

Appeal 2004



International Federation
of Red Cross and Red Crescent Societies

SOUTH AMERICA

Appeal no. 01.54/2004

The International Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. The Federation is the world's largest humanitarian organization, and its millions of volunteers are active in over 180 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project.

This document reflects a range of programmes and activities to be implemented in 2004, and the related funding requirements. These are based upon the broader, multi-year framework of the Federation's Project Planning Process (PPP). The PPP products are either available through hyperlinks in the text¹, or can be requested through the respective regional department. For further information concerning programmes or operations in this or other countries or regions, please also access the Federation website at <http://www.ifrc.org>

[Click on figures below to go to the detailed budget](#)

Programme title	2004 in CHF
Strengthening the National Society (or National Societies)	
Health and Care	629,720
Disaster Management	449,178
Humanitarian Values	307,154
Organizational Development.	1,608,481
Coordination, Cooperation, and Strategic Partnerships	
Coordination and Implementation	896,380
Total	² 3,890,912

¹ Identified by blue in the text.

² USD 3,070,999 or EUR 2,510,276

The Americas

Latin America and the Caribbean continue to face many challenges, particularly widespread poverty, inequality, migration, urbanization and vulnerability to natural disasters. The Red Cross Societies in Latin America and the Caribbean, through their branch network, are striving to reach vulnerable communities to help prepare them for disaster, to avoid loss of life and livelihoods and to mitigate the potential effects of common hazards such as floods and landslides. Socio-economic trends are fuelling the spread of the HIV/AIDS epidemic in the Americas, particularly in the Caribbean where the Red Cross must play a key role in raising awareness and placing the fight against the disease at the top of humanitarian agendas. Uneven distribution of wealth and marginalization of ethnic minorities increase levels of poverty in certain layers of the population which has a direct impact on access to health services. Red Cross Societies are working to enhance capacities of their health departments in order to reach those in need. In addition, Red Cross advocacy campaigns speak out against discrimination and marginalization particularly associated with HIV/AIDS related stigma. The Red Cross in Latin America and the Caribbean is evolving in order to meet the humanitarian challenges and to better target its work. A major focus on networking and peer support aims to promote best practice and to enhance organizational learning. The Communications Forum, promoting capacity in communications, is an example of such a successful initiative. The Inter American Regional Conference has developed a plan of action in order to reflect the undertakings of the Santiago de Chile Commitment of April 2003. The plan of action reiterates the priorities laid down in Strategy 2010 and in the Strategy for the Movement. It also stresses the need for achieving strategic alliances with partner organizations in order to work collectively towards a common goal, emphasizes the need for National Societies to engage in change processes and outlines the significance for the Americas of the concept of integrated community programmes, which seek to reach vulnerable communities through strengthened branch networks and enhanced use of volunteer resources.

Regional Context

South America's National Societies work in an environment of growing poverty. The high degree of income concentration in Latin America has not fluctuated during the last decade and inequality remains the most significant problem. In addition, health and education services have been eroded, increasing the number of people living below the poverty line. The health sector is now unable to address the increasing demand due to lack of infrastructure, finances and human resources.

South America maintains the status of a region in crisis, affected by economic problems, debt, political violence, corruption, drug issues, poverty, inequality of income distribution, unemployment, forced migration and natural disasters. The United Nations Development Programme human development index (UNDP 2003) shows significant vulnerability in the countries of the region as regards life expectancy, educational levels and adjusted real income.

Ranking - UNDP Human Development Index (HDI) for South America:

Country	HDI Rank	HDI Value (2001)
Argentina	34	0.849
Uruguay	40	0.834
Chile	43	0.831
Colombia	64	0.779
Brazil	65	0.777
Venezuela	69	0.775
Peru	82	0.752
Paraguay	84	0.751
Ecuador	97	0.731
Bolivia	114	0.672

Seven of these countries fall in the category of "medium human development" while Argentina, Uruguay and Chile are considered "high human development" countries. This ranking results in relatively little international aid for development programmes or in time of disasters.

Despite this ranking, Argentina has been particularly affected by social crisis over the last two years; its economy collapsed and the country is still suffering the consequences of the crisis which began in December 2001. The country has also recently suffered the consequences of natural disasters, such as flooding in Santa Fé Province in April-May 2003 which left thousands of people homeless. A report from the UN Economic Commission of Latin America and the Caribbean (ECLAC, 2003) indicates that Argentina suffered a serious decline in living conditions as a direct consequence of the social crisis. In urban Argentina, poverty doubled from 23.7% to 45.4% and extreme poverty was increased threefold, rising from 6.7% to 20.9% (poverty is measured according to the international “one-dollar-a-day” per capita poverty line).

The severe crisis in Argentina has had repercussions on trade and financial stability in neighbouring countries, contributing to weakened capital flows to the region. According to the Inter-American Development Bank (IADB 2003), Latin America is experiencing one of the most critical periods in several decades. Per capita income is now less than it was five years ago, consumption is stagnant and investment has slid back to its lowest point in the past decade.

According to ECLAC (ECLAC, 2003), the process of overcoming poverty in the region has been stagnant for the last five years and poverty and extreme poverty have remained constant since 1997 except in Argentina and Uruguay where it has further declined. Only the urban area of Ecuador has shown an improvement in its poverty indexes during last year. ECLAC’s projections indicate that living conditions will remain constant in most countries, except Venezuela where poverty could increase considerably and Argentina where the current reactivation of the economy may reduce the poverty trends.

The Inter-American Development Bank indicates that the average unemployment rate in the region is estimated to have risen to 9.1% in 2002 with Argentina, Colombia, Uruguay and Venezuela above these levels with a rate of over 15%.

In several countries, economic uncertainty is compounded by social unrest. Attempts to stop coca growing, privatization of services and distrust of societies in their governments have led to social conflicts in countries such as Bolivia, Colombia, Ecuador, Peru and Venezuela. In Colombia, the long running internal conflict has led to the displacement of more than two million people (80% women and children) over the last 15 years. Young people are most affected by the war through forced removal, loss of services, lack of protection, injury, kidnappings and forced recruitment by armed groups (Save the Children, 2002).

It is important to note that in South America there are more women than men living in poverty (ECLAC, 2003). Women in the region have achieved higher levels of education than men but still suffer more from unemployment, salary discrimination and time restriction. In urban areas 45% of women do not have an income compared to 21% of men. Non-remunerated domestic work is mostly carried out by women. This and the fact that women have longer working hours than men weaken their health, nutrition, participation as citizens and recreation. ECLAC describes as “too slow” the registered increase of women’s participation in politics and executive roles.

Statistics from the Pan American Health Organization (PAHO, 2002) show that although women in the region have higher life expectancy rates, their access to health services is more limited and more expensive than men’s. Another problem related to gender is violence; between 30% and 75% of women in the region are victims of physical violence from their partners. Most countries have introduced formal public policies related to gender equity and have created women’s institutions, but more effective strategies in empowering women economically, politically and socially are required.

According to Save the Children, South America’s children face poverty, abuse, discrimination, exclusion and insecurity. Many are poorly nourished and do not have access to health care and education, especially in indigenous rural communities. Exploitative forms of child labour continue to grow.

HIV/AIDS is another seriously under-estimated problem in the region, although it is now taking on a higher priority in policies and programmes. A key reason for the spread of HIV/AIDS is the stigma which is attached to it. Cultural barriers and beliefs have made the topic taboo and people living with HIV/AIDS are frequently discriminated against. Many people may not know they are HIV-positive or do not want to admit to or talk about the virus. Among the most vulnerable, at-risk groups are those who suffer from stigma and discrimination because the activities they engage in are subject to criminal sanctions or social disapproval. Brazil is an outstanding

example of a country that has made a breakthrough in providing drugs and services either free or at an affordable cost.

South America is repeatedly struck by natural disasters which besides affecting infrastructure and the economy contribute to an increase in poverty. Damage caused by flooding and landslides increases each year due to population movements, deforestation and land erosion. Urbanization has not been followed up by adequate governmental regulations. Basic deficiencies in infrastructure and internal armed conflicts contribute to the ever increasing vulnerability of communities to a wide range of natural and man-made disasters. Many communities have therefore become increasingly more vulnerable when facing seismic eruptions, floods, landslides, tsunamis and volcanic eruptions. Recent emergencies in 2003 include volcano eruptions in Ecuador, cold waves in Peru, droughts in Paraguay, flooding in Argentina and Chile and earthquakes throughout the continent.

