

# ANNUAL REPORT



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

## SOUTH AMERICA

1 June 2006

### In Brief

Appeal No. 05AA044 Appeal target: CHF 3,009,065 (USD 2,300,981 or EUR 1,924,650); Appeal budget revised on 19 July 2005 to CHF 2,908,053 (USD 2,225,874 EUR 1,860,115) coverage of revised Appeal budget: 75.2%  
[http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/05AA044a.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/05AA044a.pdf)  
(Click here to go directly to the attached Financial Report).

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

**For further information specifically related to this Annual Appeal please contact:**

- In Peru: Giorgio Ferrario, Head of Regional Delegation, Lima; email [giorgio.ferrario@ifrc.org](mailto:giorgio.ferrario@ifrc.org), phone (511) 221-8151, fax (511) 441-3607
- In Geneva: Olaug Bergseth, Federation Regional Officer, Americas Department, email [olaug.bergseth@ifrc.org](mailto:olaug.bergseth@ifrc.org), phone (41 22) 730-4535, fax (41 22) 730-0395

### Overall analysis of the programme

In 2005, the South American region participated in and contributed actively to the process of our Federation of the Future. The lessons learned from years of extensive work at community level within the framework of the regional programmes such as Amazonico and Camalote were mainstreamed within the strategic plans of the 10 National Societies; they were taken into account in the drawing up of the Plan of Action of the XVII Inter-American Conference, and contributed to defining the commitment of the entire Federation to support the sustainable development of vulnerable communities. Community work is now firmly part of our worldwide vision and has been included as the third of four goals of the Global Agenda approved at the end of 2005 in Seoul, Korea.

Nevertheless, engaging the full potential of the network of National Societies in South America in favour of vulnerable communities requires improvements both in terms of internal capacities and a scale-up in programme delivery, in a continent where the underlying problem is inequity. The focus of the Regional Delegation in 2005 has been to support upgraded organizational development processes, to continue positioning the Federation with key inter-institutional partners, to continue supporting the mainstreaming of community work, and to support the capacity of working in networks. In order to better comply with our commitment, we have been strengthening the technical level of the core group of technicians within the Lima Regional Delegation and at the same time reviewing our presence in the region, opening a position of Federation Representative in Brazil in addition to the one in Colombia, and creating conditions for the opening of a similar position in Bolivia. The role of facilitator in the process of development of the National Societies of the region is increasingly more relevant as the socio-

political environment within the region is evolving and generating difficult socio-economic conditions for the National Societies.

Integrity has been high on the agenda of the region during 2005. The judiciary power of Peru intervened in the management of the Peruvian Red Cross which has since been run by a Temporary Judiciary Administrator; the reason for this is rooted in the implementation of the Statutes. This situation has highlighted several issues: integrity risks can and must be detected and appropriately managed; the Statutes are a key part of the institutional life of the National Societies, must be reviewed regularly and must be fully adhered to; the special status of the National Societies as auxiliaries of the public authorities must be supported by coherent laws. During 2006, special attention will be devoted to early identification of potential integrity issues, and support provided to National Society governance to deal with them in full respect of the letter and spirit of the Red Cross/Red Crescent principles.

This year marked the mid-term for both Strategy 2010 and the Plan of Action of the XVII Inter-American Conference. The Monitoring and reporting system on FedNet was used for the first time, and despite its complexity, has set a firm basis for overall monitoring of the level of achievement of the objectives set out in a common Plan of Action. By end 2005 the Plan of Action and its monitoring tool have become part of the life of the National Societies. In 2006, special attention will be given to complying with the request of the Presidents of the region, and support will be provided to the Argentine Red Cross to transform the traditional bi-annual meeting of Presidents and technical seminars into a practical meeting focused on joint monitoring of existing plans for the year, and joint planning for the following year.

Working closely together with the ICRC has been a constant approach during 2005. By end of the year, it is an unconditioned reflex to share plans and jointly support the 10 National Societies in the region. Still more can be done to jointly scan the environment, anticipate humanitarian trends and position strongly the Movement in the sub-continent. The cooperation meetings held in Geneva have strengthened the climate of trust and confidence with all PNSs cooperating with the 10 NSs, clarifying the role of coordination and facilitation of the Regional Delegation.

It has to be mentioned that 2006 will be an elections year for most of the South American countries: Bolivia, Brazil, Chile, Peru, Ecuador, Colombia, Paraguay and Venezuela; political changes will impact on the context of the National Societies as well as on the perspective of the Regional Delegation.

*As part of the overall accountability framework approved within the Framework for Action of the Global Agenda, this report includes a summary of the results achieved by the Regional Delegation team during 2005, its difficulties and its main challenges for 2006.*

## **Health and care**

**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 capacity and partnerships of the South American National Societies' health departments are strengthened in line with Strategy 2010 and the Santiago de Chile Commitment, and community health interventions and social mobilization initiatives are boosted, in coordination with the organizational development programme.**

## **Objectives, Achievements and Constraints**

Within the framework of operational planning, all National Societies have received support in the drawing up of their National Operational Plans in health during 2005. The Regional Delegation has, moreover, continued its support to enhance exchange of experiences and construction of a common vision in health in the region. As examples, the National Societies of Bolivia, Colombia, Ecuador, Paraguay and Peru have strengthened their health structures. Support has been granted both through direct training as well as through facilitating contacts and

working relationships, both among the National Societies of the region as well as with Partner National Societies and strategic allies.

The joint annual meeting of Health and Relief Directors held in Cartagena de Indias, Colombia, in August 2005 facilitated the establishment of common health and disaster management priorities within each National Society. These sessions ensured the identification of steps towards a common plan for the provision of psychosocial support in the region to be validated in due course by the National Societies.

The first health leadership postgraduate course for National Society technical health personnel, tailored by the academic institution FLACSO to the needs of the Red Cross Movement, has concluded. 19 staff members from 9 of the 10 National Societies in the region were trained in areas such as health in emergencies and disaster management. An additional important achievement of this course has been the building of a foundation for future cooperation between FLACSO and the Federation towards joint work and the continuation of academic activities. The second phase of the health leadership course is to be held in 2006.

The continental seminar on mother and child health care held in Panama in September has contributed to the process of re-definition of the integral approach on mother and child health care supported technically within the AIEPI/IMCI initiative in at least 5 National Societies of the region. The seminar gathered health and programme staff from 16 National Societies from Central America, the Caribbean, South America, as well as the American Canadian, Netherlands and Swiss Red Cross Societies under the initiative of the American Red Cross and the Federation.

Safe blood is part of the regional strategy in health as well as part of the agreement between the Pan American Health Organization (PAHO) and the Federation in the Americas. Heading towards 2006, the Regional Delegation is supporting the preparations for the next "International Colloquium on the Recruitment of Voluntary, Non-remunerated Blood Donors", to be held in March 2006 in Chile. One of the outstanding activities proposed is the implementation of the Club 25 strategy in Latin America. In this sense, continuous work has also been carried out with Ecuador and Colombia, by exchanging key information on the measures taken in order to reduce risk related to blood provision and increase the adherence to international standards and certifications.

Within the strategic alliances framework, the Federation participated in a regional follow up meeting with representatives from the Andean Ministries of Health, the Hipolito Unanue agreement (ORAS/CONHU) and the Pan American Health Organization to work on the Andean Plan for Disaster Preparedness and Response for the Health Sector in case of Emergency or Disaster Situations 2005-2010 referred to as the Plan Andino.

