

# PROGRAMME UPDATE



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

## SOUTH AMERICA

30 June 2004

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 181 countries.  
For more information: [www.ifrc.org](http://www.ifrc.org)

### In Brief

Appeal No. 01.54/2004; Programme Update no. 1, Period covered: 1 January to 30 April, 2004; Appeal coverage of revised appeal target: 43.6%; Outstanding needs: CHF 1,919,135  
([click here to go directly to the attached Contributions List \(also available on the website\)](#)).  
*This is being updated and will be attached shortly*

Appeal target: CHF 3,890,913 has been revised to CHF 3,405,434 (USD 2,717,185 or EUR 2,234,929)  
[Click here to go directly to the revised budget](#).

Related Emergency or Annual Appeals: None

**Programme summary:** To date, the South America Annual Appeal 2004 has received coverage of 43.6 percent under the revised budget for the total amount of funding sought. The revised budget reflects prioritization in relation to programme activities given the overall funding shortfall since administrative costs were cut drastically and activities in several programme areas have been reduced. In addition, staffing in the regional delegation was cut to reflect the financial situation, which is hindering the implementation of programmes. If further funds are not received, it will be necessary to cancel the implementation of several objectives and their related activities.

Despite the lack of funds, the first four months of the year saw progress in all the programme areas. The health and disaster preparedness teams participated in the definition of the Andean Disaster Preparedness Strategy, in coordination with the Pan American Health Organization (PAHO) and the Ministries of Health of the Andean countries. In humanitarian values and communications, the long distance communications programme has proven an effective tool for developing human resources in Red Cross branches and disseminating information regarding programmes. In organizational development, the South America delegation is at the forefront of an initiative to pilot a monitoring and evaluation tool on FedNet to ensure self-assessment of the progress of National Societies in achieving the objectives of the *Inter-American Plan of Action*. With regard to community integrated programmes, the concept and model for Red Cross integrated community-based activities represents the new orientation of Red Cross work and is proving an effective way of reaching vulnerable communities.

Preparations for the *X Meeting of Presidents and Technical Seminars*, held between 31 March and 2 April in Montevideo, Uruguay, were a major focus for the Regional Delegation and, in particular, the Sub Regional Office in Buenos Aires, which provided support to the host National Society, the Uruguayan Red Cross. The meeting served to raise awareness of and knowledge concerning the *Plan of Action of the Inter American Conference*, which was used as the main tool in all working groups throughout the meeting. The meeting also saw the revival of the health, youth and volunteering networks, which serve as essential coordination and interaction mechanisms between National Societies in the region.

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

## Operational developments

The early part of 2004 was characterized by a general situation of instability and social tension in several parts of the region. Mass demonstrations occurred in a number of countries, such as Venezuela, which is divided among supporters of President Hugo Chavez and those who are struggling for a referendum to end his mandate. In countries such as Bolivia, Ecuador and Peru, there were demonstrations by the indigenous populations and coca farmers. Many of the demonstrations ended in violent clashes between the police and civilians, causing injuries and increased insecurity among the general population.

In Colombia, the International Committee of the Red Cross (ICRC) has reported an increase in the number of internally displaced people linked to the ongoing internal conflict. This situation is generating a series of problems along the border between Colombia and Ecuador. Despite the long-term internal conflict in Colombia, there is a



Mass demonstrations occurred in several countries in the region during the first four months of the year, including Bolivia, Ecuador, Peru and Venezuela.

general perception of increased security in the country due to a reduction in the number of kidnappings and President Alvaro Uribe's hard-line policy against illegal armed groups.

During the first three months of 2004, no major natural disasters occurred in the region, although normal seasonal rains and droughts affected Bolivia, Brazil, Colombia, Ecuador and Peru. During January, Peru and Bolivia were affected by heavy rains, which caused some minor emergencies that were attended to by the respective National Societies. Information bulletins were issued on the Federation's webpage. In April, the rains in Colombia intensified, causing the flooding of several main rivers

and resulting in emergency situations throughout the country, including in the capital city, Bogotá. Funds from the Federation's disaster response emergency (DREF) Fund were allocated for the relief operations implemented

by the Colombian Red Cross Society.

## Health and care

**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.**

**Objective 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.**

**Progress/Achievements, Impact and Constraints :**

The South American health network was re-launched during the *X Meeting of Presidents and Technical Seminars* as a coordination and interaction mechanism for National Society health departments. All ten National Societies in the region are participating in this activity. Members of the health network in each country have been identified, and liaison focal points have been established with the youth and disaster preparedness departments. All members of the network are receiving information from the regional health delegate on a regular basis. In addition, contact with academic institutions have begun with the goal that in the near future they will support the network by creating a system to share experiences, activities, and new methodologies. The network will need defined terms of reference and regulations in order to be an effective coordination tool for the National Societies. The Regional Delegation will provide the necessary technical support.

A new project is being defined within the Ecuadorian Red Cross (ERC), to develop and enhance the health department, with funding from the United Kingdom's Department for International Development (DFID). The project will address the health department's structure, functions, human resources, relations with branches and interaction with other departments. The results of this exercise will be shared with other National Societies within the health network. However, as yet, there is only partial commitment from the ERC for this project.

The regional health and the disaster preparedness delegates actively participated in the first meeting to define the Andean Disaster Preparedness Strategy, held in Quito, Ecuador, in April. This important initiative was organized by the Pan American Health Organization, the Convenio Hipolito Unanue (Andean Health Organization) and the six Ministries of Health of the Andean countries (Bolivia, Chile, Colombia, Ecuador, Peru and Venezuela). This was an opportunity to strengthen liaisons with PAHO, and to facilitate the relations of the National Societies with their respective ministries of health, promoting an active role for the National Societies within their governments' plans. Another important result of this activity was that it reinforced the integrated work between the health and the disaster preparedness programmes, in line with the *Plan of Action of the Inter American Conference*.

**Objective 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.**

**Progress/Achievements, Impact and Constraints :**

National Society youth departments, in coordination with health departments, have taken the lead role in the fight against HIV/AIDS, stigma, discrimination and related diseases. National Society youth in South America have maintained a regional network since 2000.

The second "Summer Camp for Children Living with HIV/AIDS" was carried out by the Uruguayan Red Cross



The summer camp in Uruguay gives some relief to the children living with the double load of HIV/AIDS and poverty.