Despite the difficult context, governments in the region are demonstrating their commitment to macroeconomic stability, international economic integration and democracy. These foundations, absent from the scene two decades ago, are their best assets to respond to the current crisis and work on the major challenges mentioned above. This spirit also creates a good environment for humanitarian international organizations to act in the region. Governments feel confident to include Red Cross National Societies in their plans of action towards resolving health issues and dealing with emergencies.

Red Cross and Red Crescent Priorities

Movement Context and National Society Strategy/Programme Priorities:

The National Societies of the region met at the Inter American Conference held in Chile in April 2003 which set forward the path for Red Cross activities in the Americas over the next four years. The present appeal is based on the strategic priorities identified at the Conference, with a view to supporting the organizational changes necessary for the National Societies to achieve their goals. The long-term commitment of the regional delegation is to provide support and guidance to Federation membership in the region in order to ensure improved adherence to *Strategy 2010*. The regional delegation envisages continued provision of support to the National Societies of the region to actively promote and participate in the mid-term review of achievements in relation to *Strategy 2010* which is expected to take place in 2004-2005.

The ten member National Societies of the South America region covered by the regional delegation in Lima: Argentina, Bolivia, Brazil, Colombia, Chile, Ecuador, Paraguay, Peru, Uruguay and Venezuela are assisted by some 155,000 volunteers (2001 data), carrying out voluntary work through a network of branches that cover the sub continent, reaching remote communities. The National Societies are supported by the regional Federation team through the revised field structure which includes the regional delegation in Lima, Peru, a sub-regional office in Buenos Aires, Argentina, which acts as an antenna of the regional delegation for the five countries of the Southern Cone: Argentina, Brazil, Chile, Paraguay and Uruguay, and a country office in Colombia staffed by a Federation representative. Common service units for the continent, decentralized from the Geneva Secretariat, are located in Panama: the Pan American Disaster Response Unit (PADRU), the Regional Finance Unit (RFU) and the Regional Reporting Unit (RRU).

The changes in structure were carried out in the last part of 2002 in accordance with the *Secretariat Strategy for Change*, in order to maximize effectiveness and impact, being closer to the membership.

Latin America was chosen by both the ICRC and the Federation to pilot the harmonization process in line with the recommendations of the *Strategy for the Movement*. The initiatives already taken in the region are foreseen to further improve harmonization, increasing shared resources, strengthening annual joint planning and, together with the National Societies, ensure joint monitoring of the implementation of the *Strategy for the Movement*. The ICRC field structure in South America which differs from the Federation's, includes three regional offices (Argentina, Peru and Venezuela) and one country delegation (Colombia).

Cooperation Agreement Strategies (CAS) are proving instrumental to improve overall coherence of support to National Society programme priorities by their partners. During 2003, preparatory discussions with the view to introducing CAS processes in 2004 were held in Argentina, Bolivia, Colombia, and Ecuador.

An effective CAS is based on a National Development Plan (NDP), as clear mid-term strategic objectives are a prerequisite for the planning of partners and the search for resources and also facilitate coordination. The ongoing support for National Societies' strategic planning provides a solid basis for future CAS exercises, and by now most National Societies in South America have an NDP, the most recently adopted being those in Argentina, Colombia, Ecuador and Peru.

Additionally, Bolivia, Chile, Paraguay and Uruguay are about to enter into processes of updating or revising their current NDPs, while Brazil and Venezuela, in turn, will start the process of drawing up plans. In light of this, CAS processes and a further fine tuning of existing NDPs will be supported in Argentina, Bolivia, Colombia and Ecuador in 2004.

PNS presence is detailed in the chapter on *Coordination, Cooperation and Strategic Partnerships*. Several PNS have a regional field structure, which enhances the opportunity to better fine tune programme support within a regional perspective of capacity building and Movement coordination.

Cooperation is one of the main vehicles for providing sustainability in addressing the humanitarian priorities identified in National Societies' strategic planning processes, but it cannot be the only one. In a highly competitive context, the regional delegation will take a pragmatic and step-by-step approach to building capacities in fundraising in order to gradually develop specific competencies and reduce dependency on traditional, external funding. Existing good examples and best practices in the region will be enhanced with professional advice from identified centres of excellence in the region, targeted training, where appropriate, and support by partner National Societies interested in sharing their own successful experiences.

Finally, the National Societies in the region have clearly identified an approach to optimize the impact of Red Cross work at the community level in community integrated programmes (see chapter 5). Methodologies developed in several regional projects were evaluated during the second half of 2003 and a model is being drawn up to be applied by the National Societies in pursuing their commitment to vulnerable communities. This implies a new investment in the recruitment, training, empowerment, support and management of volunteers as the main actors in the process of change to achieve the Federation's mandate to improve the life of the most vulnerable in South America.

Strengthening the National Societies

The regional delegation has been focusing its programme support to the South American member National Societies in the four core areas of *Strategy 2010*. The regional delegation's direct support has been twofold: promoting coherence of programme planning in the major frame of National Society strategic planning (NDP/strategic plans), and providing guidance regarding adhesion to policies, decisions and recommendations of the Federation.

The context of Latin America has generated growing attention towards community oriented activities: the Amazonico, Camalote and 'Gente Fuerte' projects as well as the Golfo de Fonseca project in Central America, have been useful frameworks within which to develop experimental, pilot and dissemination projects that, from different programme perspectives, have contributed to the development of a model of intervention for Red Cross integrated community-based activities. With the added value of such a model, branches implementing the approach have enhanced their institutional capacity and effective cooperation with local entities and the civil society. The model is in line with *Strategy 2010*, addressing the challenge of how to optimize programme integration at local level.

Three of the above mentioned integrated projects have been implemented in South America. Results from recent evaluations will indicate the path towards future development of the model, as supported by National Society governance in one of the recommendations approved by the XVII Inter American Conference in Santiago de Chile in 2003.

For this reason, the current Appeal presents, besides the four *Strategy 2010* core area programmes, a section showing the current strategic thinking and planning in the area of integrated community based activities, entitled *Community Integrated Programmes*.

Health and Care

Background and achievements/lessons to date

Health indicators in Latin America have generally improved over the last decade, but increasing disparities persist both between countries of the region and between different population groups within each country. Health indicators show clearly that the difference in health status between the rich and the poor, as well as between the most and the least equitable societies in terms of income distribution, is increasing.

South America faces a situation of growing poverty, significant levels of violence and a range of health problems. Governments, suffering from fiscal deficits, have been forced to reduce their health budgets; this added to the social crisis in the region is leaving a high number of inhabitants without access to health care.

One of the major health inequities affecting the Americas is the number of women who die prematurely of preventable causes such as complications during pregnancy or childbirth. Extremely high rates of maternal mortality exist especially in Bolivia, Ecuador, Peru and Paraguay (an average of 180 per 10,000) (PAHO, 2002. WHO/World Bank, 1997).

Every year, more than 170,000 children of less than 5 years of age die from illnesses that can easily be prevented or treated (Pan American Health Organization, 2003). Acute respiratory infections, diarrhoeal diseases and malnutrition are the three main causes of morbidity and mortality in this age group.

Diseases such as dengue fever, malaria and tuberculosis remain endemic and are on the increase in some countries (PAHO, 2002). Outbreaks of yellow fever, measles, hanta virus, cholera, malaria and other diseases associated with poverty occur even in non disaster situations.

The HIV/AIDS epidemic in Latin America is a complex mosaic of transmission patterns in which HIV continues to spread through sexual relations and the use of intravenous drugs. The average prevalence rate for the region is 0.6% (UNAIDS/WHO, 2002). Although this rate is not as high as in the Caribbean, it is increasing, in some cases at a worrying pace, and its effects are deeply interwoven with prejudice, stigma and discrimination against people living with AIDS (PLWA) and their families. Innovative, effective programmes that include access to retro-viral drugs have taken place in some countries, such as Brazil. In one case, Argentina, the Red Cross has had access to funding from the Global Fund on AIDS, TB and Malaria. In 2002 it is estimated that more than one million people were living with HIV/AIDS in South America (International Federation of Red Cross and the Red Crescent Societies, 2003).

In Colombia, hundreds of thousands of Internally Displaced People still suffer the consequences of the longest conflict of the continent, and one of the longest in the world. Their health and more general living conditions are such that it becomes imperative to consider this humanitarian challenge a priority.