In partnership with the Swiss Red Cross and with technical support from the Federation, the formulation of "El Chaco" project, a bi-national community health project in the highly vulnerable area between Paraguay and Bolivia severely affected by recurrent droughts, is an opportunity for these two National Societies to jointly respond to disasters and to build capacities in development. (Please see Disaster Management for further details on disasters in this region and Community Integrated Programmes for further details on the project)

Communication in health was part of the strategy to better support member National Societies and their health network. This was carried out with a view to incorporating all the regions of the Americas into a common communication strategy, to include the continental website <http://www.cruzroja.org/salud/>. Finally, during this year, the internationally harmonized document on First Aid has been broadly disseminated among the National Societies.

### **Impact**

During 2005, the specific projects and activities in health of each of the two sub-regions of our continent have been driven by a shared, coherent and commonly-planned continental approach. This in turn has generated clear lines of intervention in the main areas of mother and child health care, psychosocial support, health in emergencies and communication in health. In addition, there was an increase in the interaction between the health programme and the other programmes such as Community Risk Reduction, youth and communications, resulting in better coordinated support in programmes to member National Societies.

### **Constraints**

The scaling up initiative in health programmes continues to represent a challenge. Further work to build up and strengthen health capacities in the National Societies as well as to build strategic alliances with key partners is needed before measurable and sustainable increases in health programme delivery and coverage can be achieved.

**Objective 2: The National Societies in South America scale up the contribution to the fight against HIV/AIDS and related diseases, stigma and discrimination in partnership with REDLA and local People Living with AIDS (PLWA) associations both preparing for and following up on the GNP+ and home based care meetings in October 2005 in Lima.**

### **Progress/Achievements (activities implemented within this objective)**

Programmes and projects to fight stigma and discrimination have been supported through the dissemination of the continental and regional HIV/AIDS plans of action to each of the National Societies with the goal of sharing experiences, of carrying out internal HIV/AIDS awareness campaigns within the National Societies and intensifying activities with the “Red Latinoamericana de personas viviendo con Sida (REDLA)”, local People Living with AIDS (PLWA) and The Global Network of People living with HIV/AIDS (GNP+) associations. Work by the National Societies has been noticeably more articulated and agile this past year thanks to the activation of the regional health and HIV/AIDS information network, constant communication flow among National Societies and successful project dissemination among the National Societies of Argentina, Peru and Bolivia.

During the reporting period the Regional Delegation, with additional support by two delegates seconded by the Spanish Red Cross, worked to support Peruvian Red Cross in the organization of the XII International Conference for People Living with HIV/AIDS and the VII International Conference of Home and Community Care for People Living with HIV/AIDS, which were unfortunately cancelled by the organizers.

The Regional Delegation and the Argentine Red Cross actively participated in the III Latin American and Caribbean Forum on HIV/AIDS, the Central America Congress on Sexually Transmitted Infections STI/HIV/AIDS (CONCASIDA) and the IV Central American Meeting of People Living with HIV/AIDS, which were held simultaneously in November in El Salvador. Activities now are focused on generating common actions in view of the Latin American Forum on HIV/AIDS to be held in Buenos Aires, Argentina in April, 2007 at which some 5,000 people are expected to attend. The Argentine Red Cross is actively participating in the preparatory meetings together with the Ministry of Health, ONUSIDA, UNICEF and PAHO.

### **Impact**

The participation of the National Societies in the region in alliances with organizations of PLWA has been consolidated and has facilitated coherent, improved implementation of regional and local plans in the area of HIV/AIDS. Moreover, the regional HIV/AIDS plan is being promoted in each of the National Societies and is helping to improve coordination which in turn is helping to strengthen specific programmes and projects.

In addition, improved coordination among the departments of youth, health and communications is ensuring a more holistic approach to HIV/AIDS in the region.

### **Constraints**

HIV/AIDS topic is still in the process of being integrated into the National Societies' work plans. Despite its urgency, the HIV pandemic is still not as high on the agenda of the National Societies as it should be.

### **Disaster Management**

**Programme Objective: The National Societies in the region, with the support of the Secretariat, are implementing effective integrated disaster management programmes which contribute to reducing the impact of disasters on affected populations, as well as reducing vulnerability and increasing the capacity of communities in disaster mitigation and risk management.**

**Objective 1: National Societies in the region will increase community awareness of risk factors through community based disaster preparedness and risk management.**

**Progress/Achievements (activities implemented within this objective)**

In order to better support its member National Societies and improve its capacity building and advocacy services, the Regional Delegation has defined risk reduction as a priority and has incorporated a specialized delegate to work with the National Societies of the region to address both natural and man-made disaster risk. The approach focuses on community based risk management activities and actively promotes the mainstreaming of participatory techniques in the on-going activities of the National Societies at community level.

Several activities were started during 2005 to enhance the risk reduction mainstreaming process. Vulnerability and Capacity Assessment (VCA) has been promoted as a key tool for diagnosis in all community based projects. A continental forum for VCA was held in Panama in October to present the final draft of the new VCA package with the participation of community work practitioners from several National Societies of South America, including Argentina, Ecuador, Paraguay and Venezuela. The report of the forum, published in December, presents several lessons learned and points at key issues and challenges arising from the use of this methodology.

VCA fits well with the existing community integrated approach. It helps to build partnerships with local authorities and organizations of civil society. VCA is a highly appropriate tool to define projects and activities at the grassroots level and its use is increasingly becoming a pre-condition for community based projects. On the other hand, practitioners reported that the use of VCA increases the need of field advocacy skills as a direct consequence of the interest it produces in local authorities and various civil society organizations.

Tensions have also been reported when local leaders and groups introduce socio-economic issues to the VCA process. Participants recommend careful analysis of the influence of participatory techniques on the dividers and connectors in the community and to be proactive in the cooperation with other stakeholders. There is also the need to plan in advance the entry and exit strategies for the VCA process. Participants request support from the Federation on issues of advocacy and identified a clear need to promote the use of the Better Planning Initiative (BPI) in community work.

Another initiative to strengthen the capacity of National Societies to address vulnerability at community level is the promotion of the regional strategy for disaster preparedness and risk reduction in the Andean region through the approved regional DIPECHO project "Promotion of risk reduction, putting into practice the CAPRADE strategy". This project aims to increase the coordination mechanisms amongst Red Cross National Societies, Civil Defence Systems, the Andean Committee for Prevention and Response to Disasters (CAPRADE) and other international organizations. Its main goal is to contribute to enhancing the capacity to address vulnerabilities and to improve risk management at community level.

**Impact**

The focus on community work is producing a better understanding of the strengths of the National Societies of the region and the challenges they face to improve the quality of life of vulnerable people in South America. This approach has the potential to further integrate disaster response and rehabilitation into the on-going activities of the Red Cross at community level.

National Societies of the region consider VCA as a key diagnosis tool that allows Red Cross practitioners to identify needs in vulnerable groups and raise support and cooperation from local authorities and civil society actors.

The initiative to develop a regional strategy in disaster preparedness and risk reduction has accelerated the process of harmonization of approaches and methods for community work that National Societies from the Andean region were conducting and has involved the Partner National Societies active in the region.

All initiatives comply with the Plan of Action of the XVII Inter-American Conference as well as the third Goal of the Global Agenda towards the integration of core activities at the local, branch level and will have positive

impact on the capacity of local branches to work with communities and address the most urgent sources of vulnerability and risk.

### **Constraints**

The success of VCA and the alliances it facilitates, result in a demand for better advocacy skills from our practitioners. This issue brings also generates a need for better programming to systematically assess the influence of community based risk management activities in the internal dynamics of conflict of the communities. These two challenges will be taken up by the Regional Delegation during the period 2006-2007 to provide adequate support and services to the National Societies of the region.