(URC) and the NGO FRANSIDA, in the province of Colonia during February, with the financial support of the Regional Delegation. This important initiative creates an entertaining space adapted to these vulnerable children's needs; the boys and girls that participate in the camp come from very poor families and often must take care of their siblings or provide their own daily income needs. The general idea of the summer camp is to help the children gain a sense of dignity. This project, which benefits 30 boys and girls each year, has been given visibility through the Secretariat's webpage. The objective of the Uruguayan Red Cross and FRANSIDA, in addition to continuing activities for this group of children throughout the year, is to build a home so that those children who cannot live with their families or with some adult who can take care of them are not placed in institutions that do not care for their needs. The organizers of this programme do not consider the main problem to be HIV/AIDS, but rather poverty and social marginalization.

This summer camp is an example of the different activities that the URC youth carry out within the framework of the *Sur Joven Regional Plan* (the youth network's plan of action). The URC also carries out peer education prevention activities through workshops, fun activities, artistic fairs and festivals held in schools, community centres and other institutions frequented by young people. To achieve this, the National Society has the support of many organizations, like FRANSIDA and ASEPO, which are both Uruguayan NGOs working in the field of HIV/AIDS, and the International Community of Women.

The Argentine Red Cross (ARC) continued with its HIV/AIDS project, financed by the Global Fund to fight AIDS, Tuberculosis and Malaria. During January, 13 branches of the ARC carried out workshops addressing basic issues related to HIV/AIDS prevention and awareness. Participants from these workshops then carried the information and messages learned to fairs, carnivals and beaches throughout the country. In April, the ARC organized three more regional workshops addressing discrimination, stigma, gender, self-esteem and human rights.

During the first four months of the year, the Bolivian Red Cross (BRC) organized awareness and information fairs in HIV/AIDS. The BRC also designed a new strategy for training of trainers in HIV/AIDS issues and plans to start workshops in June. The BRC is continuing to participate in the national committee that is promoting the inclusion of an HIV/AIDS theme in the school curriculum. In addition, along with other organizations, the BRC is presenting an AIDS law to the national parliament.

In April, the Ecuadorian Red Cross and the music group *Cacería de Lagartos* (Alligators' Hunt) carried out the HIV/AIDS campaign "*A quién dejas tú que te dé SIDA*" (Whom do you allow to give you AIDS), which includes a song and a video clip. This campaign seeks to educate youth about preventing HIV/AIDS and promote solidarity with people living with HIV/AIDS. The campaign goes hand-in-hand with the educational activities of the youth department of the National Society.

The Peruvian Red Cross once again took up the campaign "*The truth about AIDS... Pass it on*" in the branches of Trujillo, Pucallpa and Ica, through workshops and dissemination activities. The German Red Cross financed the information material and condoms distributed.

The main constraint of the youth network's HIV/AIDS anti-stigma project is the lack of funds. In addition, in some National Societies there is little coordination between the areas of health and youth.

**Objective 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 MoHs and PAHO.**

**Progress/Achievements, Impact and Constraints:**

The Bolivian Red Cross project "*Towards a healthy community*," which was originally scheduled to end in December 2003, was reactivated during the reporting period after a temporary suspension due to the internal social unrest affecting the country. This project is being carried out with DFID funds. The challenge is to obtain lessons learned that can show the effectiveness of integrating the health and the disaster preparedness components in these community projects.

Agreements have been made with PAHO and the American Red Cross in order to obtain more updated information about integrated management of childhood illnesses (IMCI) programmes in countries in the region. The main constraint is that IMCI activities in some countries are not coordinated between the Ministry of Health and the National Society. It is necessary to enhance and promote coordination between PAHO, the American Red Cross and the National Societies in order to better implement the IMCI strategy. One existing proposal is to organize a regional health meeting to discuss the IMCI methodology and further coordination possibilities among the National Societies, Ministries of Health and PAHO. The source of funding could be the American Red Cross, in accordance with the PAHO agreement.

Health programmes in the region have been highlighted and promoted at the international level through the posting of articles on the Federation's regional and global websites (cruzroja.org and ifrc.org). Special sections on the regional website were developed to highlight the World Water Day (22 March) and World Health Day (7 April).

Community health programmes and the process of strengthening National Societies' health capacities are carried out with the financial support of the Swedish Red Cross.

## **Disaster Management**

**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.**

**Objective 1: National Societies in the region have consolidated an integrated disaster management system.**

### **Progress/Achievements, Impact and Constraints :**

In January, a comprehensive exercise on telecommunications in disaster-prone areas was carried out by the Colombian Red Cross in Manizales, coordinated by the Pan American Disaster Response Unit (PADRU) and Ericsson Response staff. The exercise should be used in the future to identify lessons learned.

The Regional Delegation carried out a Vulnerability and Capacity Assessment (VCA) workshop in Bolivia in March. Nine National Societies now have personnel who are familiar with the VCA tool, as VCA workshops have been carried out in all countries in the region except Brazil. VCA documentation now exists in all these National Societies. Unfortunately, these VCA documents exist only in English, which limits access to the information.

In April, the disaster preparedness and health delegates participated actively in the first meeting to define the Andean Disaster Preparedness Strategy, held in Quito, Ecuador (please refer to the *health* section of this report). During this period, the Regional Delegation also participated in the ICRC-led assessment of the Bolivian Red Cross's capacity to respond to situations of social unrest, within the framework of the *Safe Access* programme.

The *X Meeting of Presidents and Technical Seminars* allowed the relief and health directors and technicians of the ten National Societies in the region to share training and planning advice, introduce staff exchanges and follow up on these initiatives. The event was also an opportunity for National Societies to lobby with organizations from their own countries.

Together with PADRU, the protocols for information management during a disaster were revised and updated. This will clearly designate responsibilities to the National Societies, the Regional Delegation and PADRU in the event of a disaster, strengthening the flow of information.

To date, the four National Societies of Argentina, Colombia, Ecuador and Venezuela have disaster plans. The Colombian Red Cross Society (CRC) is the only National Society with a disaster preparedness plan that is coordinated with the government's plan; however, the security laws of some countries in South America include the Red Cross in risk management issues. In Chile, the responsibilities of the National Society in case of a disaster are determined by the Joint Management Protocol, signed by the National Emergency Organization (ONEMI) and the Red Cross in October 2003. In Venezuela, the currently existing law does not include the Red Cross, but it appears that this law will soon be modified to include the National Society in the government's emergency response plans. In Paraguay, the law stipulates that the National Prevention and Mitigation Committee must be made up of organizations with appropriate technical capacity, such as the Paraguayan Red Cross (PRC). The major constraint to including the Red Cross in official national plans is that in most of the countries the issue of civil defence is handled by the military and government officials.