The XVII Inter American Conference of the Red Cross focused on health and disaster response with the agreement of all National Societies of the Americas to the *Santiago de Chile Commitment*, which will guide Red Cross programming in the coming years. In the Americas, the Red Cross is respected and considered to be a credible actor. It is therefore well positioned to carry out advocacy for the reduction of inequality and to reach the most vulnerable.

In this context, the focus of health interventions of the Red Cross has been on community health with emphasis on mother and child care, HIV/AIDS especially in prevention and the fight against stigma and discrimination, the promotion of voluntary blood donation, health in emergencies and the consolidation of an integrated methodology of community risk reduction and development.

In 2002, the Federation signed a cooperation agreement with the Pan American Health Organization committing to the further development of joint health programming in the areas of:

- Preventing and controlling communicable diseases in the most affected countries of the Americas (including HIV/AIDS).
- Promoting voluntary non-remunerated blood donation in order to contribute to a safe blood supply.

- Enhancing collaboration in preparing for and responding to emergencies and disaster situations.
- Developing a collaborative plan of action to expand the participation of the Federation in the IMCI initiative through a Red Cross Secretariat hosted by the American Red Cross.

In the area of community health the American Red Cross formed a partnership with PAHO to support the implementation of the IMCI initiative to reduce child mortality. Cooperation with the American Red Cross will be strengthened in 2004 through increased collaboration with the American Red Cross IMCI consultant currently responsible for monitoring and evaluation in Central America, South America and the Caribbean.

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 Vaccination Week in 2003. The aim of this initiative is to carry out mother and child vaccination campaigns in isolated border and conflict zones. The campaign, which will be repeated in 2004, contributes to addressing inequity in health and strengthening partnerships.

Three of the Nordic PNSs: Finland, Norway and Sweden have been the region's traditional multilateral partners to date, while the American, Canadian, French, German, Netherlands and Spanish PNSs all carry out health related projects in the region. Coordination of cooperation in health will be made through Cooperation Agreement Strategies in order to ensure consistency with National Society National Development Plans within the framework of the recommendations of Santiago de Chile.

The Inter American Development Bank as well as the World Bank, play a significant role in the area of health in the region. Their recent interest in promoting participative community health will encourage the Federation to explore strategies that permit a closer relationship with the possibility of a future partnership.

Within the framework of the Global Strategic Alliance with People Living With Aids (PLWA+) and UNAIDS, the youth network maintains close cooperation with the Latin American Network of People Living with AIDS (REDLA). The Chilean Red Cross signed a memorandum of understanding (MoU) with the local PLWA organization and five other National Societies are in the process of strengthening their relationship with local PLWA associations with the aim of developing joint plans of action.

All National Societies continue the global anti-stigma campaign launched on 8 May 2002, "The truth about AIDS. Pass it on". The campaign received extensive media coverage and raised the profile of the Red Cross in the region as a promoter of tolerance and non-discrimination. In August 2003 National Societies' directors of health and youth met in Lima in order to better coordinate a common vision on HIV/AIDS programmes in line with the Santiago Commitment on Equity and Health in the Americas. During this meeting, the health network was re-launched and is currently headed by a Paraguayan Red Cross volunteer. The asset of an active network in the coming years will strengthen National Society capacities in the area of health and regional exchange.

Campaigns for voluntary non-remunerated blood donation and the dissemination of the "Making a Difference Guidelines" have been carried out in countries such as Bolivia, Chile, Colombia, Ecuador, Paraguay, Peru and Venezuela jointly with the Ministries of Health (MoH) and PAHO. Over the coming years, regional large-scale campaigns will be carried out to increase the number of voluntary donors and to improve the quality of blood for the blood banks. The regional delegation is supporting two National Societies in the identification of risk factors in relation to direct Red Cross management of existing blood banks.

Greater focus will be developed as regards First Aid. Commencing with the National Societies of Colombia Ecuador and Uruguay, the coming years will see an increase in the quality and availability of First Aid training services with a common curriculum and regional certification.

National Societies have been working in integrated health and disaster preparedness and response projects (DPP and health) in Ecuador, Peru and Venezuela, and most recently also in Bolivia and Paraguay. In Uruguay an integrated food relief and health project is being implemented with funding from the Empress Shöken Fund. Intervention protocols are being developed between the Pan American Disaster Response Unit (PADRU) and the regional delegation to improve health response during emergencies and disaster situations.

The integrated health, disaster and branch development projects such as Amazonico and Camalote have shown the importance of a local participative approach for integrated community development. These projects which have strengthened the branches and benefited communities in at least nine of the ten National Societies of the region are

presently being evaluated and lessons learned will be built into community integrated programmes (see chapter 5). This will support the *Santiago de Chile Commitment* which calls for the Red Cross to strengthen the public health impact through local branches and community volunteers.

Goal: The National Societies in the region are implementing efficient, responsive and focused programmes which contribute to improving the lives of vulnerable people

Programme Objective: The National Societies in the region contribute to the improvement of overall health conditions of vulnerable people through an integrated approach in line with the Plan of Action of the Inter American Conference.

Project Objectives under this programme are :

1. The health departments, their capacity and the partnerships of the South American Red Cross National Societies have been strengthened in line with *Strategy 2010* and the *Santiago de Chile Commitment*.
2. The National Societies in South America contribute to the fight against HIV/AIDS, stigma, discrimination and related diseases (TB) in partnership with REDLA and local PLWA associations and develop prevention interventions and care activities.
3. The National Societies in the region have the capacity to work in community health, including first aid, promotion of voluntary blood donation and social welfare in an integrated manner based on morbidity and equity profiles of the countries and in partnership with communities, the MoH and PAHO.

Expected Results under each project objective are:

Strengthening of National Societies' health capacities ([click here for detailed information and log frame](#))

The health strategy for the Americas included in the Santiago de Chile Commitment is implemented and the impact of the National Societies in public health interventions has increased.

National Societies have reached a level of quality in public health service delivery, have standard management procedures, knowledge and tools and the necessary resources to develop their activities.

The South American health network is consolidated and regional health projects implemented.

Health departments have strengthened their work with branches and other programmes with the support of organizational development.

Strategic partnerships with the MoH, PAHO, UNICEF and other health organizations have been strengthened.

National Societies have included a gender aspect in health issues.

National Societies carry out major awareness campaigns in health issues.

HIV/AIDS (click here for detailed information and log frame)

National Societies in South America have strengthened their capacity to work with HIV/AIDS.

National Societies contribute to reduce stigma and discrimination in the community.

National Societies promote safe practices with priority groups.

National Societies contribute to improve the quality of life of people affected by HIV/AIDS.

The South American health network is working in coordination with other regional health networks.

National Societies in countries with a high prevalence of tuberculosis implement prevention, awareness and integrated treatment projects in line with the DOTS strategy.

Community Health and Social Participation in Health (click here for detailed information and log frame)

National Societies of South America have strengthened their capacity to work in community health and social welfare.

National Societies have developed integrated community health projects.

National Societies have implemented community health activities in mother and child health, AIEPI and water and sanitation.

National Societies have the capacity to recruit, manage and maintain a pool of volunteer blood donors contributing to a safe and adequate national blood supply.

National Societies have integrated First Aid in its community activities, health programmes and emergency and disaster response.

Sources:

- UNDP (2003), *Human Development Report 2003: Millennium Development Goals: A compact among nations to end human poverty*, New York, Oxford University Press, www.undp.org.
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Disaster Management (DP/DR)

Background and Achievements/ Lessons to date

South America is repeatedly struck by natural disasters which besides affecting infrastructure and the economy contribute to an increase in poverty. Damage caused by flooding and landslides increases each year due to population movements, deforestation and land erosion. Urbanization has not been followed up by adequate governmental regulations and governments, suffering from fiscal deficits, have been forced to reduce their budgets. Social unrest has been on the rise during 2003, as the case of Bolivia highlights. Root problems causing inequity continue unaddressed and unrest is among the potential threats which the continent faces. In the case of Colombia, the violent internal armed conflict adds a humanitarian crisis dimension to the vulnerability of poor communities. The above contributes to the ever increasing vulnerability of communities to a wide range of natural and man-made disasters, such as seismic eruptions, floods, landslides, tsunamis, volcanic eruptions and social unrest.

As the original disaster preparedness programme expanded in Latin America, the focus was no longer exclusively on disaster preparedness. During the drawing up of community risk maps, besides the focus on risk reduction, the need for activities related to health, community organization and economic reactivation of branches was identified. The impact of activities and components carried out in an integrated manner, result in stronger communities and Red Cross branches.