A second challenge comes from the difficulty to capture lessons coming from the wide range of community based projects and activities currently active in the region. The differences in scope, risk profile and socio-economic environments increase the challenge, even considering that this diversity is a sign of success in itself. There is a clear need to improve monitoring and evaluation systems in the region and to agree on a common, harmonized model.

### **Objective 2: National Societies will have consolidated an integrated disaster management system.**

#### **Progress/Achievements (activities implemented within this objective)**

National Societies of the region are reinforcing their national intervention teams (NITs) with support from the Regional Delegation and the Pan-American Disaster Response Unit (PADRU). As an example, the Ecuadorean Red Cross has produced a national system of emergency response teams structured on three levels, ready to intervene in local, regional and national-level emergencies. The numbers of members, their skills and equipment have been carefully considered to ensure quick and appropriate response to emergencies. This system integrates Federation policies and tools in the area of disaster preparedness and response and is based on the SPHERE standards, the Code of Conduct, the VCA methodology, needs assessment practices, psychosocial support guidelines and emergency plans and the policies of the National Society. The Argentine Red Cross produced a document focusing on a similar system during an internship of the Disaster Management Director in PADRU, one of whose main activities was the provision of support during the 2005 hurricane season. Support for these initiatives and the promotion of similar ones will continue in order to increase the capacity of National Societies to be ready to respond to local and national emergencies.

A disaster management delegate seconded from PADRU joined the Lima Regional Delegation in December 2005 to reinforce the Federation's coordination of disaster response activities in the region. The Regional Delegation, with the support of PADRU, is now in a position to strengthen its assistance to the regional network of disaster management practitioners. This will continue with the promotion of internships and temporary personnel exchanges among National Societies in the region and will ensure support for emergency response operations as needed.

Over 2005, support for minor emergencies through the Federation Disaster Relief Emergency Fund (DREF) was provided by the Regional Delegation to populations affected in 6 countries: Bolivia, Chile, Colombia, Paraguay, Peru and Venezuela. (For more information please see the Federation's website [http://www.ifrc.org/cgi/pdf\\_appeals.pl?rpts05/boiu03.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?rpts05/boiu03.pdf) and [http://www.ifrc.org/cgi/pdf\\_appeals.pl?rpts05/bolfire.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?rpts05/bolfire.pdf))

After the earthquake of a magnitude of 7.9 which hit the northern region of Chile in June, the provision of DREF funds made it possible for the Chilean Red Cross (CRC) to distribute much needed relief items to beneficiary more than 100 families in the affected area. A camp was also built by the volunteers to carry out workshops and activities with the communities. The CRC was also able to carry out first aid education activities in remote communities. (For more information please see the Federation's website [http://www.ifrc.org/cgi/pdf\\_appeals.pl?rpts05/chea03.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?rpts05/chea03.pdf))

Colombia was affected by floods, a volcano and hurricanes over this past year. The emergency appeal launched in November 2004 to provide relief to those affected by floods, reached in total 31,360 families with health services, medical attention and awareness campaigns in the area of health, hygiene and sanitation, together with the

provision of food and non-food items. (For more information please see the Federation's website [http://www.ifrc.org/cgi/pdf\\_appeals.pl?04/2404f.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?04/2404f.pdf)) Additionally in October, DREF funds were allocated for disaster preparedness activities in anticipation of increased volcanic activity in the area around the Galeras volcano and in response to floods which affected 26 departments in the country. (For more information please see the Federation's website [http://www.ifrc.org/cgi/pdf\\_appeals.pl?rpts05/05ME06502.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?rpts05/05ME06502.pdf) )

On the other hand, in October, a state of emergency was declared for six months in the western region of Paraguay, called the "Paraguayan Chaco" due to a prolonged drought. The Paraguayan Red Cross (PRC) provided food supplements to 1,150 families. The PRC also works to create and train a community-based team to promote better practices in water and sanitation management and to improve the use and availability of safe water. (For more information please see the Federation's website [http://www.ifrc.org/cgi/pdf\\_appeals.pl?rpts05/pydr1.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?rpts05/pydr1.pdf))

Over several months, people were seriously affected by two earthquakes in Peru. The Peruvian Red Cross (PRC) team, led by a member of the National Intervention Team (NIT), actively worked with the community to provide shelter to affected families. Hygiene kits and diapers were sent to the region to assist 500 families. Funds from the Federation's DREF were used to purchase 300 hygiene kits. (For more information please see the Federation's website [http://www.ifrc.org/cgi/pdf\\_appeals.pl?rpts05/mepeeql.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?rpts05/mepeeql.pdf))

Finally, 5000 people affected by floods in Venezuela received support through the provision of food items and non food items, medical needs arising from the flooding and a psychosocial support programme. A healthy environment for these beneficiaries was also re-established through the implementation of campaigns to disseminate information on how to treat water for human consumption, to explain precautions at home to avoid common illnesses, and a campaign on solid waste disposal. (For more information please see the Federation's website [http://www.ifrc.org/cgi/pdf\\_appeals.pl?rpts05/vefl02.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?rpts05/vefl02.pdf) )

### **Impact**

The presence of a disaster management delegate in the Regional Delegation focused on emergency response has increased the capacity of the Federation Secretariat to monitor trends and provide improved support to the National Societies in the region. With both a disaster management delegate and a risk reduction delegate, this change in structure enables the Secretariat to offer technical assistance on a whole range of disaster management issues, including risk reduction and disaster preparedness at local and national level, as well as direct support and assistance in the event of emergency response operations in South America.

A total of some 26,700 people benefited directly from the Federation's Disaster Relief Emergency Fund in 2005. Activities carried out to provide relief varied according to the context and nature of the disaster. These included: provision of food items and non food items, hygiene kits, medical attention arising from the disaster, psychosocial support, awareness campaigns in health, hygiene and sanitation, capacity building and disaster preparedness. All activities took place in support of the National Societies and in constant coordination with other humanitarian organizations.

### **Constraints**

Under the previous structure, the workload of the disaster preparedness delegate in the Lima Regional Delegation focused almost entirely on disasters at times when these occurred, resulting in less opportunity for work to be undertaken in the area of community risk reduction. Now that two delegates are working with the Lima Regional Delegation, one focusing on disaster management and the other on community risk reduction, this difficulty has been overcome.

### **Humanitarian Principles and Values**

**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 among children and youth in schools and communities.**

**Progress/Achievements (activities implemented within this objective)**

The successful first phase of the Argentine Red Cross pilot project on gender violence which took place in Rosario de la Frontera adopting the CIP methodology concluded during 2005. The project included the provision of psychosocial support, increasing awareness of gender violence and encouraging the local police to be more responsive to women's reports and complaints. The second phase of this project started in September, funded by the Swedish and Finnish Red Cross Societies. During October, the documentation and lessons learned process began in order to provide a framework for possible replication by other National Societies in the region.

On the other hand, the VII Annual Red Cross Youth Meeting that took place in July in Asunción, Paraguay, highlighted the importance of continuing to develop education for peace and youth violence prevention strategies, HIV/AIDS anti-stigma and prevention activities. The plan of action, reviewed in Asunción, promotes the inclusion of Humanitarian Principles and Values in the National Societies' agendas and in their everyday work. In order to enhance youth violence prevention activities, a regional seminar is being planned to provide a space to share successful experiences.

**Impact**

Humanitarian principles and values are continuously being promoted as the foundation for all Red Cross work.

**Constraints**

The Regional Delegation recognizes that more work needs to be carried out in this core programme area. As a result, the Delegation is committed to the formation of a working group on Humanitarian Principles and Values in 2006, facilitated by a person fully in charge of this programme to take actions and gather input and initiatives from the rest of programmatic areas towards a more coherent, stronger, joint approach.