Five National Societies: Argentina, Bolivia, Ecuador, Peru and Venezuela have at least 20 volunteers trained in the Federation's disaster tools and methodologies. These volunteers are also able to train other volunteers, sharing their knowledge and strengthening the capacities of their National Societies. In addition, all ten National Societies in South America have trained Regional Intervention Teams (RITs), although the RITs of the region are not yet widely used. Coordination of the RITs is the responsibility of the Pan American Disaster Response Unit. In addition, during

this reporting period the Ecuadorian Red Cross presented a proposal for a National Intervention Team (NIT) workshop. The workshop is in standby for the time being as there are no funds to cover it.

By taking ownership of the *Plan of Action of the Inter American Conference*, the National Societies are becoming empowered to act with leadership and professionalism in disaster management activities. Currently, the Regional Delegation does not have a systematic mechanism to monitor the inclusion of the plan of action in the National Societies' integrated disaster management systems, but an effective monitoring system is under development (please refer to the *Coordination, Cooperation and Strategic Partnerships* section).

The challenge of the National Societies is to adjust their relief departments' plans in order to strengthen the capacities of their volunteers, not only in the area of response, but also in needs assessments and long-term interventions.

**Objective 2: National Societies in the region have improved their capacity to increase community awareness of risk factors through community based disaster preparedness (CBDP).**

**Progress/Achievements, Impact and Constraints :**

The Ecuadorian and Venezuelan Red Cross Societies have designed plans to begin working in CBDP with four new communities in Ecuador and ten in Venezuela. The communities in Venezuela are still being selected from the states of Nueva Esparta, Gran Caracas and Vargas. The communities already selected in Ecuador are Montufar (Carchi branch), Mi Rosita (El Oro branch) and Puerto Quito and La Concordia (Pichincha branch).

The Federation is supporting the Peruvian Red Cross in documenting CBDP activities carried out from 1997 to 2003. The resulting document will be a useful assessment tool and also a framework for future implementation of CBDP programmes in the region. The evaluation documents from the community integrated programmes, Camalote and Amazonico (please refer to *Community Integrated Programmes* section), are complementary to this process. The lack of documentation of CBDP initiatives from the National Societies is one of the major constraints at the moment.

The Federation's community development and disaster preparedness guidelines are being used by Red Cross branches to prepare informational material (brochures, videos) for the communities where they work in disaster prevention to raise public awareness during school fairs and community meetings.

## **Humanitarian Principles and Values**

**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.**

**Objective 1: National Societies promote respect, solidarity and peaceful co-existence between children and youth in schools and communities.**

**Progress/Achievements, Impact and Constraints :**

School holidays in the region generally end in March or April, so the new school year is just beginning. This means that National Society programmes with schools are also just about to start. Therefore, it is too early to measure any impact for this project in 2004; however, several projects are in the planning and training phases.

A training of trainers' workshop in non-violence was carried out in April in the Uruguayan Red Cross, directly following the *X Meeting of Presidents and Technical Seminars*. The National Societies of Argentina, Paraguay and Uruguay have obtained ICRC funds to carry out leadership activities in the second half of the year, which will require Federation technical support, and the Bolivian Red Cross is continuing its work with scholars to promote gender equality and human rights.

One major concern in this area is the lack of funds to carry out planned activities as the existing funds cover internal personnel expenses only.

**Objective 2: Strengthened and committed National Societies raise awareness in the population in relation to the stigma associated with HIV/AIDS and promote respect for people living with HIV/AIDS (PLWA).**

Activities towards this objective are being carried out as part of the regional HIV/AIDS programme. For more information, please refer to the *Health* section—objective 2.

**Objective 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.**

**Progress/Achievements, Impact and Constraints :**

The Argentine Red Cross has started a project to reduce gender discrimination in Rosario de la Frontera, in the Province of Salta. The project is currently at the assessment stage and volunteers are being trained. The assessment is being carried out in coordination with government organizations and NGOs. The planning of activities will take place jointly with women from the community. This is a pilot project which, depending on its results, could be replicated in other branches and other National Societies in the region. In addition, a special section was created on the Federation's regional website for International Women's Day (8 March).



The International Women's Day (8 March) was celebrated by all the National Societies in the region. For more information about the activities carried out please visit the regional website [www.cruzroja.org](http://www.cruzroja.org) (Eventos section)

**Objective 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.**

**Progress/Achievements, Impact and Constraints :**

Preparations for the *VIII Communications Forum* have been a major focus for the regional information delegate. The forum was originally scheduled to be held during the first four months of the year, hosted by the Mexican Red Cross, but plans were postponed due to internal issues. The new date set for the forum is the first week of June in Antigua, Guatemala. Special emphasis has been given to the fact that this event belongs to National Societies involved, who are thus responsible for the agenda and coordination. Another priority for the communications team was the electronic newsletter *Noticias de las Americas* (News from the Americas). Two issues were produced during the reporting period, which reached more than 800 readers.

The final draft of the *Americas Communications Plan*, which is based on *Plan of Action of the Inter American Conference*, was presented to all communicators in the region for their feedback and comments. This plan is intended to be a guide for all National Societies for the next four years and will be used as the basis to draft their annual communications plans. In addition, as communications are linked with all programme areas, the plan will help communicators to effectively support the implementation of the plan of action in each of the programme areas.

Currently, three National Societies in South America have strong, well-functioning communications departments: Argentina, Bolivia and Ecuador. Chile and Venezuela are making efforts to improve their communications but, unfortunately, the other National Societies in the region either do not have a communications department or this role

is divided between other departments. This illustrates that in the region there is still a tendency to underrate the important role communications plays within a National Society.

In Venezuela, the *Long Distance Communications Programme* (LDCP) was finalized with the participation and coaching of the communicator from the Red Cross Society of Panama, who implemented this learning course in his own National Society. In Argentina and Bolivia, the programme is still being implemented. The LDCP aims to increase the communication capacity of the National Societies, particularly at the branch level. The Venezuelan Red Cross (VRC) is the first National Society to have completed the LDCP within the timeframe planned and, in general, the information provided has been well assimilated. Communications programmes have been implemented or strengthened in most branches in the country. The VRC now has a network of trained communicators, and more branches are sending information to the headquarters to be posted on the VRC's website.