These findings reinforce the lessons learnt in the Amazonico and Camalote projects, highlighting the usefulness of a participatory approach in community development activities within an integrated programming framework. To date, Venezuela, Bolivia and Paraguay are running successful projects that integrate community based activities focused on health and disaster preparedness.

The *Santiago de Chile Commitment* and the Plan of Action of the Inter American Conference call for joint action through the different programmes for the benefit of vulnerable communities, and the implementation of a strategy of integrated disaster management to include:

- *Community based disaster preparedness/management*
- *Preparedness for disaster response*
- *Disaster response.*

Six National Societies in South America further developed their activities in ***Community based disaster preparedness/management*** during 2003, while Colombia postponed its planned activities as a result of the spread of the conflict to the previously selected communities. The Colombian, Ecuadorian and Peruvian Red Cross Societies are continuing to develop projects with funding from the French, German, Netherlands and Spanish Red Cross Societies. The Federation training kit and methodology adopted is at the same time being refined and redesigned for the local contexts to ensure easier implementation and provide tools to measure qualitative as well as quantitative impact. The participatory methodology used within the programme, based on the promotion of local development plans, is providing a useful bridge between the Red Cross branches and vulnerable communities. The programme will continue to support National Societies in increasing their capacity to raise awareness of risk factors in the communities and with local authorities. The Federation's Better Programming Initiative (BPI) is increasingly showing its pertinence when working with local capacities in communities in a conflict/post-conflict situation or recovering from natural disasters and as a tool in the planning and evaluation of activities.

The disasters that took place during 2003 in South America showed the importance of an integrated, well coordinated approach. The wave of severe cold that affected the south of Peru showed the importance of the lessons learnt and training received in the recent response to the earthquake. The floods in Argentina reinforced the importance of effective, continuous focused training for National Society personnel. The use of a regional intervention team (RIT) member as relief coordinator was crucial to allow for rapid, effective response to an emergency in a difficult context, while promoting further skills transfer to local volunteers in disaster management, by replicating training of national intervention team (NITs) members.

Both NITs and RITs complement the coherent overall ***response capacity*** of the Federation in the Americas, also contributing in the framework of the response capacity generated by the national authorities. Better prepared communities (with risk maps and local development plans), better prepared branches (with appropriate plans), stronger National Societies (with national disaster plans, NITs), a more efficient Red Cross network (RITs), are coordinated by the regional delegation with support from PADRU. A good example of this was the facilitation by the two regional delegations of a joint Red Cross contingency plan for the "El Niño" phenomenon drafted with the participation of the National Societies. This made extensive use of information and resources within the Red Cross system in the continent. The National Societies are increasingly making use of the Americas disaster management network which met in 2003 in Panama.

Strategic partnerships with other institutions such as PAHO have been strengthened; joint activities have been carried out including technical experience-sharing related to educational and training material. An example of this are the technical comments and inputs received from PAHO on the revision of the "*Es mejor Prevenir*" series prior to its finalization. National Societies have also benefited from training courses on damage and needs assessment, SUMA (supply systems in disaster situations) and meetings between Latin American National Society relief directors and Ministry of Health (MoH) focal points for disasters. Activities related to the coordination of emergency programmes will be continued in the coming years with the aim of improving integration and the strengthening of National Society relations with local organizations: community leaders, municipalities, NGOs,

national authorities, the civil defence and national disaster management institutions, as well as regional and international organizations.

In the next four years, the Federation will continue to support National Societies in their efforts to reduce vulnerability by strengthening local capacities in a coordinated and integrated way, providing a coherent framework of planned Red Cross support both at local, national and regional levels. Activities will include capacity building in psycho-social support, water and sanitation, nutrition and hygiene and gender and cultural sensitivity will also be promoted.

Goal: The National Societies in the region are implementing efficient, responsive and focused programmes which contribute to improving the lives of vulnerable people.

Programme Objective: National Societies in the region have improved their capacity to work with vulnerable communities, and have developed integrated strategies, structures, systems, plans and activities for disaster preparedness and intervention in case of emergencies, with the aim of reducing vulnerability in the communities affected by natural disasters.

Project Objectives under this programme are :

1. National Societies in the region have consolidated an integrated disaster management system.
2. National Societies in the region have improved their capacity to increase community awareness of risk factors through community based disaster preparedness. (CBDP)

Expected Results under each project objective are:

Integrated disaster management ([click here for detailed information and log frame](#))

National Societies have updated disaster preparedness plans in harmony with governmental plans.

National Societies have tools, systems and protocols in place for response in emergency situations or disasters.

National Societies have strengthened the capacity and professionalism of their volunteers and leadership.

National Societies have well trained and experienced human resources.

The Federation's BPI programme and the ICRC's Conflict Preparedness programme are harmonized

National Societies in the region share training and planning advice and introduce staff exchange and follow up on these initiatives.

Rehabilitation, reconstruction and development activities are integrated from the first stages of a disaster and are based on VCA analysis.

Community Based Disaster Preparedness ([click here for detailed information and log frame](#))

National Society branches have increased their work with communities.

Each community has validated potential risks that may affect the community.

Each community has consolidated and systematized community experiences with PNS or other organizations.

Awareness is raised in communities in the areas of disaster preparedness and response through methodologies and materials adjusted to their environment.

National Societies in the region and in particular the branches have strengthened their capacity in disaster

preparedness, prevention and response

Awareness is raised with municipal authorities and institutions regarding disaster preparedness and response.

Humanitarian Principles and Values

Background and Achievements/ Lessons to date

In a world with increasing exclusion of vulnerable groups, tension and recourse to violence, the Movement plays a crucial role in the promotion of humanitarian values and the Fundamental Principles identified as one of the four core areas of activity for each National Society and for the Federation under *Strategy 2010*. In line with this objective, the Latin American National Societies are actively promoting the seven Fundamental Principles within the Societies themselves and among members of the communities in which they work, in a context where social violence, discrimination against people living with AIDS (PLWA) and discrimination against ethnic groups are growing challenges. Humanitarian Values have been treated as a crosscutting theme and are integrated in training and other activities, coordinated by the National Societies, the ICRC and the regional delegation.

In the coming years, the regional delegation will focus on three key areas that need to be addressed in order to improve the lives of the vulnerable:

- Increasing social violence
- Discrimination and stigmatization related to HIV/AIDS
- Gender violence with emphasis on domestic violence.

Education for Peace

Violence derives from political, economic and social situations and is linked to cultural patterns. It is often strictly within the private sphere and therefore invisible.

In coordination with the regional delegation, the youth network has implemented educational programmes for peace since 1997. The programmes are aimed at children and youth in schools and in vulnerable communities. The intervention is concentrated around dissemination of the Fundamental Principles and humanitarian values, prevention of violence, promotion of peaceful co-existence, gender equity, conflict resolution, human rights and children's rights. These activities are carried out within the framework of the regional 'Plan Sur Joven' although different approaches exist at national level. It is, therefore, important to formulate an overall programme approach that guides and strengthens existing activities, based on experiences and lessons learned in the past.

In 2002-2003 more than 30,000 volunteers from 444 Red Cross branches in the region implemented the education for peace programme in 1,454 communities and schools. Six National Societies have currently signed or are about to sign agreements with their educational authorities at the provincial or national level with the aim of including the education for peace concept in the curriculum.

The programme will continue being implemented mainly in schools through workshops, campaigns and recreational activities among children and young people who, in turn, will act as promoters in their homes and in their community. Although a regional programme, priority countries are those that have a high level of violence such as Colombia and Ecuador, while Bolivia and Brazil will be included in the second phase and the remaining six countries in the third phase.

Dissemination of the Fundamental Principles, humanitarian values and IHL will be coordinated with ICRC and carried out through large-scale media campaigns, events and campaigns in the communities and at institutional level.

Live Positive

Since 1997, the youth network has been actively engaged in the HIV/AIDS issue mainly through peer education. In 2002-2003 activities were carried out in more than 100 branches by 2,500 volunteers in some 250 schools and communities.

Since 2001 the National Societies have worked in prevention, assistance and care of people living with HIV/AIDS and the resulting stigmatization and discrimination. The fight against stigma has currently been included in all prevention workshops for young people and in activities related to humanitarian values. The "Live Positive" programme is focused on three core areas: the fight against stigma and discrimination, prevention and care.

Since 2002, Red Cross youth has been active in promoting the world-wide campaign "The truth about AIDS. Pass it on" which is being implemented in almost all National Societies through activities such as workshops, the making of videos, campaigns, theatre and activities with children living with AIDS. All activities are being carried out in collaboration with the Latin American Network of People Living with AIDS (REDLA) and their national networks in Bolivia, Colombia, Chile, Peru and Uruguay.

