federation.

Field Management

Objectives 1 and 2: Sustainable and effective services are provided to all National Societies. The new structure of the Federation is completed. This enhances relationships with the National Societies.

Achievements

- The Federation liaison delegate position for Brazil was discontinued in the first quarter of 2003. The regional organizational development delegate moved to Buenos Aires to take up the position as coordinator of the Sub Regional Office, a new programme coordinator/OD focal point took up his post in Lima and a Federation representative was placed in Bogotá, Colombia. The Regional Delegation team is almost complete, pending the hiring of a new health delegate.

Constraints

- Effective field management was constrained as the natural consequence of restructuring, which included moving the Regional Delegation, changing the profile of the Buenos Aires office and establishing an office in Colombia. An almost complete change in the Regional Delegation team required considerable efforts to

ensure good management and functioning of the team during the transition throughout 2003. Also, vacancies in the regional health and OD positions for part of the year hampered effective services to National Societies.

Impact

- The new structure is in place and all positions are soon to be filled, which will allow for effective and efficient management of Federation programmes and activities in the region.

Objective 3: The requirements established for the elaboration of narrative and financial reports are met in the region with the support of the Pan American Regional Financial Unit (RFU) and the Regional Reporting Unit (RRU).

Achievements

- The regional finance unit and regional reporting unit were further consolidated in Panama, supporting financial and narrative reporting mechanisms in order to meet the requirements for efficient reporting. During 2003 the process was completed with the successful recruitment and training of a reporting officer in the Lima Regional Delegation. All relevant narrative and financial reporting deadlines were met during 2003.

Impact

- Timely and complete reports promoted the visibility of the Federation's work through the year, and helped gain the trust of donors.

Objective 4: Federation programmes and activities are managed effectively and efficiently throughout the region, in line with agreed priorities, *Strategy 2010* and the CAS in the region.

Achievements

- The Regional Delegation's regional planning mechanism was based on three coordination meetings, which included service units and Geneva-based representatives, as relevant. Meeting participants assessed ongoing activities, and discussed plans for the coming period and the Regional Delegation Plan of Action 2004-2007. The third meeting was also an opportunity to strengthen the link between the Federation and the ICRC in Argentina, and introduce the ICRC's structure and activities in the region to the Federation.
- Close cooperation continued between the Regional Delegation, the ICRC, the National Societies and the PNSs in the region regarding the promotion of CAS processes. Preparatory work for a more active phase of the process was carried out with the Red Cross Societies of Bolivia, Colombia and Ecuador, while the process in the Argentine Red Cross was put on hold until the emergency operations underway had come to an end.

Constraints

- Changes in the Federation's planning mechanism, moving from short term appeals to drawing up four year plans of action, meant a new challenge for the Americas team, introducing a new concept of strategic planning with a mid-term perspective.

Impact

- The new Inter-American PoA 2004-2007, together with the Regional Delegation PoA, strengthens the strategic framework and facilitates the efforts of the Regional Delegation to effectively manage Federation support to the National Societies in the region.

Objective 5: Effective coordination between all partners - including National Societies, the ICRC and external partners is achieved.

For effective coordination within the Red Cross Red Crescent Movement please refer to the Federation Coordination section, and for effective coordination with external partners please refer to the International Representation section.

South America; Appeal no. 01.51/2003; Annual Report

The Regional Delegation's plans for 2004 include the elaboration of a clear fundraising strategy, identifying key current and potential future partners and alliances, enhancing the Federation's profile and moving towards broadening the fundraising base.

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
Annual report	X
Final report	

Appeal No & title: 01.51/2003 South America Regional Programmes

Period: year 2003

Project(s): PAR002, BO001, BR001, CO001, CO160, EC004, EC160, PE003, 46002, 46101, 46105, 46162, 46164, 46202, 46301, 46401, 46601, 46907, VE001, VE160, VE401, VE501

Currency: CHF

I - CONSOLIDATED RESPONSE TO APPEAL

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Comments	Goods/Services	Personnel	
Appeal budget	3,059,754				
less					
Cash brought forward	888,641				
TOTAL ASSISTANCE SOUGHT	2,171,113				
<i>Contributions from Donors</i>					
British Red Cross (DNGB)	18,438				18,438
Closed appeals balances (DBAL)	59,523				59,523
DFID 4- British Government (DFID04)	305,696				305,696
Donor - Capacity Building Fund (DCBF)	329,694				329,694
Donor - Unidentified (D000)	890				890
Finnish Govt.via Finnish Red Cross (DGNFI)	176,591				176,591
Finnish Red Cross (DNFI)	50,404				50,404
German Red Cross (DNDE)	6,395				6,395
Japanese Red Cross (DNJP)	20,000				20,000
Norwegian Red Cross (DNNO)	169,215				169,215
Swedish Govt.via Swedish Red Cross (DGNSE)	226,543				226,543
Swedish Red Cross (DNSE)	21,500				21,500
SPAIN				139,800	139,800
ITALY				24,400	24,400
TOTAL	1,384,889			164,200	1,549,089

II - Balance of funds

OPENING	888,641
CASH INCOME Rcv'd	1,384,889
CASH EXPENDITURE	-1,875,547

CASH BALANCE	397,983

Appeal No & title: 01.51/2003 South America Regional Programmes

Period: year 2003

Project(s): PAR002, BO001, BR001, CO001, CO160, EC004, EC160, PE003, 46002, 46101, 46105, 46162, 46164, 46202, 46301, 46401, 46601, 46907, VE001, VE160, VE401, VE501

Currency: CHF

III - Budget analysis / Breakdown of expenditures

Description	APPEAL Budget	CASH Expenditures	KIND & SERVICES		TOTAL Expenditures	Variance
			Goods/services	Personnel		
SUPPLIES						
Shelter Construction	14,000	85,708			85,708	-71,708
Clothing Tiles		1,296			1,296	-1,296
Food Seeds		3,761			3,761	-3,761
Water sanitation		12,883			12,883	-12,883
Medical First Aid		19,825			19,825	-19,825
Teaching materials	8,680	29,170			29,170	-20,490
Utensils Tools	2,040	10,412			10,412	-8,372
Other relief supplies		10,807			10,807	-10,807
Sub-Total	24,720	173,862			173,862	-149,142
CAPITAL EXPENSES						
Land Buildings	25,200					25,200
Vehicles						
Computers Telecom equip.	47,061	14,833			14,833	32,228
Medical equipment						
Other capital expenditures		4,017			4,017	-4,017
Sub-Total	72,261	18,850			18,850	53,411
TRANSPORT STORAGE						
Warehouse distribution	1,526	5,998			5,998	-4,472
Transport vehicles	12,796	12,409			12,409	387
Sub-Total	14,322	18,408			18,408	-4,086
PERSONNEL TRAINING						
Personnel (delegates)	792,892	516,458		164,200	680,658	112,234
Personnel (regional, national staff)	282,393	298,987			298,987	-16,594
Consultants	187,410	70,202			70,202	117,208
Workshops training	483,932	257,020			257,020	226,912
Sub-Total	1,746,627	1,142,666		164,200	1,306,866	439,761
GENERAL ADMINISTRATION						
Travel related expenses	185,437	217,849			217,849	-32,412
Information expenses	75,072	70,442			70,442	4,630
Admin. general expenses	753,777	200,815			200,815	552,962
Sub-Total	1,014,286	489,106			489,106	525,180
PROGRAMME SUPPORT						
	187,538	131,827			131,827	55,711
Operational provisions		-99,173			-99,173	99,173
Transfers contributions						
TOTAL BUDGET	3,059,754	1,875,547		164,200	2,039,747	1,020,007