A meeting with the ICRC's South American information department was held in April to discuss coordination in supporting National Societies, especially with regard to their magazines and hosting National Society websites on the [cruzroja.org](http://cruzroja.org) server. In addition, continuous coordination between the Federation's information representatives in Panama, Trinidad and Tobago and Geneva has been ensured, and feedback and advice was given as needed in an effort to maintain a coherent image throughout the whole of the Americas.

The regional webmaster based in Lima is responsible for maintaining the Federation's Latin American webpage ([www.cruzroja.org](http://www.cruzroja.org)). The webmaster provides technical support to all the National Societies in South America, Central America and the Caribbean, especially to those included within the [cruzroja.org](http://cruzroja.org) server. Following a request for support, the Guatemalan and Nicaraguan Red Cross Societies' websites have been redesigned and information has been updated. In addition, special sections to commemorate key dates were created on the regional website. Banners highlighting these special dates, such as International Women's Day (8 March), World Water Day (22 March), the *X Meeting of Presidents and Technical Seminars* for South America (March-April) and World Health Day (7 April), were sent to all the National Societies to be included on their websites. The Red Cross Societies of Bolivia, Chile, Ecuador and Venezuela have used at least one banner on their respective websites, linking users to a special section within the regional webpage.

The Federation's Caribbean and Latin American regional websites have been regularly updated. Special work has been dedicated to the Caribbean website ([www.caribbeanredcross.org](http://www.caribbeanredcross.org)) to make it more dynamic and faster to download. In the first quarter of 2004, the Latin American website registered 58,415 visitors with 152,215 page views. March was the most frequently visited month with 25,383 visitors from the following countries: United States (36%), Mexico (13%), Spain (11%), Peru (6%), Venezuela (5%), Colombia (5%), Argentina (4%), and others (20%). These statistics are very similar to those from the second half of 2003, which is noteworthy because the first three months of the year are summer holidays for most of the region and numbers of visits were expected to decrease.

In the first four months of 2004, a total of seven articles highlighting South American National Societies' work were posted on the Federation's global website ([www.ifrc.org](http://www.ifrc.org)):

- Improving the health of Ecuador's waste recyclers – Amazonico Programme, Health
- Joana: the embodiment of Argentina's social crisis – Social Crisis, Health
- Working together in the face of violence in Bolivia – Social Unrest, Humanitarian Values
- Colombian communities working to keep disease at bay – Amazonico Programme, Health
- A ray of sunshine for Uruguay's HIV+ children – HIV/AIDS
- Safe water, a precious gift in Colombia's Amazon – Amazonico Programme, Health
- Bolivia's isolated communities given means to survive – Amazonico Programme, Health

The image of the South American National Societies has improved through the posting of articles on the web, which has helped put regional issues on the global agenda. For example, the Bolivian social unrest article outlined the response of the Bolivian Red Cross and the support of the ICRC and the Federation. This article was used as part of the discussion regarding the Consolidated Appeals Process of the United Nations Office for the Coordination of Humanitarian Affairs in Bolivia.

During the social disturbances in Venezuela in February and March, special efforts to promote understanding and respect of the emblem were made. The Bolivian Red Cross is also promoting the correct use of the emblem, through a publication that can be found on their website.

In February the regional information delegate visited the Brazilian Red Cross (BRC) and provided feedback about their website and National Society magazine. This was the first time a member of the Federation's information team visited the BRC. Their website is currently hosted by a server that does not belong to the National Society and initial talks were held to host the BRC website under the regional website in the future. During a trip to Belem Do Para and S Luis do Maranhao branches, communications issues were highlighted. Since then, these branches have been more involved and have more knowledge of what the Red Cross does regionally.

The director of communications of the Ecuadorian Red Cross was hired as "staff on loan" by the Federation to be part of the communications team at the *X Meeting of Presidents and Technical Seminars*. The ERC will be the host of the *XVIII Inter American Conference* that will be held in 2007, so the experience served as a preparatory step. During that meeting, a news release was sent out to the media and three information bulletins were published. All this information was posted on the regional website, as well as some National Societies' websites. In the past, the Uruguayan Red Cross was not very active in communications, but since the meeting has been concentrating on updating the website and taking a greater interest in regional communications issues.

In general, communications is still a weak programme area in the region, and whenever there are financial problems in National Societies the first cuts tend to affect the communications departments.

## Organizational Development

**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.**

**Objective 1: National Societies in the region are oriented towards strategic plans and National Development Plans (NDPs) that define their internal needs and capacities.**

### Progress/Achievements, Impact and Constraints:

The adoption of a planning culture has made a change in how the National Societies work. *Strategy 2010*, although not widely disseminated to all volunteers as yet, is perceived as the strategic framework within which all National Societies operate. The recently approved *Plan of Action of the Inter American Conference* is increasingly felt to be the link between *Strategy 2010* and the national development plans (NDPs). In turn, NDPs and participatory strategic planning cycles are increasingly being seen as part of the institutional life of a National Societies. Multi-year plans are complemented by yearly operational plans, based on which National Societies are producing yearly budgets, thus linking programme-based budgeting into the planning cycle. Local development plans at the branch level translate the national strategic focus into locally-responsive projects and activities.

Measuring impact and processes through a system of indicators is part of the change taking place within the prevailing organizational culture. This was put high on the agenda by the National Societies themselves during the recent *X Meeting of Presidents and Technical Seminars*. The *Plan of Action of the Inter American Conference* will further promote a culture of monitoring and evaluation in the National Societies of the region.

The Bolivian Red Cross has started the participatory process of revising its NDP; several branches are working with volunteers to analyze strengths and weaknesses and look at a new mission, vision and strategic objectives. However, the Regional Delegation is concerned that the unstable social and political situation of the country could potentially hinder progress, as new outbreaks of social violence would absorb the operational capacity of the National Society.

The Ecuadorian Red Cross has adopted a revised and improved NDP, structured according to, and coherent with, the *Plan of Action of the Inter American Conference*. The General Assembly gave the mandate to the National

Society management team to develop an appropriate set of indicators to be able to measure impact and progress in the implementation of the NDP.

