

Plan 2010-2011



International Federation
of Red Cross and Red Crescent Societies

Andean Region

Executive summary

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

The 2010–2011 regional plan is primarily based on the needs and priorities identified by National Societies and reflected in their strategic plans. It is also guided by the capacities in place in the secretariat to respond to these needs. The 2010–2011 plan is clearly in line with the Inter-American Plan 2007–2011 through which all National Societies in the Americas have committed to building “*safer and healthier communities*” and with the recommendations of the Study of the Americas¹ carried out by the Complutense Institute for International Studies. The 2010–2011 plan also seeks to implement the New Operating Model in order to maximize existing Movement resources and achieve the Global Agenda Goals, while focusing on the provision of specific and relevant services to the member National Societies.

The Regional Representation for Andean countries worked closely with National Societies to identify the main priority areas to be supported by the secretariat. These priorities are clearly reflected in the 2010–2011 plan through the key strategic areas of Disaster Management, Health and Care, Organizational Development and Principles and Values. The focus of support will be ensuring the provision of tailor made support to each National Society.

Country support plans have also been drawn up following close consultation with the National Societies of Bolivia, Colombia, Ecuador and Peru; these plans detail the outcomes and activities that the National Societies seek to implement with support from the Federation secretariat.

Programme support in Disaster Management, Health and Care and Principles and Values will continue to be provided from Lima for the Andean Region and the Southern Cone and Brazil Regional Representation. By the end of 2011 it is expected that National Societies will have stronger organizational structures and will be better prepared to respond to vulnerabilities in the strategic areas of Disaster Response and Disaster Risk Reduction, Health and Care, and Principles and Values in line with the four Global Agenda Goals.

¹ The Study of the Americas was carried out in November 2007 by the Complutense Institute of International Studies of Spain, which includes a full analysis of each National Society and recommendations for future development.

The total 2010–2011 budget for the Andean Region is CHF 4,442,759 (USD 3,505,370 or EUR 2,869,606). [Click here to go directly to the summary budget of the plan.](#)

Context

In the Andean Region the population figures stand at a total of 124.6 million people². Socio demographic tendencies for the coming years in Latin America include a predominantly young population, increased number of elderly people, changes in family structures and broader ethnic-cultural diversity. These tendencies also raise the question of resulting vulnerabilities of the population.

The Andean Region holds diverse political regimes from left, to centre-left, to centre and centre-right governments. While it is suggested, there is no homogenized political position in the region as each country has particular characteristics ranging from populist to nationalistic. Representative and participative democracy is in place in all five countries however this does still not equate to freedom of expression for all voices to be heard. Social discontent is evident as diverse needs of the population in the region remain unattended.

At the political level, specific yet important challenges can be seen across the region. Regional tensions have developed with the impacts of the internal conflict in Colombia affecting neighbouring countries such as Ecuador and Venezuela. The regionalization of cocaine production has become a significant issue not only to Colombia but also now for Bolivia and Peru. Migration in the region is high as a result of the internal conflict in Colombia and due to economic motives. Ecuador is one of the countries that hosts the most displaced people, outside of Colombia. Political tensions between the governments in the region has had impacted on trade decisions and challenged traditional economic blocs. Finally, while the political participation of indigenous communities has increased, discrimination and exclusion are evident and remain major challenges.

While political unity at the regional level has yet to develop, economic integration has been in place for several years through the Andean Community of Nations (Comunidad Andina de Naciones - CAN) a trade block comprising Bolivia, Colombia, Ecuador and Peru. The Union of South American Nations (UNASUR) is a supranational and intergovernmental union that will unite two existing trade bodies in South America, MERCOSUR and the Andean Community of Nations, as part of a continuing process of economic integration.