**Objective 2: Strengthened and committed National Societies will have raised awareness within the population in relation to the stigma associated with HIV/AIDS and will have promoted respect for people living with HIV/AIDS.****Progress/Achievements (activities implemented within this objective)**

Activities towards this objective are reported on as part of the regional HIV/AIDS programme. For more information, please refer to the *Health and Care* section - Objective 2.

**Objective 3: National Societies respect gender equity within their organization and contribute to lessening the consequences of gender discrimination and gender violence.****Progress/Achievements (activities implemented within this objective)**

The study "Incorporation of a gender perspective in the Red Crosses of South America; Analysis with gender perspective of the structures in management, personnel, programmes, projects and activities of the Red Cross in the South American Region," carried out in 2000, has been updated five years later, as part of the commitment to regularly assess progress in gender balance. The original study included a specific reference that all the programmes within the National Societies should benefit both men and women in an equitable way, according to their specific needs and with cooperation and equal participation of both genders at all organizational levels. The study, which is being finalized by an external consultant, assesses if gender balance has improved since 2000.

**Impact**

Based on preliminary results from the updated study, the inclusion of gender components in programmes and projects, particularly those addressing such issues as HIV/AIDS and disaster preparedness, is increasingly becoming a reality. It is expected that by the end of 2006, the strategic documents of the National Societies will address gender equality within their organizations.

**Constraints**

Despite some improvements in this area, the potential of change implied by appropriate attention to the gender issue in the National Societies in the region has not yet been realized, and more work is needed.

**Objective 4: The regional youth network is strengthened and is capable of contributing to solving the problems faced by children and youth in the region.**

**Progress/Achievements (activities implemented within this objective)**

Strengths, weaknesses, opportunities and threats have been identified as continuous efforts continue towards the achievement of a stronger South American Youth Network based on the needs and challenges of the National Societies. Youth coordinators from the region met for the VII Annual Red Cross Youth Meeting in July in Asunción, Paraguay, with the participation of the Federation's youth officer based in Geneva. The Regional Delegation has identified a youth focal point who will start activities in 2006 to facilitate communication within the network and with other entities, and to facilitate access to key information and opportunities.

**Impact**

The diverse environment within the regional youth network provides an opportunity to further strengthen its work. Youth members in the region are actively taking part in problem solving strategies, with concrete support from the Federation.

**Constraints**

The youth network has shown some limitations in its ability to drive the process in the region. This will be analyzed in 2006 by means of a consultancy on existing networks and knowledge management processes.

**Organizational Development**

**Programme Objective: The ten National Societies in the region have increasingly modernized their institutions in line with the criteria for a "well functioning National Society", and have been improving their capacity in service delivery to vulnerable people.**

**Objective 1: National Societies in the region are oriented towards strategic objectives that are in line with Strategy 2010 and are focused on results applicable across all levels of the organization.**

**Progress/Achievements (activities implemented within this objective)**

The number of National Societies in the region that are increasingly adhering to the characteristics of a Well Functioning National Society has increased in 2005. 7 of the 10 National Societies now focus their work on a more strategic perspective while guiding their actions based on the definitions of Strategy 2010 and the Plan of Action of the Inter-American Conference; the remaining 3 are undertaking the strategic planning process and should have their strategic plan ready by end 2006. Evidence of this is the follow up on the Inter-American Conference indicators, the implementation of several strategic planning exercises and the development of action plans based on National Society strategic frameworks. A specific example relates to the Argentine Red Cross (ARC) which during 2005 developed its headquarters' operational plan and fully implemented it. Half of the ARC branches started to develop their local operational plans in line with the overall National Society Strategic Plan, focusing on projects that have direct impact on communities. As a result, more than 50% of its branches are carrying out activities that are part of nationwide programmes. At the end of 2005, all ARC projects were in line with the objectives of the country's overall strategic plan.

Several of the National Societies from the region which already had strategic plans, focused on further expanding the strategic planning exercise by developing local operational plans at branch level: Brazil, Ecuador and Venezuela are good examples.

Another key aspect of the work achieved by the National Societies in the region has been the revision / update of their Statutes, which allows them to function in a more coherent and transparent manner, considering issues related to separation of governance and management. In 2005, three National Societies, of which one was the

Argentine Red Cross, were able to finalize and approve their Statutes with the input of the Joint Commission. Meanwhile the National Societies of Ecuador and Venezuela have been working on developing an improved version of their Statutes, whilst the Colombian Red Cross Society has requested support with the revision process. The Bolivian Red Cross announced that the National Society will begin the process once the new constitution of the country is drafted in 2006. These countries will focus on approving and implementing new Statutes in 2006.

The Brazilian Red Cross continued receiving support from the Capacity Building Fund in order to further strengthen its capacities. As a result, national programme plans were formulated at the National Society headquarters as well as local operational plans in seven of its local branches. The financial deficits of the Brazil Red Cross (both internal and international) require specific support for the initiatives taken by its leadership in this regard. During 2006, a Federation Representative seconded to the Federation by the Swedish Red Cross will support this National Society in its specific efforts to improve its financial situation, through a targeted consulting process on financial recovery as well as focusing on further strengthening the National Society. The Brazilian Red Cross is under consideration for the possible implementation of a pilot experience for an operational alliance in South America.

Although during 2005 the Bolivian Red Cross improved its administrative and management capacities, especially in relation to reporting and accounting through the supervision of a Director General, a role supported by the ICRC and the Federation, the dependency of this National Society on external cooperation remains high. The ongoing challenges faced are the further development and strengthening of capacities in mobilization and resource development and the establishment of alliances with several of the international agencies present in Bolivia. On the other hand, the Colombian Red Cross Society continued the process of developing its Strategic Plan with a participatory focus, reviewing the governance and management components. The process was supported by the Federation country representative as well as receiving technical input and facilitation from the Regional Delegation. In early 2006 there will be a change of country representative who will work within the framework established by the Federation, focusing on the further development of general strategies and local plans.

Moreover, the Venezuelan Red Cross (VRC) finalized its Strategic Plan, developed through a participatory method that included all of its branches. This National Society established community work as a key component of its plans and programmes. With support of the Capacity Building Fund, the VRC as well as the Uruguayan Red Cross have started to document their best practices in relation to volunteering in community integrated programmes which later will be disseminated among National Societies in the region (for more information, please refer to the Community Integrated Programming section - Objective 1). Finally, The Paraguayan Red Cross initiated a participatory process to review its Strategic Plan and has invited the Federation to support and facilitate this process during 2006 with the participation of the ICRC.

Integrity proved to be an urgent necessity in the region, evidence of this being the intervention in the management of the Peruvian Red Cross, following a judicial process that involved several of its National Council Members, thus affecting its governance and management structures (please contact the HoRD in Lima if you need further details). During 2006 specific efforts will continue to help this National Society find its path to rebuild its work with a shared vision. It is clear that a thorough application of the recently approved Policy on Integrity is a requirement for all National Societies in the region.

### **Impact**

To date, 7 of the 10 National Societies have revised or improved Strategic Plans and most have regular planning cycles. Three more are in the process of revising their Strategic Plans. Almost all National Societies' strategic plans are now fully in line with the strategic focus of Strategy 2010 and the Plan of Action of the Inter-American Conference. The strategic planning processes have helped to increase coherence in regional planning processes among National Societies, the ICRC and the Regional Delegation.

Based on their experience of strategic and operational planning, the National Societies in the region, with support from the Regional Delegation, have shown interest in leading the way towards joint planning processes, taking advantage of the various meetings that were taking place in the region at different times in the year and linking them to common planning processes based on yearly cycles. These, in turn, will serve as M&E tools for the shared Plans of Action and Strategies. Keeping these processes simple, focused, and on track will represent a

significant enhancement of the shared vision which is at the core of the Global Agenda and the Framework for Action.