The Venezuelan Red Cross has requested support from the Regional Delegation in order to start a participatory process of strategic planning. The Regional Delegation has advised the National Society's governance and management teams as to the next steps they should follow and has received positive feedback from the VRC. As this project was not outlined in the 2004 appeal, there is currently no Regional Delegation funding available; however, the Regional Delegation is considering applying for Capacity Building Funds (CBF) during the second call for proposals in 2004, for a one-off contribution to start the participative process.

The main constraint throughout the organizational development programme is a lack of funding, despite a generous contribution from the Swedish Red Cross. This is seriously limiting the Regional Delegation's capacity to provide the technical assistance required. If no additional funds are received, the scope of the programme, and its expected results, will have to be revised to reflect the financial situation.

**Objective 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.**

**Progress/Achievements, Impact and Constraints :**

As part of the work done towards this objective, a group of organizational development practitioners inside the National Societies is being shaped. The next step will be to identify criteria and profiles, and to start facilitating knowledge and experience sharing. In addition, a group of Directors General is emerging within the region; there are at present five Directors or Secretaries General from Argentina, Brazil, Chile, Colombia and Venezuela who have been clearly identified as focal points for implementing the decisions made by the National Societies' governance teams. The Regional Delegation intends to facilitate knowledge sharing and peer-to-peer support among this group. The sustainability of the function of a Director or Secretary General is perceived by the National Societies as an obstacle, which is preventing the remaining five National Societies from investing in this position.

Revision of the Statutes still represents a difficult process for many National Societies; the Statutes Commissions are often caught between the technical work of adhering to the guidelines, and the tensions underlying any process of change. The Venezuelan Red Cross is still in the process of revising its Statutes, but no support has been requested from the Regional Delegation to date.

The Ecuadorian Red Cross has further revised its Statutes. The new text was presented and approved during the General Assembly in March. The Regional Delegation will compare it with the previous text, and await any further comments by the Joint Commission. At the end of 2003, the ERC's General Assembly approved the policies that were adapted, which define the limits and focus of ERC interventions. In addition, the ERC, with support from the Regional Delegation, approved and adopted a new organizational chart, which clearly defines the difference between governance and management, and redefines the various departments of the National Society according to the strategic priorities detailed in the NDP. The ERC has also received CBF support to develop an integrated management software package that will allow the National Society to better manage financial, human and material resources at both the headquarters and branch levels.

As regards strategic planning, funding is the main constraint. Present funding does not allow for the Regional Delegation to continue supporting the set objectives, nor to provide the National Societies with the technical assistance required.

**Objective 3: The ten National Societies in the region have volunteers who participate in decision-making and follow the strategic directions of Strategy 2010.**

**Progress/Achievements, Impact and Constraints :**

A volunteer management toolkit is being developed by the American Red Cross and will include two case studies from the region: Argentina and Venezuela. The Argentina case study analyzes the experience of volunteer management during the Santa Fé floods emergency in 2003. The Venezuela case study looks at the National Society's experience in recruiting new volunteers from the private sector, specifically with the Banesco bank and

Procter & Gamble. Through this volunteer recruitment campaign, members of the private sector can become Red Cross volunteers for the National Society's community health programmes. The Venezuelan Red Cross is taking the lead role in the region in this human resources strategy.

The volunteer network was re-launched during the *X Meeting of Presidents and Technical Seminars* at the end of March. A volunteering meeting is scheduled for the second half of the year.

A constraint for the work in volunteer management is that there is no volunteer focal point at the Secretariat to actively promote the issue from a Federation point of view.



The South American Volunteer Network was re-launched during the *X Meeting of Presidents and Technical Seminars* in Montevideo and links volunteers from around the region.

**Objective 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.**

**Progress/Achievements, Impact and Constraints :**

In line with the budget available for the year 2004, the specific expected results for this objective had to be revised. The following are the revised expected results:

- The ARC concludes its Statutes and legal basis revision in harmony with the definition of *Well Functioning National Societies* and the corresponding orientations approved by the Federation's General Assembly.
- The ARC has increased its activities in planning at all levels of the organization, allowing the ARC to make operational its Strategic Plan through the Local Operational Plans.
- The ARC has increased its management tools to evaluate the efficiency and effectiveness of the human resource administration.
- The ARC has implemented systems of continuous fundraising, which will allow it to sustain its structure in the long term.

During the early part of the year, and pending confirmation of the requested funds, the activities carried out by the ARC in this programme were limited. However, a meeting of the Statutes' Committee was held in April and the text of the National Society's Statutes is almost finalized. The text now includes clear criteria and a distinction between members and volunteers, and governance and management, as well as establishes groups to work on the structure of the NDP. The text will be presented to the ICRC and Federation's Joint Commission in June or July and is expected to be approved by the National Society's General Assembly in December.

With the support of the Sub Regional Office in Buenos Aires, the ARC has started using the Budget Structure concept and tool this year. For the first time, the National Society has drafted an annual budget integrating all activities, based on a plan of action. In addition, after a selection process, and with the support of an external consultant, the ARC has created a fundraising department in the National Society. A fundraising director has been hired to develop a financial plan and to design products and systems that will generate financial resources.

**Objective 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.**

**Progress/Achievements, Impact and Constraints :**

In January and February the meetings of the PRC's statutory committee took place, which resulted in a final draft of the new Statutes which were to be submitted for approval to the General Assembly on 18 April. However, this final draft was not presented, and instead another version prepared by the senior management group (the National Board, including the president, vice-president and directors from the technical areas) was put forward. It was eventually decided to leave this issue for the next General Assembly, and the statutory committee was granted more time to complete the Statutes. There seems to be the resistance at certain levels of the National Society to one of the main changes to the Statutes: the distinction between governance and management.

In February, work sessions with the external consultant Informet were organized to revise the NDP, called the *National Strategic Plan 2010*, before it was presented to the General Assembly. Meanwhile, the National Society organized a national workshop to analyze the coherence between the *National Strategic Plan 2010* and the *Plan of Action of the Inter American Conference* and to present the main modifications to the Statutes. The *National Strategic Plan 2010* was approved unanimously by the General Assembly in April. During the reporting period, the PRC also began drafting its internal guidelines regarding functions and roles for the headquarters. This is being carried out with the support of the Regional Delegation and the ICRC.

In April, a planning and development committee was created, made up of the operational and administrative technicians of the PRC. This committee is working to support the implementation of the *National Strategic Plan 2010* at the headquarters and branch levels. The committee is also drawing up the organizational development proposals for 2004.