The Andean Region has benefited from a few years of sustained economic growth, with a steady increase in real GDP growth rates since 2003 in nearly all countries. This however is in reverse as the global financial crisis which ensued in 2008 is affecting all economies in the region. Growth rates are expected to slow down or decrease during 2009. With some of the highest levels of inequality of income distribution in the Andean Region, the most vulnerable are expected to pay the toll. The following table shows this and other relevant UNDP statistics for each country³:

Data	Bolivia	Colombia	Ecuador	Peru	Venezuela
HDI rank	117	75	89	87	74
Population total millions (2005)	9.2	44.9	13.1	27.3	26.7
Population living below USD 1 a day % (1990-2005)	23.2	7	17.7	10.5	18.5
GDP per capita 2005 (PPP USD)	2,819	7,304	4,341	6,039	6,632
Inequality measures, ratio of richest 10% to poorest 10%	168.1	63.8	44.9	30.4	48.3
Gini coefficient	60.1	58.6	53.6	52	48.2
Internally displaced people thousands (2006)	-	1,853-3,833	-	60	-

² Economist Intelligence Unit

³ United Nations Development Programme UNDP, Human Development Report 2007/2008 <http://hdrstats.undp.org/countries/#A>

Gender-related development index - GDI rank (2005)	102	65	-	75	67
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The presence of extreme inequality in income distribution and inequity in terms of access to basic services reveals major challenges for Andean countries in terms of social cohesion and development. High levels of poverty combined with limited protection of human rights in some cases, leads to deficient civil society protection. High population density in urban areas after years of urbanization also puts increased pressure on these centres and leads to increased vulnerabilities. Particular issues of concern in the region are highly vulnerable groups.

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

Countries in the Andean Region are constantly affected by small to large scale **disasters**. The region is characterized by extreme and diverse landscapes and climates and is exposed to a number of hazards including recurrent floods, tropical storms, cold waves, seismic and volcanic activity. According to the Inter-American Development Bank/Disaster Risk Management (IADB/DRM) study *Evaluation of Inter-American Development Bank's Operational Policy on Natural and Unexpected Disaster*, in the period from 1975 to 2002, South America experienced a total of USD 53.84 billion in losses arising from disasters, with an average of USD 1.2 billion per year.

In the Andean Region, where human development indicators are low and vulnerability is high, there is a higher risk from the impacts of disasters. Inequity levels show that the disparity between income levels *within* countries mean that people living in areas of greater vulnerability will often be the most affected. There is growing attention to the issues related to local disaster risk reduction and management and the five Andean countries have developed a common strategy through the Andean Committee for Disaster Prevention and Assistance (CAPRADE) regional coordination body. The impact of **climate change** is increasingly being felt across Latin America as changes in rainfall patterns and the loss of Andean glaciers pose the risk of increased vulnerability to droughts and floods. At the same time, there is an increased recognition of the need to mitigate the effects of climate change.

The current **health** scenario in Latin America shows HIV and AIDS as a growing health emergency, with an estimated 1,700,000 people living with HIV⁴. Day-to-day health problems, accidents or crises such as conflicts, injuries or disasters caused by natural hazards, highlight the need for community first aid in the region as a cost-effective, safe and simple way to save lives. At present, the majority of countries in Latin America show that only 36 per cent⁵ of blood donations come from voluntary, non-remunerated donors, according to the Pan American Health Organization (PAHO). Health emergencies have become increasingly prevalent in the Andean Region. The emergence of dengue fever (DF) and dengue hemorrhagic fever (DHF) in the whole region and the outbreak of the influenza A(H1N1) shows the serious need to reduce the impact of emerging diseases and carry out epidemic control.

Priorities and current work with partners

In the Andean Region all National Societies have strategic plans in place and operational planning processes are also underway. All strategic plans are clearly based on *Strategy 2010* and aligned with the Inter-American Plan. During the revision of their strategic plans, National Societies are aligning the

⁴ <http://www.unaids.org/en/CountryResponses/Regions/LatinAmerica.asp>

⁵ Figures 2005 from PAHO, while PAHO recommends that 100 per cent of all blood reserves come from non-remunerated voluntary donor, PAHO set a provisional target of 50 per cent to be reached in Latin America and the Caribbean between 2000-2004, clearly yet to be reached.

strategic focus with the current Inter-American Plan 2007–2011, which aims to scale up the impact of National Society actions contributing to *safer and healthier communities*.