### **Constraints**

The development of Strategic Plans in the National Societies, which have not been accustomed to this process in the past, is still a challenge in terms of being able to accomplish the exercise in shorter periods of time and being able to extend it to branch level. Many National Societies need to disseminate this important exercise to all of its branches, in order to be able to scale up in capacities, while taking into consideration current weaknesses.

Monitoring and evaluation of plans is also a practice that needs to be undertaken and reinforced. The establishment of a continuous monitoring and evaluation cycle within the National Societies will be addressed during 2006 - 2007.

**Objective 2: National governmental institutions, the Federation and the National Societies in South America themselves are well aware of their current strengths and weaknesses in resource mobilization and by 2007, all National Societies will have implemented stable and long-term fundraising systems, allowing them to sustain their infrastructure.**

### **Progress/Achievements (activities implemented within this objective)**

During 2005, the National Societies in the region demonstrated fundraising potential during the Tsunami campaign. As an example, the Brazilian Red Cross alone raised more than USD 700,000. A first meeting of National Society members involved in resource mobilization took place in Buenos Aires in 2005, and a common work plan was drafted. As part of the plan, a baseline study was done with participation of all 10 National Societies. The study is still to be concluded in 2006 but so far important data and knowledge has been captured in terms of current needs and practices, as well as weaknesses in resource mobilization and strategic planning. Based on the results of this study, the Federation will be able to further support the National Societies in correctly determining their needs in terms of skills, procedures and practices (e.g. fundraising, social marketing).

Several National Societies in the region were able to improve their capacities. As an example, the Red Cross Societies of Argentina, Ecuador and Venezuela initiated specific actions related to fundraising by carrying out reorganization of areas of work, adoption of fundraising practices and the implementation of resource mobilization efforts in line with Strategic Plans. The National Societies of Argentina and Ecuador took part for the second time in the worldwide Skillshare initiative, accompanied in 2005 by Bolivia. In 2006, the 'Foro de Communications and Resource Development Forum – "Comunicacion y Desarrollo de recursos" will be divided into two parts and the resource development section will provide an opportunity to share skills and experiences in the region - facilitating increased participation in the worldwide forum - and will offer formal training in resource development. In the case of Venezuela, significant experience of community work with a series of private companies within the framework of corporate social responsibility (CSR) resulted in almost full coverage of an emergency appeal for response, following an initial contribution from DREF.

Corporate social responsibility continues to be an opportunity for the region. In 2005, the Chilean Red Cross and the coordinator of the Sub Regional Office took part in the third CSR conference promoted by the Inter-American Development bank. This set the basis for an invitation for the Federation to participate in the call for proposals to organize round tables on this issue in 2006.

The American Red Cross and the Spanish Red Cross have shown strong interest in supporting this key area of work.

### **Impact**

The baseline study in fundraising is perceived as vital, since it will help determine the actions required to improve capacities in terms of diversifying sources of funding and reducing dependency on cooperation funds. As a result, the Federation as well as Partner National Societies will have a clear view of the current National Societies' strengths and weaknesses in order to understand the specific capacities that need to be developed.

### **Constraints**

The Federation and the National Societies are well aware of weaknesses in resource mobilization and fundraising aspects. Delays in obtaining funding for this vital area will seriously affect capacity to carry forward this agenda.

**Objective 3: The ten National Societies in the region will have volunteers who participate in decision-making and develop volunteering initiatives according to regional and national plans.**

### **Progress/Achievements (activities implemented within this objective)**

Several National Societies have made dramatic improvements in terms of the volunteer management cycle. The National Societies of Argentina, Colombia, Ecuador and Venezuela are well advanced in the management of volunteer programmes. The Argentine Red Cross has established a new policy on volunteering, which is aligned with the mandate of the Federation. The Brazilian Red Cross is also in the process of developing its national programme on volunteering, focusing on how to develop its volunteer base. The support to these initiatives is provided through the volunteering network.

Additionally, the Venezuelan and Uruguayan Red Cross Societies initiated the documentation of best practices in community integrated programmes using community volunteers, as part of a pilot initiative funded by the Capacity Building Fund. The Venezuelan Red Cross has been able to further carry out corporate volunteer programmes during 2005, partnering with major companies in the country which has helped to strengthen and position volunteering as a key element of its accomplishments.

### **Impact**

During 2005, some National Societies showed interest in boosting the role of volunteers through their revised Statutes, including the Argentine, Chilean and Ecuadorian National Societies. Due to such changes, volunteers will be considered as members with the right to vote and whose voice will be heard in general decision making and election processes. More volunteers of these National Societies are now participating in governance aspects of the life of the Red Cross Societies.

During 2006, a temporary intern will focus on volunteering to support the Regional Delegation in expanding volunteer improvement initiatives.

### **Constraints**

National Societies in the region have a clear notion that volunteering, and specifically the work of volunteers at community level, is a key factor in the delivery of appropriate services to vulnerable communities. In spite of this, several National Societies continue to have difficulty in adopting updated volunteer management practices or establishing links with national plans and programmes. An example of this is the absence of specific volunteer profiles that are required by new programmes, or the traditional way recruitment processes are still being carried out, without considering the shift of needs in programmes or the volunteer base itself.

Moreover, several National Societies in the region are still reluctant to consider inclusion of volunteers in the governance structures or the granting of the full right to vote.

### **Community Integrated Programming**

**Programme Objective: The National Societies in the region have improved their capacity to work with communities, promoting integrated management of programmes and projects, partnerships and reinforcement of branch networks in order to contribute to a reduction in community risks related to structural vulnerability.**

**Objective: The National Society branch network will have the capacity to manage and implement effective integrated community programmes.**

### **Progress/Achievements (activities implemented within this objective)**

The focus of the Regional Delegation in 2005 has been to continue supporting the mainstreaming of relevant experience gained in community work in the region. More and more strategic and operational plans base their programmatic approach on a clear focus on vulnerable communities. The curricula of volunteers are increasingly revised to include training in participatory techniques in the basic training module. Cross-sector programmes and projects are more frequent, and staff and volunteers from different departments work increasingly together. In two National Societies, the challenges posed by the integrated work at community level have resulted in a profound restructuring of programme areas and the entire organization of the Headquarters. The CIP methodology has been extended to most programmes in several National Societies, and in some cases has generated innovative products. In 2006, an update of the study which took place in 1993 (The challenges of human development, 1993) will confirm the changes generated in the 10 National Societies through extensive work with vulnerable communities.

Still, much needs to be done in order to make a noticeable difference in the life of the vulnerable communities in this part of the world. During the next period, the basis for a meaningful and measurable scale up in community work will be set.

In 2005, training and support in the identification, formulation and implementation of community projects has been provided. Harmonization in the use of community work tools has been a strong initiative through a Methodology Guide in Community Development Work, to promote common guidelines based on the extensive experience gathered and will serve to improve future interventions. This guide will be published by the second semester of 2006 with the support of the Finnish Red Cross. The guide includes recommendations on methods and tools such as the VCA and will contribute to exchange of experience initiated in the global fora held in Tanzania and Panama in 2005.

Other initiatives to compile and share experiences and better practices are: Bolivia, the case study on the DFID-funded project “Towards a Safe and Healthy Community” aimed to promote health prevention and disaster preparedness activities in vulnerable urban communities near La Paz; the Ykua Bolaños non-violence post-fire campaign promoting tolerance, solidarity and conflict resolution and emergency planning for primary and secondary schools carried out by the Paraguayan Red Cross with support from the Federation and the Italian Red Cross; the Bajo Upía CIP project in Colombia, supported by the Swedish Red Cross and the document “**Bitácora Social**”, a methodological guide for participatory community development programmes drawn up by the Colombian Red Cross with support from the Netherlands Red Cross and which compiles regional experiences from the Gente Fuerte, Camalote and Amazonico projects. The above constitute important input towards the strengthening of community integrated programmes in the region.