The implementation of the *Plan of Action of the Inter American Conference* by all the National Societies in the Americas will be monitored and evaluated through the Federation tool, FedNet. The FedNet tool was created in response to the need expressed by the National Societies to monitor and report on their progress on the implementation of the *Plan of Action of the Inter-American Conference*. The tool allows National Societies to establish their initial objectives, track the implementation of the objectives and report on the implementation. A pre-test of this process took place in April with the PRC (please refer to the *Coordination, Cooperation and Strategic Partnerships* section).

**Objective 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.**

**Progress/Achievements, Impact and Constraints :**

The precarious economic situation of the BRC, as well as internal problems within the National Society, has prevented the continuity of the work that started in 2003. In addition, as there was no confirmation of CBF funding until late March, the Brazilian organizational development process was put on hold. A budget revision was carried out in agreement with the ICRC and specific expected results from the appeal have been modified:

- Achieve a financial plan with the support of an external consultant to eliminate the debt of the BRC.
- The BRC has elaborated an NDP that will allow the National Society to work in line with *Strategy 2010* and the *Plan of Action of the Inter American Conference*.

In January, the BRC concluded the self-assessment exercise, and the document was sent to the Secretariat headquarters. This was done in the framework of the modernization process supported by the ICRC and the Federation.

In February, a meeting between the BRC, the ICRC and the Federation took place to assess the implementation of the tripartite agreement. Candidates for the position of planning director were reviewed, as were the proposals submitted by external consultancy firms. However, after this meeting no more progress was registered and progress appears to be stalled due to internal problems.

The difficult internal situation continues to pose a problem. The BRC governing board gave a vote of no-confidence to the current president and presidential elections will be moved forward from November to May. To date, the only candidate for the presidency is the president of the Sao Paulo branch. As soon as the new president is elected it is hoped that project activities will continue.

**Objective 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.**

**Progress/Achievements, Impact and Constraints :**

In Bolivia, the prevailing social unrest has posed severe constraints on the capacity of the National Society. The situation obliged the Bolivian Red Cross, the ICRC and the Federation to revise their cooperation plans in order to make better use of existing resources. An ICRC consultant carried out a needs assessment of the National Society's capacities to respond in times of social unrest, accompanied by the regional DPP delegate. Following this, the BRC, with financial support from the ICRC and a facilitator from the Colombian Red Cross, organized a project planning process (PPP) workshop for the staff and volunteers from vulnerable branches, as well as other key staff from the headquarters. Immediately afterwards, the PPP methodology was applied to improve the BRC's social unrest contingency plan. It is expected that the next ICRC "*Safer Access*" training will complement this.

With support from the Capacity Building Fund, the BRC has started the participatory process of revising the current NDP. Several branches have invited their volunteers to analyze strengths and weaknesses, and work to create a new mission, vision and strategic objectives. Within the framework of this project, the BRC is adding nine more branches to its financial and resource management software package, and a new tool, *Manual Administrativo Contable* (Administration and Accounting Manual), has been produced.

The situation in the country remains serious and somewhat unstable. This was the primary cause of delays in implementing the CBF project in 2003, and is again threatening its implementation in 2004. The BRC was granted a CBF contribution for 2004 to continue supporting its change process, under the condition that 2003 funds first be spent as agreed.

**Objective 8: The Federation support to the strategic plan and the NDP of the Colombian Red Cross Society (CRC) is well coordinated in order to enhance impact.**

**Progress/Achievements, Impact and Constraints :**

The main concern in the CRC for the first two months of 2004 was the negotiations with the employees' union, and all strategic discussions were put on hold until this was resolved. By the end of February, a two-year agreement was made with a few concessions on the union's side and the issue was settled.

The Federation Representative in Colombia has offered his support to the CRC leadership and governance in their efforts to use the *Plan of Action of the Inter American Conference* as a basis for revising their NDP. He has also offered to support the process of starting up a CAS process. Extensive consultations were held with the directors of planning, international cooperation, operations and relief, and youth, as well as with the General Executive Director, the Netherlands Red Cross representative and the ICRC. All Partner National Societies in the country were consulted on their opinions as to how to advance in the CAS process, but to date there is no formal agreement.

Work in the CRC has been strengthened mainly in disaster management, youth and health, although the replacement of the recently-appointed health director, announced at the end of April, will delay plans. The visit of regional delegates to the CRC is crucial to support the Federation Representative.

A serious concern has been the complete lack of funds to support the Federation Representative's activities. Another constraint was the lack of an office, which was only recently secured within the CRC facilities.

## Community Integrated Programmes

**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.

**Objective 1:** The National Society branch network has the capacity to manage and implement efficient community integrated programmes (CIP).

### Progress/Achievements, Impact and Constraints :

The context in Latin America has generated growing attention towards community oriented activities such as the Amazonico and Camalote projects, which have been useful frameworks within which to develop experimental, pilot projects that 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 ensured 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 the local level.

A concept paper on this new orientation of Red Cross work was prepared to be presented during organizational development week, held in Geneva in February. The paper was also distributed during the *X Meeting of Presidents and Technical Seminars* held in Montevideo at the end of March. In addition, information concerning the Amazonico and Camalote programmes has been consolidated into a single section on the Federation's regional website. Despite this and the concept paper initiative, the integration of Amazonico and Camalote into one single concept has generated a certain level of confusion among the National Societies, and within the Federation.

In the framework of CIP work, the following partnerships have been established:

- Venezuelan Red Cross headquarters and the Banesco bank signed a corporate volunteering agreement for local projects. The agreement was negotiated last year and began implementation this year.
- Local authorities and the Para branch in Brazil signed a cooperation agreement in February.
- The Artigas branch in Uruguay and the local municipal government signed a cooperation agreement for local projects in January.

Since January, 13 new branches have begun working in CIP in Argentina, Brazil, Colombia, Ecuador, Uruguay and Venezuela. In Argentina, the CIP methodology will be used to implement a pilot project in gender violence (please refer to *Humanitarian Values-Gender Violence* section).



Through Community Integrated Programmes such as Amazonico and Camalote, National Societies work side by side with communities and are able to make a real difference in the lives of beneficiaries.

In February, the programme manager went on a joint monitoring mission with a representative from the Spanish Red Cross to the Belem do Para and Maranhao Brazilian Red Cross branches, where local projects for waste management, good use of free time and family vegetable gardens are under implementation. CIP projects are working well at the branch level in Brazil, but are not yet functioning in the headquarters.