In the coming years the campaign will be strengthened regionally and nationally with a view to increasing activities and reaching more people. More emphasis will be placed on institutional awareness, including coordination between the youth, health and communication areas.

Formal and informal agreements with the network of PLWA will be strengthened and updated at regional and national level, and National Societies will play an important role in advocating for the rights of PLWA.

Gender Violence

The regional delegation has been supporting National Societies' work on gender issues since 1998 with a view to addressing the different needs of men and women in their work with communities, and also to promote equal opportunities that lead to efficient interventions. In addition, awareness is being raised within the National Societies through a crosscutting approach including training, documentation and programming.

The United Nations refer to "violence against women" as any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life (article 1 of the Declaration on the Elimination of Violence against Women). While domestic violence happens within the domestic context, gender violence is affecting women on the basis of their socially subordinated condition.

In spite of gender violence being a major social problem in the region, few projects recognize it as a main factor for intervention. The projects doing so target poor women as a vulnerable group whose vulnerability is worsened by poverty. An example is the "House for Young Mothers" run by the Paraguayan Red Cross. One of the challenges for the region's National Societies is to strengthen this type of intervention. The Federation's approach to achieve this goal has three stages:

- 1) Identification of the programme, existing resources, National Society interest and the creation of strategic partnerships.
- 2) Implementation of the programme as a pilot experience.
- 3) Promotion of similar projects in other National Societies.

In addition, Red Cross youth has worked in the area of the prevention of gender violence in its broad sense of "any act of discrimination towards a person related to his/her gender" with focus on discrimination against women and discrimination related to sexual orientation. In the last meeting of the network, National Society representatives expressed their interest in including this issue in institutional activities and in activities with the communities. This will be carried out through large-scale media campaigns, campaigns in the communities, recreational and educational events and workshops. National Societies that have already carried out prevention activities and demonstrated their interest will be included in the first round of the programme, later to be extended to the remaining National Societies in the region.

Communications: In South America, progress has been made in recent years in the area of communications. Several of the National Societies in the region maintain web sites which are updated regularly. There has also been an increase in the number of publications and National Society activities and campaigns which are promoted in both the print and electronic media. The regional information network has been strengthened and regional strategies are in place. With the introduction of the long distance education programme in communications in several National Societies, the network will be further enhanced by the information promoters who will graduate from the long distance education programme. The Federation's regional delegation in Lima has recruited a web master who is responsible for maintaining the web page for Latin America and the intra-net for Latin America. These web pages contain information, reports, policy documents and news articles in Spanish and English and are much used by the National Societies, Federation delegations and PNS in the region.

Goal: The National Societies in the region are implementing efficient, responsive and focused programmes which contribute to improving the lives of vulnerable people.

Programme Objective: National Societies disseminate and promote the Movement's Fundamental Principles and Humanitarian Values and encourage peaceful co-existence, solidarity, mutual respect and equal opportunities for men and women.

Project Objectives under this programme are :

1. National Societies promote respect, solidarity and peaceful co-existence between children and youth in schools and communities.
2. Strengthened and committed National Societies raise awareness in the population in relation to the stigma associated with HIV/AIDS and promote respect for PLWA.
3. National Societies contribute to a reduction in the consequences of gender discrimination through the implementation of projects that recognize gender violence as a vulnerability factor.
4. The capacity of National Societies is strengthened in the area of communications and advocacy in favour of the most vulnerable in accordance with *Strategy 2010*.

Expected Results under each project objective are:

Education for Peace ([click here for detailed information and log frame](#))

Children and youth in schools have improved knowledge of the Movement's Fundamental Principles and Humanitarian Values.

The Movement's and National Societies' image is strengthened by dissemination of the Fundamental Principles, humanitarian values and IHL.

Dissemination and Presence in the Federation's web page.

Live Positive ([click here for detailed information and log frame](#))

National Societies have contributed to raising the awareness of the population in relation to HIV/AIDS stigma and creating respect for and solidarity with PLWA.

National Societies are strengthened and committed to the project.

National Societies in the region coordinate their work with the networks of PLWA.

Dissemination and presence of the project on the Federation web page.

The Red Cross image is strengthened through collaboration with journalists at national and regional level.

Gender Violence ([click here for detailed information and log frame](#))

Women exposed to gender violence have become less vulnerable.

National Societies have contributed to reducing gender discrimination by implementing campaigns, events, workshops and contests targeted at individuals and communities.

Dissemination and presence of the project on the Federation web page.

Communications ([click here for detailed information and log frame](#))

The capacity of five National Societies in the area of communications is increased, particularly at branch level, and the Red Cross image is strengthened through the implementation of the Long Distance Education Programme (LDEP) for communicators in all National Societies.

The interAmerican communications and resource development forum has been strengthened and, by 2007, is functioning autonomously.

Communicators in South America benefit from the necessary political support from governance to carry out their work.

The National Societies use their own web sites and the regional web site as effective communications tools which are constantly updated.

Organizational Development

Background and Achievements/Lessons to date

Over the past years the Federation has made considerable efforts to promote education and training. This has been carried out through regional events with the aim of improving the capacity of National Society staff and volunteers in Latin America through training, information and exchange of experiences. Until 2002 the regional delegation's activities within the area of organizational development mainly had a regional focus.

The 2003-2004 organizational development programme, in line with the harmonization process with the ICRC, changed its exclusively regional focus to include more tailor-made organizational development projects in the National Societies, focusing on the Red Cross Societies of Argentina, Brazil and Peru.

The differing National Society capacity and level of commitment require that the Federation's Appeal in the area of organizational development continues to maintain its country focus in its work with the National Societies. Some require assistance to bring them through an *integrated change process*, focusing not only on improving and

strengthening the Society, but also working towards a new strategic direction. Other, more developed National Societies need *capacity building* assistance to improve their capacities in order to achieve a greater impact, comply with their mission and give better services to vulnerable persons. It is important to underscore that a change process is only possible when needs are identified through a comprehensive analysis and National Society governance is committed to and has approved of the process.

However, some issues are relevant to all National Societies in the region: volunteers, youth, communication and improved financial resource mobilization. Dealing with these issues will continue to require a regional vision through global projects aimed at all the region's National Societies.

Finally, it is important that organizational development, being one of the Secretariat's key roles, takes a holistic view and remains closely connected to processes implemented in other areas. An example is the strengthening of management in the area of health, relief or disasters, or the methodology used in the integrated projects such as Amazonico or Camalote. An evaluation of these two projects is ongoing and findings and recommendations are, therefore, pending. It can, however, be said that such experiences demonstrate that they provide ideal tools for building capacities at branch, as well as at headquarters level. It is also important to underline that they have contributed to a change in Red Cross activities, not only in respect of strategic focus in the work with vulnerable communities, but above all in the approach to vulnerability, not only dealing with the effects but also with the underlying causes of vulnerability.

The 2004 Appeal with a view to the period 2004 – 2007 focuses on two directions:

1. Programmes with a regional focus

There are areas in which a regional and comprehensive organizational development approach should include all National Societies.

1. Strengthening National Societies' work in the area of volunteering and volunteer management. Generally, National Society volunteers tend to "belong" to the branches. The change processes that have promoted new visions, objectives and organizational structures have not always – or not yet – reached beyond the headquarters governance and management structures. Since the volunteers work at the branch level, they have not participated in the process and have therefore maintained traditional objectives and structures. Working with the volunteer base is a tool for strengthening the branches.

2. Financial sustainability at headquarters and branch level. The change processes and capacity building implemented to date has tended not to include systematic national or regional resource mobilization. It is essential that governance and management be trained in the area of fund raising so that National Societies in the long term will be able to develop methods which allow them not only to finance projects for the vulnerable, but also, and most importantly, to meet the needs to cover their core costs.

3. A basic element in the organizational changes in the National Societies is to define and separate the roles of governance and management. Although stated in all statutory changes, separation has not been implemented in practice and requires enhanced efforts.

4. Working with the youth network in order to promote a regional approach in areas such as vulnerable children and youth, dissemination of principles and values, including the culture of peace and non-violence, the respect for gender equity, the fight against gender/domestic violence and stigmatization, and networking for people living with AIDS (PLWA).