Moreover, the creation of the proposal for the project in the **Chaco** region resulted from the annual meeting of the Health and Relief Directors, held in Cartagena, Colombia in August. The proposal covers the impoverished and highly vulnerable area of El Chaco, located between the common borders of Argentina, Bolivia and Paraguay. The proposal focuses on drought risk reduction and will be implemented jointly by the Bolivian, Paraguayan and Argentine Red Cross Societies, with support from the Regional Delegation, the Swiss Red Cross and the Finnish Red Cross.

### **Impact**

The approach to community work is increasingly being mainstreamed in the strategic and operational planning of 9 National Societies of the 10. This is triggering change processes both at organizational and programme levels, contributing to better compliance with the strategic goals of Strategy 2010 and towards mainstreaming the Global Agenda in the region.

Harmonization of tools has emerged as a need. The goal is that each National Society and its branches will have the capacities to identify, use, promote and provide appropriate resources to communities.

## **Constraints**

While community integrated work is making its way to the core of the 10 National Societies' activities, and has its place at the heart of the Global Agenda, there is still a need to fully take up collective responsibility in the region to focus on community work. This is a precondition to be able to scale up community work and contribute to a measurable improvement of the life of vulnerable communities. The multi-layered dimension of inequity and its relevance for community work is still not interiorized as part of the analysis of the trends in the environment.

The lack of a standardized conceptual framework on community development has in the past led to a variety of mindsets within the organization regarding this issue. Progress is being made and it is expected that, based on the experience gathered, a common approach will emerge together with the common methodology that is being worked out.

It is necessary to provide additional support to the local branches to assist them in working in closer coordination with local stakeholders, especially public institutions. VCA is an important tool and has played a major role in CIP projects in the region; however, its use still needs to be further expanded, particularly among other actors working in the region.

## **Communications**

**Programme Objective: Enhanced communications capacities of the National Societies in the region are contributing to improved service delivery to vulnerable people.**

**Objective 1: The capacity of the National Societies in the area of communications and advocacy in favour of the most vulnerable is strengthened in accordance with *Strategy 2010*.**

### **Progress/Achievements (activities implemented within this objective)**

To promote a coherent image based on the principles of the Red Cross Movement and to disseminate the information contingency plan for disasters were some of the main topics which were discussed at the IX Communications Forum, held in Santa Cruz de la Sierra, Bolivia from 28 February to 4 March. The contingency plan for disasters represents an opportunity to position the National Societies before, during and after an emergency situation.

Enhancing the relationship between National Societies and the media and, at the same time, better understanding the role and requirements of the press when covering humanitarian issues was the subject of two workshops hosted by the Ecuadorian Red Cross at the end of the year: 20 Ecuadorian and 20 Bolivian journalists (from El Alto, one of the most vulnerable areas in Bolivia), were trained in "The role of the press during internal disturbances and tensions". This project, coordinated by the ICRC delegation for the Andean region and supported by the Federation Regional Delegation, opened the door to 10 new seminars in Ecuador, Bolivia and Peru in 2006, widening the scope to include information and communication issues in the areas of health, disasters and principles and values, and is a good demonstration of how working together can maximise impact.

Similarly, the Ecuadorian Red Cross organized a first course in September to train National Intervention Team members specialized in communication and dissemination. The course included the participation of volunteers from a number of branches throughout the country. The usual NITs training components relating to youth, relief and dissemination were modified and integrated in order to focus training on communications during an emergency situation. This is a unique experience in the region to date.

The Brazilian Red Cross new strategic plan emphasises strengthening internal communication at all levels and improving the external image, advocacy and public communication. This represents important progress towards the creation of a communications office at the Headquarters and the branch level. Promoted and supported by the ICRC and the Federation, the communicators of all branches got together during December 2005 for the first time in the last 20 years to analyze through a SWOT (strengths, weakness, opportunities and threats), how to improve capacities. This is part of the capacity building process started by the Federation and will guide the strategic plan

on communication. The first action in 2006 will be to hire a full time communicator for the National Society to take full responsibility for further actions based on the plans already established

During 2005, key operational alliances have been reinforced, boosting actions in communication issues at the regional level. The Ecuadorian Red Cross and the Mcann Erickson Advertising Company worked together in the promotion and enhancement of the Red Cross image in the country. This is the first step in a partnership with all South American National Societies within a framework of corporate social responsibility. The Brazilian Red Cross will be the next National Society working with Mcann Erickson in the occasion of its 100<sup>th</sup> anniversary celebrations.

On the other hand, all National Societies from Central, South America and the Caribbean have been invited to incorporate their websites onto the [www.cruzroja.org](http://www.cruzroja.org) server. Central American National Societies such as: Nicaragua, Panama, El Salvador, Honduras and Guatemala, together with Uruguay and Brazil are already receiving this service; focal points from Uruguay and Brazil have been trained to manage the website themselves. The Paraguayan Red Cross is the next to become part of this project. This experience has also shown the following needs: a communication strategy for web projects, coherent internet image among the National Societies and better image projection, visibility of the branches, and a network among National Societies of the region including [www.cruzroja.org](http://www.cruzroja.org) as space to share key information within and outside of the Red Cross.

Special sections on the [www.cruzroja.org](http://www.cruzroja.org) website were created for key dates such as World Red Cross Red Crescent Day, World Day for Water, World Health Day, the launch of the “Come Closer” HIV/AIDS anti-stigma campaign in its third phase, in addition to the 24 emergency pages in 2005. At the same time, 181 articles on Red Cross work and activities in South and Central America were produced by National Societies and the Regional Delegation. Articles published about the avian flu were also of key importance for the dissemination of preventive measures and follow up. The [www.cruzroja.org](http://www.cruzroja.org) site has been recognized by the Federation as an important point of reference in Spanish with an average of *30,000 visits per month*.

### **Impact**

Improved, more coordinated work with an interdisciplinary approach can be seen among the Communications, Health and Care, Disaster Management and Youth areas in a growing number of National Societies (Bolivia, Ecuador and Peru are good examples). This process reflects the approach promoted by the Regional Delegation.

There is now an increased awareness of the importance of strengthening communications processes, not only within the National Societies headquarters, but also with and within the branches. This approach can also be seen in the work of the ICRC and the Federation’s Lima Regional Delegation, which are working towards joint planning process in communications.

### **Constraints**

The communication offices within the different National Societies vary greatly in capacity, experience and expertise; at branch level, communications are a clear weakness.

Several key planned activities such as the assessment of the capacities of each National Society to generate baseline data and the evaluation of the distance learning module had to be cancelled as a result of a budget reduction by 60 percent. Similarly, the focal points/editors for FedNet were not trained nor the virtual forum moved from [www.cruzroja.org](http://www.cruzroja.org) to FedNet due to lack of funding.

Finally, coordination between the Lima and Panama Regional Delegations has been complicated in 2005 given the absence of a focal point for communications in the Panama Regional Delegation.