Participatory planning processes were finalized in seven Red Cross branches in Argentina, Paraguay and Uruguay, resulting in seven local development plans (LDP), which will be implemented during 2004. The Red Cross Societies of Uruguay and Argentina have received Federation support to negotiate funding from the Italian Red Cross for their CIP projects.

In Peru, the local organizational development projects in the branches of Pucallpa and Maynas concluded in May. These projects were aimed at strengthening local capacities through the implementation of the Amazonico programme during the past three years

In Venezuela, water and sanitation projects in the communities of Caño de Tigre and San Joaquin started in April. These projects are part of the LDPs of these communities. In addition, the Apure branch began a vulnerability and capacity assessment with a selected community in order to prepare the design of the LDP.

During the reporting period, preparations for the *I Regional Workshop of Community Integrated Programmes*, have also been a major focus. During this workshop, which will be held in Cartagena de Indias, Colombia in June, the National Societies will analyze the management models of the projects being applied in their countries in order to share experiences and lessons learned. Evaluation and revision reports for both Amazonico and Camalote were finalized during this reporting period and the recommendations of these evaluations will also be analyzed during the workshop. The results of the workshop will help map out the future development of the CIP model.

In recent months, four articles about the Amazonico Programme were posted on the International Federation's website and one article was included in the Red Cross Red Crescent Magazine. These articles are giving CIP in South America global attention.

Although CIP projects in the region advanced as planned, the lack of funds to support the assessment processes and the development of local community participative plans puts at risk the ownership of the CIP model and the continuity of the processes.

## **Coordination, Cooperation and Strategic Partnerships**

### **The X Meeting of Presidents and Technical Seminars**

The Regional Delegation supported the Uruguayan Red Cross in hosting the *X Meeting of Presidents and Technical Seminars*. This event takes place every four years in the region and provides National Societies with the opportunity to share their plans of action and experiences and define common approaches. This year the motto of the meeting was *From Commitment to Community Action*, a phrase which clearly reflects the objectives laid out in the *Plan of Action of the Inter American Conference*. The meeting included the participation of all ten South American National Societies, the Federation, the ICRC and the American, Italian, Spanish and Swedish Red Cross Societies.

The meeting served to raise the awareness and knowledge of the *Plan of Action of the Inter American Conference*, which was used as the main tool in all working groups throughout the meeting. During the meeting, the volunteers' network was spontaneously re-launched when a meeting was called by the members of the long-dormant network. A similar initiative occurred with regard to the youth network, which lost some credibility last year due to bad management, but in Montevideo proved to be working well. During the meeting, the health network also held its first meeting since last August. The concern now is the inflation in the number of networks being revived or set up without sufficient definition of their objectives and management.

The meeting made clear that all ten National Societies need to assess their NDPs to identify revisions or changes needed in order to better reflect the commitment made to implement the *Plan of Action of the Inter American Conference*. This should facilitate CAS processes in the four countries (Argentina, Bolivia, Colombia and Ecuador) where a CAS will be supported by the Regional Delegation in 2004.

Among the positive outcomes from this meeting was the participation of the Ecuadorian Red Cross information director as part of the support team that helped organize the event. The ERC will be the next host of the Inter American Conference, to be held in 2007, so the experience served as preparatory step. Another positive outcome was that the Uruguayan Red Cross has become more active in communications.

The organization of such a large-scale meeting required a good deal of time and effort and therefore consumed most of the energy of the Sub Regional Office in Buenos Aires during the early part of the year. This left little time to focus on other programme areas.

### **The Plan of Action of the Inter American Conference**

The implementation of the *Plan of Action of the Inter American Conference* by all the National Societies in the Americas will be monitored and evaluated through FedNet, an informational tool created by the Federation. The tool allows National Societies to establish their initial objectives, track the implementation of the objectives and report on the implementation. The tool includes a matrix with the structure and information necessary for the monitoring of the implementation of the Plan of Action. In addition, details are provided regarding the goals, objectives, expected results and indicators, as well as from where the data is to be collected, how often it is to be collected, who is responsible for collecting it, and how it will be collected. In addition, the plan indicates how the information should be used, where it will be available and where it will be presented to interested parties. The status reports and the annual narrative reports are the two main reporting documents on progress in the implementation of the Plan of Action. The status report is designed to provide summary information on the priority of each objective and the status of implementation of each expected result. The annual narrative report is designed to provide a space where National Societies can report on the quantitative accomplishments made during the reporting period while making available information of a more qualitative and analytical nature. A dissemination and implementation plan has been designed and a pre-test of the FedNet process was carried out in April with the Peruvian Red Cross. While the system is not in Spanish as yet, the most important documents related to the *Plan of Action of the Inter American Conference* have been translated and are available on FedNet.

### **Harmonization**

In a harmonization meeting held in Lima in March it was agreed that the Bolivian Red Cross will be the focus of a case study and that efforts would be made to ensure that the harmonization process will be formalized and better documented. In addition, new reporting formats were tested and agreed upon. Another meeting was held in April with the ICRC's information department for South America to discuss coordination in supporting other National Societies in the region, especially in their magazines and websites. Also in April, a joint meeting between the Argentine Red Cross, the ICRC and the Federation was held to plan and outline the CAS process, with the aim of signing an agreement by April 2005.

In Bolivia, the prevailing social unrest has shifted common ICRC and Federation priorities towards providing better tools and preparedness for Red Cross interventions in such a situation. With the support of the Regional Delegation, including an internal analysis facilitated by the programme coordinator at the end of 2003, the National Society initiated a participatory process to revise its NDP, with the aim of finalizing this by August 2004. At the request of the Bolivian Red Cross, a CAS process would follow only once the NDP is finalized, as the limited resources do not allow for the management of several parallel processes of this nature. The CAS exercise will further build on the joint ICRC – Federation planning and the new strategic focus.

### **Strategic partnerships**

An introductory meeting with the coordinator of the intergovernmental Andean Committee for Prevention and Response to Disasters (CAPRADE) was held in Lima to exchange information and present the *Plan of Action of the Inter American Conference*, as well as regional Red Cross activities and strategies in disaster preparedness and management. As a result, CAPRADE has invited the Regional Delegation to the remaining two preparatory meetings before a strategy is submitted to governments for approval later in 2004.