With the support from the secretariat, National Societies are also undergoing the revision of legal bases (Statutes and internal rules). The composition of National Societies in terms of branches and volunteer numbers in the Andean Region is as follows:

Source: International Federation Country Sheets 2006

County	Number of provincial branches	Volunteers
Bolivia	9	1,200*
Colombia	32	20,642**
Ecuador	22	3,500**
Peru	53	3,000*
Venezuela	24	6,224
TOTAL	140	34,566

* Estimate

** 2008 figures

This composition does not reflect the full organizational structure of National Societies, indeed in some National Societies there are a number of local branches, nor the challenges that are faced in terms of organizational development. It does, however, provide an idea of the size of the institutions and the territorial outreach.

As part of the New Operating Model, the Regional Representation is now closer to the National Societies' needs. During 2008 and 2009, consultation processes were held with National Societies in order to identify needs at the country level. These processes, alongside the recommendations within the Study of the Americas, have contributed to the identification of priority areas of support with National Societies. These priority areas have been developed into support plans for National Societies in Bolivia, Colombia, Ecuador and Peru for 2010 and 2011. The regional 2010–2011 plan clearly reflects this support, as detailed in indicators and activities.

Each country support plan is based on the priority needs of the National Societies and the capacities of the secretariat to respond to these needs. Secretariat support will focus on the provision of membership services, programme services and in some cases supplementary services, where relevant. It is clear that continued investment in organizational development and capacity-building in programme areas by the secretariat is needed in the next two years. This support will be provided through the strategic areas of Disaster Management, Health and Care, Organizational Development, Principles and Values and coordination support as detailed under secretariat programmes and the role of the secretariat.

National Societies have long worked in partnership and received support from the Federation secretariat, the International Committee of the Red Cross (ICRC) and Partner National Societies (PNS). In addition to the multilateral support provided by the United Kingdom Department of International Development (DFID) through the strategic partnership with the British Red Cross, and the ongoing support from Finnish and Swedish Red Cross, and during 2009 and 2010 from the Spanish Red Cross, the following Movement partners are working with National Societies in Andean countries:

Country	Movement partner
Bolivia	Spanish Red Cross, Swiss Red Cross, ICRC, Federation
Colombia	American Red Cross, Canadian Red Cross, French Red Cross, Netherlands Red Cross, Norwegian Red Cross Spanish Red Cross, ICRC, Federation
Ecuador	American Red Cross, Spanish Red Cross, Swiss Red Cross, ICRC, Federation

Peru	American Red Cross, Belgium Red Cross - French community, German Red Cross, Spanish Red Cross, ICRC, Federation
Venezuela	ICRC, Federation

In Colombia, the Cooperation Agreement Strategy (CAS) process is contributing to improved working relations between the Movement actors present in the country and ensures that Movement support is aligned with the Colombian Red Cross Society's strategic plan and priorities. Cooperation between sister National Societies is also expected to increase during 2010–2011 as resources are optimized at the continental level.

National Societies have long been developing alliances to strengthen their work, and in some cases have a wide network of local partners. At the regional level partnerships have also been developed to support National Societies' work – (see partnership development and coordination). These partnerships provide excellent opportunities for strengthening efforts at the national and regional levels. In the Andean Region, the National Societies of Colombia and Ecuador are participating in the **Global Alliance on HIV and AIDS** and the **Global Alliance on Disaster Risk Reduction**. These two Red Cross global initiatives will contribute to increasing the impact in these key strategic areas with support from a wide range of partners from within the Movement and at the national levels. The challenge is the incorporation of additional National Societies in Global Alliances.

Secretariat programmes in 2010–2011

The Regional Representation for Andean countries will provide support to the National Societies of Bolivia, Colombia, Ecuador, Peru and Venezuela in the key areas of Disaster Management, Health and Care, Organizational Development and Principles and Values. Programme support will also continue to be provided from the Lima Regional Representation to the National Societies in the Southern Cone and Brazil in close coordination with the Zone Office, while Organizational Development support will be provided directly from the corresponding Regional Representation.

Secretariat supported programmes show the continuity of work in progress, previous plans and the alignment with priorities as clearly identified by National Societies through different consultation processes. As explained above, in the Andean Region specific country plans have been developed to support the National Societies of Bolivia, Colombia, Ecuador and Peru during 2010 and 2011 (available on request). The regional plan for 2010–2011 clearly reflects this country level support, as shown in the components, outcomes and indicators. The same areas of support shown in the regional plan have been applied to the country level where relevant according to the priorities of National Societies. The regional plan also includes support that will be provided to those National Societies which do not have specific country plans.