2. Individual support to National Societies:

Individual projects with National Societies in need of transformation and strengthening. A number of results are anticipated:

1. Continuation of the process initiated in Argentina. The Argentine Red Cross modernization process began in 2002 and continued in 2003. The review of the National Society's legal base: Statutes, regulations and policies,

improvement of administrative systems and stable financial resource mobilization which will ensure that achievements to date are sustainable.

2. Promotion of the change process in the Brazilian Red Cross. The work initiated by the Secretariat in 2002-2003 in Brazil through the permanent presence of a liaison delegate resulted in a tripartite agreement between the ICRC, the Brazilian Red Cross and the Federation signed in the second half of 2003. The agreement sets out the framework for a modernization process in the National Society with Federation and ICRC support. The tripartite agreement formalized in a MoU is based on the understanding that the National Society is committed to undergo an integrated change process.

3. Continuation of the change process in Peru. A tripartite agreement was signed in May 2002 between the ICRC, the Peruvian Red Cross and the Federation outlining requirements for change. In 2003 the change process was initiated and achieved the following:

- Drawing up of a strategic plan through a participative methodology including the branches, ensuring National Society objectives and focus according to *Strategy 2010*.
- Renewal of Statutes and the legal base.

4. Strategic planning, capacity building and the CAS process for the Bolivian Red Cross. A participative mid-term review/evaluation of the national development plan will address specific needs for adjustment and set the basis for the next cycle of strategic planning. Based on the existing NDP and the interest of several PNSs, the CAS process initiated in 2003 will be finalized, and a formal document gathering commitments for cooperation in the framework of the NDP will be made available.

Tailored capacity building support will focus on priorities identified in the revised NDP. Of these, decentralization of responsibilities and decision-making to the branches, and improved human resources management with a special focus on volunteers will be a key issue.

5. The presence of a Federation representative, requested by the Colombian Red Cross over the last 18 months, will enhance overall coordination among Red Cross partners within the framework of the *Seville Agreement*, and in constant collaboration with the ICRC. Additionally, the focus in Colombia will be to:

- Provide technical support (capacity building) to priority areas identified in the recently approved Colombian Red Cross NDP.
- Promote and facilitate effective cooperation among Colombian Red Cross partners. This will be carried out through a highly participative CAS process.
- Identify programme areas where coordination and/or enhanced Federation support can provide an added value for vulnerable communities.
- Coordinate technical support by Federation regional team members, assuring coherence of approach and relevance of inputs.

Goal: The National Societies in the region have improved their capacity to implement efficient, responsive and focused programmes which contribute to improving the lives of vulnerable people.

Programme Objective: The ten National Societies in the region have modernized their institutions in line with the criteria for a well functioning National Society, and improved their capacity in service delivery to vulnerable people by 2007.

Project Objectives under this programme are :

1. National Societies in the region are oriented towards strategic plans and National Development Plans that define their internal needs and capacities.
2. The ten National Societies are functioning efficiently and effectively and have a participative and open organizational structure with well defined roles, functions and responsibilities at all levels.
3. The ten National Societies in the region have volunteers who participate in decision-making and follow the strategic directions of *Strategy 2010*.
4. The Argentine Red Cross (ARC) works towards strategic objectives in line with *Strategy 2010* and focuses on joint results common to all levels of the organization.

5. The Peruvian Red Cross (PRC) is working in line with the strategic objectives of *Strategy 2010* and is applying an open, participatory organizational model with an appropriate distribution of roles, functions and responsibilities at all levels of the organization.
6. The Brazilian Red Cross (BRC) is working in line with the strategic objectives of *Strategy 2010* and focusing on joint results common to all levels of the organization.
7. The Bolivian Red Cross' programmes are based upon commonly-agreed revised strategic objectives, focused on expected results shared throughout the organization and in line with *Strategy 2010*.
8. The Federation support to the strategic plan and the NDP of the Colombian Red Cross is well coordinated in order to enhance impact

Expected Results under each project objective are:

Strategic Planning ([click here for detailed information and log frame](#))

The governance and management of each National Society know and apply the National Society mission and strategic objectives and adjusts actions to ensure achievement of these objectives.

The 10 National Societies of the region promote the drawing up of local plans at branch level, thus making the National Development Plans operational.

Well Functioning National Societies ([click here for detailed information and log frame](#))

By 2007 all National Societies have revised or renewed their Statutes and legal base, adapted them to a "Well functioning National Society" and to the guidelines approved by the Federation's General Assembly.

The National Society legal base establishes an appropriate separation between governance and management with clearly defined roles.

By 2007 all National Societies have transparent management systems that allow for evaluating efficiency and effectiveness in the administration of their human, material and financial resources.

By 2007 all National Societies have implemented stable and long-term fundraising systems allowing them to sustain their infrastructure.

The National Societies respect the gender equity aspect in their institutional organization and in community work.

Volunteer Management ([click here for detailed information and log frame](#))

Management systems for the integration of volunteers exist in all National Societies and include a cycle for induction, information, training, performance, promotion and retirement.

National Society governance has approved several volunteer policies that are in line with Federation policy.

National Society volunteers know and apply their rights and obligations as set out in the legal base.

National Society volunteers know and apply the National Society strategic plan and the strategic guidelines of the Movement.

All National Societies implement integrated and diversified volunteer training systems according to needs deriving from the NDP.

Argentine Red Cross ([click here for detailed information and log frame](#))

The ARC has concluded the revision of its Statutes and legal base in line with the parameters of a “Well Functioning National Society” and the guidelines adopted by the Federation.

The ARC promotes the formulation of Local Operational Plans at branch level that will make the approved NDP operational.

The ARC has transparent management systems that allow evaluation of efficiency and effectiveness in the administration of human, material and financial resources.

The ARC has implemented stable and long-term systems for resource mobilization that will cover the expenses of its core structure.

The ARC has increased its internal and external communication and improved its image.

Peruvian Red Cross ([click here for detailed information and log frame](#))

The PRC promotes through its network of branches, local operational plans which make its strategic plan operational.

The PRC has modernized and adjusted its Statutes and legal base to its new vision and according to the parameters of a “Well Functioning National Society.”

The PRC has a transparent financial and administrative management system that allows for ongoing monitoring and evaluation of efficiency and effectiveness in its management of human, material and financial resources.

The PRC promotes volunteers that take part in the decision-making processes, and who are aware of and work in accordance with the orientations of Strategy 2010.

Brazilian Red Cross ([click here for detailed information and log frame](#))

The BRC has an NDP which, through a participatory process, establishes the mission, strategic areas, priorities and objectives of the institution.

BRC state branches have plans of action that ensure development of the NDP.

The BRC has a volunteer policy in line with Federation guidelines and policies.

The BRC communications capacity has increased and its image has been strengthened.

Bolivian Red Cross ([click here for detailed information and log frame](#))

The Bolivian Red Cross NDP is reviewed and lessons learned are included in the planning for the next strategic planning exercise.

Volunteers and branches of the Bolivian Red Cross develop strategic plans and operational plans that make the NDP fully operational.

By the end of 2004, cooperation with the Bolivian Red Cross is promoted, facilitated and coordinated by means of a participative CAS process.

Colombian Red Cross ([click here for detailed information and log frame](#))

Cooperation with the Colombian Red Cross is managed through a participative CAS process, facilitated by the Federation under the guidance of the Federation representative, with the direct involvement of the ICRC and PNS representatives.

In accordance with the humanitarian scenario and with identified priorities, multilateral assistance in relation to CRC activities with IDPs will have been coordinated within the overall framework of Movement support, in order to maximize impact.

5. Community Integrated Programmes

Background and Achievements/Lessons to date

The National Red Cross Societies in Latin America are moving towards a more community focused approach whereby the Red Cross and communities work jointly to identify problems, develop the means to address these and subsequently implement the resulting strategies and interventions. In parallel, these initiatives strengthen the capacities of both Red Cross branches and the communities involved.

The study from the early nineties “*The Challenges of Human Development*” marked a turning point for the Red Cross. The recommendations of the study pointed to the need for the Red Cross to work in closer cooperation with other humanitarian and social actors, together with the most vulnerable, emphasizing participative activities directly with communities. This trend continued in the mid 1990s when the first integrated projects in the region were initiated: Amazónico, Camalote, Andino and Gente Fuerte in South America and Golfo de Fonseca in Central America. Although the projects were developed with an integral approach to social problems, in practice they have concentrated on Red Cross priority sectors such as primary health care, disaster prevention and preparedness. However, projects relating to income generation, education and peaceful co-existence have also been implemented as a result of community preferences. These projects have not only promoted development in local communities, but have also initiated organizational development processes in the National Societies; branches, in particular, have undergone an institutional change process, whilst National Society headquarters have improved planning and communication. Initial experiences from the pilot projects point to the validity of the Federation approach to community development through integrated initiatives which aim to strengthen National Society capacities, thus enabling them to contribute more efficiently to improving the lives of the most vulnerable.