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

**Programme Objective: The Secretariat in South America will facilitate better-coordinated service delivery through enhanced cooperation with components of the Movement and external partners.**

**Objective 1: Four CAS processes will have provided partners with an effective framework for improved cooperation in Argentina, Bolivia, Colombia and Ecuador.**

**Progress/Achievements (activities implemented within this objective)**

The Ecuadorian Red Cross has taken ownership of the CAS process, re-launched at the end of 2004, and in 2005 extended the process to its branches in 2005. A series of participatory workshops at branch level have been launched with the participation of local actors, in order to establish a common platform for cooperation at all levels. The fruitful cooperation scheme used by the Ecuadorian Red Cross is the object of an external study that will take place in 2006 and will be channelled as a case study to the contributions towards an assessment of the Plan of Action of the Inter-American Conference.

The Bolivian Red Cross has experienced a series of challenges posed by the fast-changing national context. This has delayed follow-up on the CAS initiative launched at the end of 2004. The cooperation of the Bolivian Red Cross with its more stable partners, such as the Spanish Red Cross, has improved, thanks to the recent inclusion of a Director General and a new financial administrator, the former sponsored by the ICRC and the Federation. The ICRC has identified a cooperation delegate based in Lima with unique responsibility for Bolivia. There are signs that external donors (like the Swiss cooperation) are willing to support a scale-up of programme activities of the Bolivian Red Cross. Both the Spanish and the Italian Red Cross have shown interest in supporting a stronger drive of the CAS process in the country. If the Bolivian Red Cross governance so require, the Regional Delegation is ready to provide technical assistance to this National Society through the appointment of a Federation Representative in order to move ahead with an improved platform for cooperation.

In Colombia, the preparation for the CAS process has continued, but the National Society has clearly identified the finalization of its Strategic plan, still underway, as a pre-condition for a CAS process.

The recent inclusion of operational alliances as a strategy to support scale up in programme activities provides a useful tool to complement the CAS initiatives as well as the other mechanisms for better cooperation. In 2006, Brazil will be one of the 10 countries in which Operational alliances are piloted.

There is interest on the part of Participating National Societies cooperating with the 10 National Societies from the region to better coordinate support and establish common platforms to access funds from international agencies. This is clearly in line with the role of the Regional Delegation: support, facilitation, coordination, as recently demonstrated in the DiPECHO application, and is also in accordance with work towards **joint planning** in the region.

In this respect, during the annual meeting of Presidents and Directors General held in Lima in October, Presidents clearly indicated their wish to benefit more from the different meetings of networks in the region, linking them to the work on annual operational plans. The Argentine Red Cross, with support from the Regional Delegation, took the initiative to lead the reform of the previously entitled 'Meeting of Presidents and Technical Seminars', transforming it into an annual meeting of National Societies in South America, with an agenda clearly focused on monitoring of the current year, and projection for the next one. This will provide a clear opportunity to jointly monitor each National Society's plan, and at the same time, facilitate monitoring the Plan of Action of the Inter-American Conference. In addition, this will be an important opportunity for the Movement components to contribute to joint planning, and it will ease and facilitate the establishment of a regional platform for cooperation and the definition of monitoring mechanisms. The first step in this direction will be the meeting in Buenos Aires in 2006.

**Impact**

Improved Movement cooperation in the region is taking shape. While this will require a definition of specific mechanisms tailored to the needs at each level: (National Society, sub-regional, regional), better definition of roles and responsibilities indicates that the establishment of common platforms for cooperation is possible.

The Global Agenda and its Framework for Action are powerful tools to move the region towards improved working together as a Movement in South America.

### **Constraints**

There are a series of pre-conditions to be achieved before we can consider that a significant scale up in programmes can be launched. This will be the necessary common focus for all Movement partners for the next two years.

**Objective 2: Existing partnerships will be strengthened and new strategic partnerships will be built to enhance support to the Red Cross humanitarian agenda and long-term sustainability.**

### **Progress/Achievements (activities implemented within this objective)**

The Regional Delegation has continued building strong relationships with the PAHO regional office for Disaster preparedness, with the OXFAM GB regional office, with the ECHO regional and national (Colombia) office, with the EU delegation in Lima, UN agencies, DFID, the Swedish International Development Cooperation Agency, the Japan International Cooperation Agency, the Canadian International Development Agency and the Spanish International Cooperation Agency, together with international NGOs. During 2005, OXFAM has provided support to the National Societies of Bolivia and Chile in disaster response through the Regional Delegation, in the case of Bolivia through the secondment of an expert to the National Society.

The partnership with CAPRADE has been strengthened, and the Federation has often been quoted by external actors as the technical backbone of the process to reinforce CAPRADE. The relationship with the EU-sponsored project PREDECAN (Disaster Prevention in support of the Andean Countries) is showing interesting opportunities for synergy. The approval of a regional DIPECHO-funded project focusing on regional processes in vulnerability indicators and tools for Community Risk Reduction will allow for a stronger positioning of the Regional Delegation and the 5 Andean National Societies vis-à-vis a series of institutional partners.

Following participation at the meeting of Governors of the Inter-American Development Bank (IDB) in 2004, held in Lima, the Regional Delegation did not take part to the 2005 annual meeting, since this was held in Japan. It is anticipated that the Regional Delegation will take part in the meeting to be held in 2006, scheduled to take place in Brazil.

The Regional Delegation supported the participation of the Chilean Red Cross in the 3<sup>rd</sup> Inter-American conference on Corporate Social Responsibility that took place in Santiago de Chile. Scaling up Red Cross presence at such events is anticipated in the future.

The equilibrium within the different regional institutions is changing in consequence of the changes in external politics of some of its members. Venezuela will leave the CAN (Community of Andean Nations), and it will most probably join MERCOSUR. There are indications that CAF (Comunidad Andina de Fomentos) could become a south-American development bank.

### **Impact**

The process of positioning the Federation as a reliable counterpart of other organizations / agencies in representation of the National Societies in the region is continuing. There is wide recognition of the Federation's role, and an increasing expectation regarding joint work.

### **Constraints**

The lack of an overall strategy on strategic partnerships, alliances and resource mobilization seriously limits the regional perspective. The fragmentation of efforts (the efforts of each National Society – and sometimes of many of their branches, of each region and at global level are not coordinated), and this seriously hampers the effectiveness of partnerships.

## **Implementation and Management**

Despite the considerable reduction in funding volume and funding sources for 2005, the Regional Delegation closed the year without a deficit. The appeal for 2006 was launched with a reasonable perspective of 90% coverage. The deadlines for the production of all standard reports were duly met in 2005.

Three team meetings took place during 2005: in early February, in June, and in late September. These meetings, to which colleagues from the ICRC are invited, facilitate monitoring of the implementation of the activities in support to the 10 National Societies. It is foreseen that the PNSs representatives in the region will be invited these meetings in the future. In addition, a simple mechanism to monitor the level of expenditure and the achievements and constraints in each programme on a quarterly basis has been put in place.

At the end of 2005, the Head of the Regional Delegation completed her assignment, and the Regional Programme Coordinator took over her position. The position of Federation Representative for Brazil was opened. A PADRU delegate joined the Lima team, resulting in closer work with the National Societies in initial response coordination. Several other delegates and staff changed at the Regional Delegation, and the new staff members all received the necessary induction. Where possible and appropriate, international positions have been substituted with regional / local ones. New positions have also been advertised at the level of the National Societies. Management of Human Resources was reviewed with support from local expert consultants, all Job Descriptions were revised, and the salary scale was modified based on a review of the local market for similar organizations. A new system of performance management was put in place at the end of the year. This implies the use of the Federation standard (ARonline) tool for all staff, and a 6-monthly assessment of individual performance by the line manager.

In addition, a new organizational chart was established and a first teambuilding exercise took place. Teamwork has improved considerably. Much more coordination and cooperation among the programmatic areas has been achieved over 2005 from within the Federation Regional Delegation. In addition, a closer working relationship has been established with the Regional Delegation in Panama, PADRU and the technical units.