Disaster Management

Based on the country priorities identified together with the National Societies in the Andean Region to accomplish the common objectives established in the Federation Disaster Risk Management global framework and the regional priorities established in the Andean Committee for the Prevention and Response to Disasters (CAPRADE) Andean Strategy and the Inter-American Plan 2007–2011 to contribute to the Hyogo Framework for Action priorities, the Disaster Management programme in 2010–2011 will continue supporting the National Societies' Disaster Risk Management capacities scaling up at national and local levels to build safer and more resilient communities.

a) The purpose and components of the programme

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

The Disaster Management programme budget for 2010 and 2011 is CHF 1,927,740 (USD 1,519,290 or EUR 1,245,900).

The overall programme objective is to support National Societies' Disaster Risk Management initiatives scaling up at national and local levels to achieve safer and more resilient communities, in line with the International Federation commitments, mandate and frameworks.

For 2010–2011 the Disaster Management programme will support National Societies in the implementation of the Global Alliance on Disaster Risk Reduction, scaling-up the Federation's effort in reducing disaster risks among the most vulnerable communities as part of the Federation global framework building safer and more resilient communities.

Learning will be cross-cutting in the Disaster Management plan. As part of knowledge-sharing, best practices, lessons learned and case studies on community risk management will be gathered, shared and disseminated to be used as learning tools, through networking and the DesAprender learning platform.

Through the joint work with National Societies in the development of country plans, specific areas of support were identified for this area, based on National Society needs and Regional Representation capacity. Following are the general lines of support for each National Society:

Bolivian Red Cross

- **To strengthen Institutional capacity building for community risk reduction:** support Community-Based Disaster Risk Management (CBDRM) training, support the National Society to develop community resilience micro-projects and support the development of community risk maps using the Vulnerabilities and Capacities Assessment (VCA) methodology.
- **To develop Institutional capacity-building for disaster preparedness:** support the implementation of the Well Prepared National Societies (WPNS) methodology, support volunteering in emergencies, strengthen National Intervention Teams (NITs), support the development of response and contingency plans, and strengthen early recovery capacities.
- **In Disaster risk reduction coordination and advocacy:** promote partnerships and alliances and encourage networking and exchanges.

Colombian Red Cross Society

- **To strengthen Institutional capacity building for community risk reduction:** support CBDRM training, support the National Society to develop community resilience micro-projects and support the development of community risk maps using the VCA methodology.
- **To develop Institutional capacity-building for disaster preparedness:** support the implementation of the WPNS methodology, support volunteering in emergencies, strengthen NITs and strengthen early recovery capacities.
- **In Disaster risk reduction coordination and advocacy:** promote partnerships and alliances and encourage networking and exchanges.

Ecuadorian Red Cross

- **To strengthen Institutional capacity building for community risk reduction:** support CBDRM training, support the National Society to develop community resilience micro-projects and support the development of community risk maps using the VCA methodology.
- **To develop Institutional capacity-building for disaster preparedness:** support the implementation of the WPNS methodology, support volunteering in emergencies, strengthen NIT and strengthen early recovery capacities.
- **In disaster risk reduction coordination and advocacy:** promote partnerships and alliances and encourage networking and exchanges.

Peruvian Red Cross

- **To strengthen Institutional capacity building for community risk reduction:** support CBDRM training, support the National Society to develop community resilience micro-projects and support the development of community risk maps using the VCA methodology.
- **To develop Institutional capacity-building for disaster preparedness:** support the implementation of the WPNS methodology, support volunteering in emergencies, strengthen NITs, support the development of response and contingency plans and strengthen early recovery capacities.
- **In Disaster risk reduction coordination and advocacy:** promote partnerships and alliances and encourage networking and exchanges.

The Colombian Red Cross Society and Ecuadorian Red Cross have commitment to implement actions within the framework of the Federation's Global Alliance on Disaster Risk Reduction. This is focused on carrying out advocacy and capacity-building with the Colombian government to ensure the adoption of the disaster risk management approach. Special emphasis will be made on risk reduction and participatory community work, participatory management of community disaster preparedness projects, directly linked to local authorities, through awareness-raising actions, and in the development of specialized intervention instruments and mechanisms allowing for improved action and coordination at the branch level, strengthening technical teams and the transferral of capacities to the territorial network.