Together with the Ecuadorian Red Cross, the disaster preparedness and health delegates participated in the first meeting to define the Andean Disaster Preparedness Strategy, held in Quito in April. This meeting also included PAHO, the Convenio Hipolito Unanue (Andean Health Organization) and the Ministries of health from Bolivia, Chile, Colombia, Ecuador, Peru and Venezuela.

An introductory meeting was held with the head of the UNICEF Regional Office for Latin America and the Caribbean in March, with the objective of exploring closer collaboration in the areas of HIV/AIDS prevention, marginalized groups (indigenous populations) and gender violence. The UNICEF country representative for Peru will function as a focal point for the Regional Delegation. During April there was a follow up meeting held with the UNICEF Peru office to identify common areas of interest and cooperation: health, HIV/AIDS, youth, discrimination, and Amazonico.

Over the last few months it has become clear that the PAHO-Federation and PAHO-American Red Cross agreements are not well known within the National Societies and should be further disseminated.

## **Representation, Management and Implementation**

### **Representation**

The Regional Delegation participated in the Annual Assembly of the Inter-American Development Bank (IADB), held in Lima in March. Meetings were held with the chief of the IADB environment division, as well as with the deputy manager of the department for sustainable development and two regional coordinators covering South America. The main objective of these meetings was to position the Federation and the Red Cross and to explore options for collaboration as strategic partners. The Regional Delegation plans to follow this up with a visit to the Lima IADB office soon and there will be meetings scheduled with the IADB in Bogotá, Buenos Aires and La Paz.

Relations with the office of the Cooperazione Italiana were maintained through the Sub Regional Office in Buenos Aires.

### **Marketing and fundraising**

The need for a fundraising strategy has been clearly identified and was further discussed in the Regional Delegation planning meeting held at the end of January. The Regional Delegation developed a regional brochure to promote the *Appeal 2004 for South America*. A total of 1,500 issues were prepared and printed, 150 of which were distributed during the *X Meeting of Presidents and Technical Seminars* and shared with the presidents of the ten National Societies. The remaining brochures are being distributed to partner organizations and potential allies, together with other strategic documents such as the *Plan of Action of the Inter American Conference* and the *Federation Appeal 2004*. It was also agreed that the Regional Delegation would draft a concept paper on strategic partnerships/alliances and potential new donors as a basis for the further development of a fundraising strategy targeting internal and external donors.

The Venezuelan Red Cross managed to convert its partnership with Procter & Gamble and Banesco into funding for a community based project and a corporate volunteering programme. The Chilean Red Cross also continued its public campaign in cooperation with Unilever Chile.

Draft guidelines for collaboration with the private sector were prepared by the Secretariat and shared with the National Societies. However, guidelines for the Regional Delegation's support to National Societies in making alliances with the private sector are still unclear.

One major constraint to carrying out effective representation and advocacy continues to be that the Federation's legal status agreement with the Peruvian government has still not been ratified, which is impeding the Regional Delegation's ability to work effectively as a recognized, international entity in the country and region. A working meeting was held with the Peruvian Ministry of Foreign Affairs and the Ministry of Economy and Finance in February, regarding the pending ratification of the Status Agreement, which was signed in March 2002.

### **Management and Regional Delegation Structure**

At the beginning of the year, the revision of the funding pledges indicated a reduction in core funding and a reduction of funds from the Regional Delegation's traditional donors, leaving the Regional Delegation with the financial support of the Federation's Capacity Building Fund, DFID, and the Finnish, Spanish and Swedish Red Cross Societies. The cuts in funding forced the Regional Delegation to revise its personnel structure in order to minimize costs. The new health delegate began work at the end of February, thus completing the Regional Delegation's positions and filling the only remaining vacancy.

*[Contributions list below; click here to return to the title page and contact information.](#)*

# 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	18,187	18,187
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	54,300	0	27,500	81,800
Medical & first aid	16,800	0	21,000	61,259	0	0	99,058
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
<b>SUPPLIES</b>	<b>21,000</b>	<b>35,000</b>	<b>21,000</b>	<b>115,559</b>	<b>0</b>	<b>45,687</b>	<b>238,245</b>
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	6,510	12,000	26,912
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
<b>CAPITAL EXPENSES</b>	<b>0</b>	<b>2,302</b>	<b>2,800</b>	<b>3,300</b>	<b>6,510</b>	<b>12,000</b>	<b>26,912</b>
Warehouse & Distribution	0	0	0	0	0	4,000	4,000
Transport & Vehicules	0	0	0	0	0	11,280	11,280
<b>TRANSPORT &amp; STORAGE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,280</b>	<b>15,280</b>
Programme Support	40,932	29,197	19,965	101,005	17,437	12,818	221,353
<b>PROGRAMME SUPPORT</b>	<b>40,932</b>	<b>29,197</b>	<b>19,965</b>	<b>101,005</b>	<b>17,437</b>	<b>12,818</b>	<b>221,353</b>
Personnel-delegates	288,000	121,640	126,900	419,990	110,100	0	1,066,630
Personnel-national staff	12,320	32,900	57,820	118,696	0	34,846	256,582
Consultants	12,748	0	0	42,150	0	18,202	73,100
<b>PERSONNEL</b>	<b>313,068</b>	<b>154,540</b>	<b>184,720</b>	<b>580,836</b>	<b>110,100</b>	<b>53,048</b>	<b>1,396,312</b>
W/shops & Training	141,532	160,300	36,400	476,255	103,540	38,000	956,026
<b>WORKSHOPS &amp; TRAINING</b>	<b>141,532</b>	<b>160,300</b>	<b>36,400</b>	<b>476,255</b>	<b>103,540</b>	<b>38,000</b>	<b>956,026</b>
Travel & related expenses	47,942	35,799	10,369	91,438	10,920	3,000	199,468
Information	29,400	16,800	25,300	70,736	5,350	0	147,586
Other General costs	35,846	15,240	6,600	114,794	14,400	17,370	204,250
<b>GENERAL EXPENSES</b>	<b>113,188</b>	<b>67,839</b>	<b>42,269</b>	<b>276,968</b>	<b>30,670</b>	<b>20,370</b>	<b>551,304</b>
<b>TOTAL BUDGET:</b>	<b>629,720</b>	<b>449,178</b>	<b>307,154</b>	<b>1,553,923</b>	<b>268,257</b>	<b>197,203</b>	<b>3,405,434</b>