Red Cross Societies continue to broaden the traditional role of the Red Cross, building partnerships to respond to an increasing marginalization of certain communities, groups and individuals. The National Societies are taking on a more prominent role in civil society, building alliances with local entities to ensure sustainability. Best practices and lessons learned from the pilot projects in the Americas are being used in the design of integrated community and branch programming models to be further developed in 2004. In addition, recommendations from various evaluations and reviews are being taken into account regarding the need to ensure that integrated organizational development and community work better reflects National Society branch and community priorities and that a strategy for exporting the methodology to other National Society programme areas should be developed.

The disaster management programme will continue to develop and implement effective community based disaster management tools and methodologies to reduce exposure to hazards and to mitigate their impact at community level. In the area of humanitarian principles and values, projects will focus on issues such as anti-stigma and reduction of the impact of discrimination and marginalization and their destabilizing influence on communities.

The shift in the Red Cross way of working is manifested in the Santiago de Chile Commitment approved by the XVII Inter American Conference in April 2003. The Commitment seeks to:

- Ensure greater synergy amongst the different health-related programmes and with community-based disaster preparedness programmes and organizational development.

- Consolidate, extend, update and develop community disaster preparedness education programmes. This will be done through the development of integrated activities in order to increase impact at the community level.

The plan of action 2003 – 2007 of the Inter American Conference follows up on the Santiago de Chile Commitment by including a specific objective related to integrated programming, as follows: “National Societies are working with communities integrating components of the four core areas and organizational development”.

In order to highlight this new orientation of Red Cross work, the Federation Appeal for the Americas includes, in addition to programmes in the four core areas, this section on community integrated programmes which aims to assist the National Societies to translate this component of the Santiago Commitment into reality.

Goal: The National Societies in the region have improved their capacity to implement efficient, responsive and focused programmes which contribute to improve the lives of vulnerable people

Programme Objective: The National Societies in the region have improved their capacity to work in vulnerable communities through integrated programmes and projects, partnerships and branch networking which contribute to a reduction in community risks and promote empowerment.

Project Objectives under this programme are :

The National Society branch network has the capacity to manage and implement efficient integrated community programmes.

Expected Results for the project objective are: [\(click here for detailed information and log frame\)](#)

Integrated Community Programmes

National Society staff and volunteers are trained to implement integrated programmes and projects.

A consolidated model for integrated programme/project management using VCA, PPP, BPI and integrating lessons learned is developed.

National Societies have the capacity to promote, participate in and facilitate partnerships and strengthen civil networks in favour of community development.

Communities, the general public and other actors are better informed about Red Cross integrated programmes and activities.

Coordination, Cooperation, and Strategic Partnerships

South America is a vast region and knowledge of its characteristics, context and resources is necessary to effectively support Red Cross activities. The countries have different social characteristics but share common problems given frequent natural disasters, inequity due to fragmented application of preventive health policies, violence, social inequalities and corruption. The National Societies have different degrees of development in their capacities, social presence and resources. In recent years, some National Societies have had or still have, internal problems affecting their integrity. Furthermore, donor interest in the region is weak, especially in the Southern Cone, although this situation changed to some extent as the economic and social crisis struck Argentina in 2002. The majority of Red Cross funding for the region is bilateral and focused on the areas of disaster management and health. Historically, the regional delegation has had very few resources. It has, however, been respected and well accepted by the National Societies and maintains high standards as regards its capacity to advise and support the National Societies.

As of 2004, ICRC presence in South America is coordinated through a country delegation in Colombia and three regional delegations: the regional in Peru supporting Bolivia, Ecuador and Peru, the regional delegation in

Argentina supporting Argentina, Brazil, Chile, Paraguay, Uruguay and the Venezuela delegation supporting Venezuela and the English speaking Caribbean countries. This structure brings the ICRC and Federation structures closer, thereby facilitating and supporting continued harmonization efforts in the region.

Multilateral programme support to National Societies in the region is provided by PNSs such as the British, Finnish, Norwegian and Swedish Red Cross Societies.

The tripartite partnership agreement signed between the British Red Cross, the Department for International Development (DFID) and the Federation covering a four year period from July 2002 to July 2006 will further improve the impact of National Societies individually and the Federation in service delivery to and advocacy for vulnerable people through the implementation of *Strategy 2010*.

In 2004, five PNSs maintain regional and country offices in different parts of South America. The Spanish Red Cross has a regional office in Lima, Peru, covering Bolivia, Colombia, Ecuador, Peru and Venezuela; the American Red Cross has a regional office in Ecuador, covering Colombia and Ecuador itself, and a regional office in Brazil, covering Argentina, Brazil and Peru. The German Red Cross also has a regional office in Ecuador and in Peru, and country offices of the French Red Cross are located in Colombia and Ecuador where the Netherlands and the American Red Cross Societies also maintain a country office.

Several international and regional organizations are represented in the region with different sub-regional structures compared to the Federation – a scenario presenting challenges for coordination. The UN Office for Coordination of Humanitarian Affairs (OCHA) recently moved its regional office to Panama and the ECHO regional office is located in Ecuador. PAHO has its headquarters in Washington, country representatives in all ten countries and a regional office for Disaster Preparedness and Emergency Programmes in Ecuador. Chile hosts the Economic Commission for Latin America and the Caribbean (ECLAC) headquarters and UNICEF and WFP's regional offices are located in Panama.

Contacts have been established with the DFID representative in Peru, with OXFAM in Colombia and with the UN system in the region. The regional delegation will also continue to link with organizations such as Caritas International, Care International, Médecins du Monde, ICVA, Comité Andino de Desastres, the IADB, the World Bank, the OAS and others that were invited to the XVII Inter-American Conference in Santiago de Chile

The XVII Inter American Conference was held in Santiago de Chile between 23 and 26 April 2003 with the motto "*Equity in Health, Road to Development*". The hosting National Society, the Chilean Red Cross, was supported by the Federation through the sub-regional coordinator in Buenos Aires, the regional delegation Lima and the Americas department. The conference adopted the *Santiago de Chile Commitment* and 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 of the International Conference covers the period 2004-2007. It is based on the *Santiago de Chile Commitment* and should be seen as a follow-up of the previous CORI plan of action for Latin America and the Caribbean, capturing the essence of *Strategy 2010*. It gives a clear framework and sets the directions for identifying priorities for the Secretariat. Additionally, this plan includes a monitoring and evaluation system. It will be the regional delegation's task to provide appropriate support to CORI with the aim of ensuring that this system is followed up.

Likewise, the regional delegation has been providing support for the preparation of the forthcoming Presidents and Technical Seminars Meeting to be held in Montevideo in March - April 2004 and the following meeting to be held in 2006.

Different actions for harmonization with the ICRC have been taken, such as meetings and joint coordination missions to Ecuador, Peru and Brazil. These efforts this will continue to be a priority while more emphasis will be placed on developing regular meetings between heads of delegations and between the respective cooperation delegates, strengthening joint planning and action in cooperation with the National Societies and the governments of the region.

The Spanish Red Cross has been actively cooperating with the regional delegation through its project staff based at the regional delegation offices in Lima until September 2003. Coordination with the Spanish Red Cross will further improve as it plans to move its regional office from Bolivia to Lima in 2004. The regional delegation is also

strengthening cooperation with the American Red Cross by through the increased contacts with the IMCI consultant, currently responsible for monitoring and evaluation in Central America, South America and the Caribbean.

In June 2003, a PAHO consultant was based in the regional delegation to strengthen cooperation and coordinate meetings held in Colombia with the Ministries of Health and the region's ten National Society health directors. For the period 2004-2007 further actions towards strengthening and consolidating the Federation's partnership with PAHO are being planned.

The regional delegation will continue promoting and supporting the CAS processes in the region as well as regional and sub-regional partnership meetings with the aim of identifying regional needs and facilitating coordination of the efforts to support National Societies.

Representation, Management, and Implementation

The goal of the Federation in developing effective representation and advocacy is to contribute to an effective Federation as a membership organization and optimizing service delivery to vulnerable people.