**International Federation of Red Cross and Red Crescent Societies**
**SOUTH AMERICA REGIONAL PROGRAMMES**

Selected Parameters	
Year/Period	2005/1-2005/9998
Appeal	M05AA044
Budget	APPEAL

All figures are in Swiss Francs (CHF)

**I. Consolidated Response to Appeal**

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
A. Budget	673'993	305'358	243'818	1'506'258	178'627	2'908'053
B. Opening Balance	175'234	17'462	12'049	235'376	0	440'122
<b>Income</b>						
Cash contributions						
American Red Cross	70'124					70'124
British Red Cross	76'523	105'840	69'566	71'057		322'985
Capacity Building Fund	38'485			239'495		277'980
Finnish Red Cross				136'635		136'635
Italian Red Cross				4'030		4'030
Netherlands Red Cross				21'210		21'210
Norwegian Red Cross				49'375		49'375
Spanish Red Cross			2'928	34'836		37'764
Swedish Red Cross	203'651	148'410	24'735	159'129		535'925
C1. Cash contributions	388'783	254'250	97'229	715'767		1'456'029
Outstanding pledges (Revalued)						
American Red Cross	27'164					27'164
Capacity Building Fund				0		0
C2. Outstanding pledges (Revalued)	27'164			0		27'164
Reallocations (within appeal or from/to another appeal)						
Irish Red Cross Society	0					0
Italian Red Cross	-1'205			1'205		0
On Line donations					40'000	40'000
Swedish Government	20'820					20'820
Swedish Red Cross	0		7'987			7'987
C3. Reallocations (within appeal)	19'615		7'987	1'205	40'000	68'807
Inkind Personnel						
Italian Red Cross				62'000	17'000	79'000
Spanish Red Cross			38'027	74'400		112'427
C5. Inkind Personnel			38'027	136'400	17'000	191'427
Other Income						
Miscellaneous Income				3'811		3'811
C6. Other Income				3'811		3'811
C. Total Income = SUM(C1..C6)	435'562	254'250	143'243	857'183	57'000	1'747'238
D. Total Funding = B + C	610'795	271'712	155'293	1'092'559	57'000	2'187'359

**II. Balance of Funds**

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
B. Opening Balance	175'234	17'462	12'049	235'376	0	440'122
C. Income	435'562	254'250	143'243	857'183	57'000	1'747'238
E. Expenditure	-512'373	-209'032	-135'034	-803'485	-46'790	-1'706'713
F. Closing Balance = (B + C + E)	98'423	62'680	20'259	289'074	10'210	480'646

Selected Parameters	
Year/Period	2005/1-2005/9998
Appeal	M05AA044
Budget	APPEAL

All figures are in Swiss Francs (CHF)

**III. Budget Analysis / Breakdown of Expenditure**

Account Groups	Budget	Expenditure					TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
	A					B	A - B	
<b>BUDGET (C)</b>		673'993	305'358	243'818	1'506'258	178'627	2'908'053	
<b>Supplies</b>								
Construction		11'066	14'284		20'503		45'853	-45'853
Clothing & textiles					113		113	-113
Water & Sanitation	27'500	4'108	340		19'013		23'460	4'040
Medical & First Aid	90'602	7'168	3'801		3'173		14'142	76'460
Teaching Materials	30'500	4'306	2'304		1'509		8'119	22'381
Utensils & Tools		405			28		433	-433
Other Supplies & Services	221'800	1'529	1'189		418		3'137	218'663
<b>Total Supplies</b>	<b>370'402</b>	<b>28'582</b>	<b>21'918</b>		<b>44'756</b>		<b>95'256</b>	<b>275'146</b>
<b>Land, vehicles &amp; equipment</b>								
Computers & Telecom	12'000	7'781					7'781	4'219
Office/Household Furniture & Ec		2'076					2'076	-2'076
<b>Total Land, vehicles &amp; equipme</b>	<b>12'000</b>	<b>9'857</b>					<b>9'857</b>	<b>2'143</b>
<b>Transport &amp; Storage</b>								
Storage	4'000	662		19	45		726	3'274
Distribution & Monitoring		1'131					1'131	-1'131
Transport & Vehicle Costs	13'620	7'449	2'141	477	4'616	5	14'689	-1'069
<b>Total Transport &amp; Storage</b>	<b>17'620</b>	<b>9'242</b>	<b>2'141</b>	<b>496</b>	<b>4'662</b>	<b>5</b>	<b>16'546</b>	<b>1'074</b>
<b>Personnel Expenditures</b>								
Delegates Payroll	700'150	81'027	73'625	555	81'003		236'210	463'940
Delegate Benefits		42'497	35'119	50'998	200'940	23'851	353'405	-353'405
Regionally Deployed Staff	261'033	8		1'839	21'172		23'019	238'013
National Staff	19'700	18'908	22'393	24'095	52'643	3'999	122'038	-102'338
National Society Staff		80'651	1'885	4'003	77'033	327	163'899	-163'899
Consultants	96'376		3'395	4'668	25'693		33'756	62'620
<b>Total Personnel Expenditures</b>	<b>1'077'259</b>	<b>223'092</b>	<b>136'417</b>	<b>86'158</b>	<b>458'484</b>	<b>28'177</b>	<b>932'327</b>	<b>144'931</b>
<b>Workshops &amp; Training</b>								
Workshops & Training	805'909	132'042	34'138	11'239	105'927	9'116	292'462	513'447
<b>Total Workshops &amp; Training</b>	<b>805'909</b>	<b>132'042</b>	<b>34'138</b>	<b>11'239</b>	<b>105'927</b>	<b>9'116</b>	<b>292'462</b>	<b>513'447</b>
<b>General Expenditure</b>								
Travel	138'028	28'860	18'174	18'043	62'841	5'150	133'068	4'960
Information & Public Relation	132'460	22'918	5'263	2'239	29'227	34	59'682	72'778
Office Costs	84'085	14'378	3'002	2'029	19'637	2'306	41'352	42'732
Communications	78'898	15'371	4'270	2'893	19'014	6'030	47'577	31'321
Professional Fees		1'820		525	6'239		8'584	-8'584
Financial Charges	1'590	-9'869	-4'030	254	-20'402	784	-33'263	34'853
Other General Expenses	780	1'399		771	6'557	-7'781	946	-166
<b>Total General Expenditure</b>	<b>435'841</b>	<b>74'877</b>	<b>26'679</b>	<b>26'755</b>	<b>123'114</b>	<b>6'523</b>	<b>257'947</b>	<b>177'893</b>
<b>Program Support</b>								
Program Support	189'023	33'304	13'587	8'617	51'650	2'970	110'128	78'896
<b>Total Program Support</b>	<b>189'023</b>	<b>33'304</b>	<b>13'587</b>	<b>8'617</b>	<b>51'650</b>	<b>2'970</b>	<b>110'128</b>	<b>78'896</b>
<b>Operational Provisions</b>								
Operational Provisions		1'376	-25'848	1'769	14'891		-7'811	7'811
<b>Total Operational Provisions</b>		<b>1'376</b>	<b>-25'848</b>	<b>1'769</b>	<b>14'891</b>		<b>-7'811</b>	<b>7'811</b>
<b>TOTAL EXPENDITURE (D)</b>	<b>2'908'053</b>	<b>512'373</b>	<b>209'032</b>	<b>135'034</b>	<b>803'485</b>	<b>46'790</b>	<b>1'706'713</b>	<b>1'201'340</b>
<b>VARIANCE (C - D)</b>		<b>161'620</b>	<b>96'326</b>	<b>108'785</b>	<b>702'773</b>	<b>131'837</b>	<b>1'201'340</b>	