The role of the Federation in this area is focused on:

- Development of appropriate advocacy, communication and partnership tools within National Societies.
- Continuation of efforts to ensure that advocacy, communication and partnerships are integrated into all programme planning.
- Development of relations with governments, international organizations, academic institutions and the private sector to support the implementation of Federation and National Society programmes.

By promoting National Society interests at national, regional and international level through coordination and technical support from the Federation Secretariat, the overall impact of the Red Cross Movement has proven to be significantly increased. The Federation regional delegation for South America has carried out this mandate in the following way:

- Through contacts with governments in South America - most recently in Argentina as a result of the social and economic crisis and in Peru given the transfer of the regional delegation from Buenos Aires to Lima in 2003.
- Through contacts with the main inter-governmental and non-governmental organizations such as CARE, Save the Children, Caritas and OXFAM, the region's ECHO representatives and the UN Economic Commission for Latin America and the Caribbean (ECLAC), based in Santiago de Chile.
- Through partnerships with the private sector such as Tetra Pak and Danone, which supported the Amazonico programme and the Argentine Red Cross social crisis operation, respectively.
- Contacts with the UN agencies, mainly in Argentina, Bolivia, Colombia, Peru and Venezuela. Future efforts will prioritize the strengthening of links with the UN agencies in the remaining countries of the region.

All National Societies continue the Global Anti-Stigma campaign "The Truth about Aids. Pass it on" launched on the Red Cross day in May 2002. The campaign received extensive media coverage and raised the profile of the Red Cross as a social organization and a promoter of tolerance and non-discrimination. In addition, it proved a platform for strengthened relationships with organizations working with people living with HIV/AIDS. Efforts to further strengthen these relationships will be continued.

To increase the impact of activities in the area of humanitarian values, there is a need to strengthen the regional structure and to give volunteers better access to information and resources. A key area for this will be the inclusion of a strong communication and information component to each programme area with a view to bringing a voice to the vulnerable and marginalized in modern society.

Aside from meetings and events, significant dates during the year such as the International Red Cross and Red Crescent day, the World AIDS day, the launch of the World Disasters Report and the International Volunteering day will continue to be used by the delegation to promote and further develop activities and contacts at the representational level to mobilize support and advocate for the RC agenda.

The regional delegation is also well aware of the extensive opportunities for new strategic partnerships offered by the private sector in the region and will focus on exploring these.

A major constraint to carry out effective representation and advocacy with the regional delegation's host government has been the fact that the Federation's legal Status Agreement with the Peruvian government – at the time of writing and more than 12 months after moving to and establishing itself in Lima - has still not been ratified, a situation which has impeded the regional delegation from working effectively as a recognized, international entity in the country and region.

The *Strategy for Change* of the Federation clearly indicates the need to provide improved and closer support to member National Societies and to the Federation governance in general. The task is performed at different levels by both the Secretariat headquarters and the regional delegations.

The main outcome of the XVII Inter-American Conference was the adoption of the *Santiago de Chile Commitment* and a resolution signed by all the National Societies of the Americas, including the commitment to continued efforts towards implementing the *Strategy 2010*, the *Strategy for the Movement*, and the *Plan of Action of the Inter-American Conference*. A document of support to this Commitment was also signed by the observer National Societies taking part in the Conference. Two thematic strategies setting future priorities in the areas of health and disasters, prepared for the conference, were also approved by the Conference.

This plan of action 2003-2007 will guide the National Societies in the region and serve as a strategic framework giving clear directions for country-specific strategic and programmatic planning within the respective National Society contexts. The regional delegation will support CORI and the individual National Societies in the implementation and monitoring of the above plan of action, leading towards the next Inter-American Conference and subsequent evaluation of the current plan. Support to the preparations for the XVIII Inter-American Conference (to be held in Ecuador) will be an important part of regional delegation governance support.

The mid-term review of the Federation *Strategy 2010*, will be carried out in 2004-2005 and be presented at the General Assembly in December 2005. The regional delegation's responsibility in this regard will be to ensure that necessary support is given to National Society leadership in South America in order for this region to actively participate in the review and contribute to its conclusions and recommendations.

The new CORI Statutes include the recognition of the importance of the bi-annual sub regional meetings in the Americas, where governance, management, volunteers and senior staff join to analyze key issues on the agenda. These meetings have been increasingly targeting monitoring of achievements of strategic goals, the question of impact measurement and the changes that the strategic plans: *Strategy for the Movement*, *Strategy 2010*, *the Plan of Action of the Inter American Conference* imply for Red Cross Societies and volunteers. The next such meeting will take place in April 2004 in Montevideo and the regional delegation has been providing methodological, technical and financial support in order to take full advantage of its coincidence with the beginning of the implementation of the plan of action of the Inter American Conference.

In addition to providing continued support to Federation Vice Presidents, members of the Governing Board and Commission Chairpersons and members of the region as required, support will be provided by the regional delegation in the preparations for the General Assemblies in 2005 and 2007.

In order to fulfil the strategic objectives outlined in the programme areas and in the services detailed above - and in line with the change strategy of the Federation and the strategy for the Movement - Secretariat presence in the southern American region to support the 10 member National Societies will consist of a regional delegation, based in Lima, Peru, a regional sub-office, based in Buenos Aires, Argentina and a Federation representative in Colombia, the latter for an estimated two years' period covering 2004 and 2005.

The regional team works in a matrix environment, where functions are being performed according to team and individual plans. All staff will gradually develop a strong capacity building profile besides technical competencies. The increasing use of regional staff optimizes the use of available financial resources while contributing to overall institutional building. Technical capacities in strategic planning, programme management, programme support to National Societies, service provision together with transversal competencies will be the focus of human resource

development in order to better target and focus support to National Societies. A pool of professional consultants is available in the region when required.

Strategic four year planning cycles will help in defining a common strategic vision, based and rooted on membership priorities and overall Federation and Movement strategies. During the next four years, strategic planning will increasingly be carried out in partnership with each National Society with a focus on each country, to tailor the support to the needs of the National Society and the specific humanitarian context. The regional strategic plan will, therefore, more and more reflect a common vision, a regional perspective and country-specific support.

General services and support structures have been decentralized from the Secretariat in Geneva to the Americas continent. The regional delegations in Lima and Panama share common support resources: the Pan American Disaster Response Unit (PADRU), the regional finance unit (RFU), the regional reporting unit (RRU) which have helped to improve efficiency and effectiveness.

The Americas department has constantly been promoting a team approach whereby the Secretariat and the delegation/sub regional office share a common vision and goals. Regular meetings, joint planning, agreed-upon cascades of objectives have shown to be effective team building tools that will be further enhanced in the future.

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BUDGET 2004

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.54/2004

Name: South America Regional Programmes

PROGRAMME:	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total CHF
	CHF	CHF	CHF	CHF	CHF	CHF	
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	50,400	0	0	50,400
Medical & first aid	16,800	0	21,000	50,400	0	0	88,200
Teaching materials	4,200	0	0	0	0	0	4,200
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	35,000	0	0	0	0	35,000
SUPPLIES	21,000	35,000	21,000	100,800	0	0	177,800
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	0	2,302	2,800	3,300	13,415	0	21,816
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	7,000	0	7,000
CAPITAL EXPENSES	0	2,302	2,800	3,300	20,415	0	28,816
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	0	0	0	16,200	47,856	0	64,056
TRANSPORT & STORAGE	0	0	0	16,200	47,856	0	64,056
Programme Support	40,932	29,197	19,965	104,551	58,265	0	252,909
PROGRAMME SUPPORT	40,932	29,197	19,965	104,551	58,265	0	252,909
Personnel-delegates	288,000	121,640	126,900	415,040	232,140	0	1,183,720
Personnel-national staff	12,320	32,900	57,820	143,296	198,198	0	444,534
Consultants	12,748	0	0	42,150	14,700	0	69,598
PERSONNEL	313,068	154,540	184,720	600,486	445,038	0	1,697,852
W/shops & Training	141,532	160,300	36,400	504,813	133,540	0	976,584
WORKSHOPS & TRAINING	141,532	160,300	36,400	504,813	133,540	0	976,584
Travel & related expenses	47,942	35,799	10,369	80,221	41,400	0	215,731
Information	29,400	16,800	25,300	62,766	8,150	0	142,416
Other General costs	35,846	15,240	6,600	135,344	141,716	0	334,746
GENERAL EXPENSES	113,188	67,839	42,269	278,331	191,266	0	692,893
TOTAL BUDGET:	629,720	449,178	307,154	1,608,481	896,380	0	3,890,912