The following components and outcomes try to respond to the identified needs and reflect this Regional Representation's commitment for 2010–2011.

Programme component 1: Institutional capacity-building for community risk reduction

Component outcome 1: National Societies are encouraged and receive support for strengthening capacities to work with communities to be better prepared and organized to reduce, respond and recover from disaster impacts, contributing to building safer and more resilient communities.

The outcome is linked to the Hyogo Framework for Action priorities 2 and 3 and aims to promote a culture of safety in target communities with the National Societies of Bolivia, Colombia, Ecuador and Peru. The Disaster Management programme will support National Societies in the Andean Region in the participatory development of regional Disaster Risk Management strategies and the consolidation of a continental Disaster Risk Management strategy, which will both define the perspective, priorities and actions of the region.

In line with the regional priorities to scale up community risk reduction, support will continue for National Societies to work towards the definition of Community-Based Disaster Risk Management (CBDRM) training curricula, exchange and apply a common community risk management methodological route, based on the Community Disaster Risk Reduction toolkit developed last year. CBDRM teams will also be trained in the National Societies of Bolivia, Colombia, Ecuador and Peru. The process will be developed in coordination with the programmes of Organizational Development (volunteering) and Health and Care and with the Regional Centre of Reference for Education in Community Based Disaster Preparedness (CRREC), to strengthen National Societies' volunteer, staff and community capacities to work in local risk reduction initiatives, based on mapping and definition of common prioritized elements.

Strengthening National Societies' capacities to work with communities will take place through the application of Disaster Risk Management training and methodological route to develop community resilience micro-projects in climate change, early warning and/or water and sanitation. Key stakeholders are expected to participate such as schools, health centres, and community centres, reaching at least 15,000 people exposed to high risk in Bolivia, Colombia, Ecuador and Peru. Additionally, community education and awareness initiatives amongst volunteers and children will be promoted in the National Societies of Bolivia, Colombia and Peru. The application of the Vulnerability and Capacity Assessment (VCA) methodology will also be promoted to highlight risks and define community-based plans with at least 30 communities in Bolivia, Colombia, Ecuador and Peru.

The following indicators will measure the fulfilment of this outcome during 2010:

- Number or percentage of National Societies' internal and external partners that have received Federation secretariat guidance to better understand and support the Disaster Risk Reduction Framework.
- By the end 2010, CBDRM minimum training standards for volunteers and staff are implemented by the National Societies in the Andean Region in a process facilitated by the Regional Representation office (Disaster Risk Management and volunteering) and with the support of the Centres of Reference
- By 2010 the four National Societies institutionalize the community-based methodological common route produced in a regional process facilitated by the Regional Representation office (Disaster Management, Health and Care, Organizational Development) and with the support of the Centres of Reference including livelihood, food security and shelter components.
- By the end of 2010 at least 8,000 people in high risk areas are reached by community risk reduction initiatives, with special emphasis on climate hazards, branch and volunteering development, which are implemented by the Ecuadorian, Colombian and Bolivian National Societies with the support of the Andean Regional Representation, considering livelihood, food security and shelter components.
- By mid 2010 at least 6 people are reached by a regional training on Community-Based Disaster Risk Management Teams (CBDRMT) and by the end of 2010 at least 300 people are trained in at least three countries (Bolivia, Colombia and Ecuador).
- By the end of 2010, at least 100 volunteers and 200 children are reached through community education and awareness programmes developed by three National Societies (Bolivia, Colombia and Peru).
- By the end of 2010, 4 National Societies (Bolivia, Colombia, Ecuador and Peru) support the elaboration of community risk maps in at least 12 communities, using the Vulnerability and Capacity Assessment (VCA) methodology to highlight risks and define community- based plans to reduce and respond to disasters.

Programme component 2: Institutional capacity-building for disaster preparedness

Component outcome 1: The secretariat encourages and supports the strengthening of the Andean National Societies' capacities to effectively support communities to plan, prepare, respond and recover from emergencies.

The outcome contributes to priority five of the Hyogo Framework for Action and aims to support the National Societies of Bolivia, Colombia, Ecuador and Peru to scale up existing institutional capacities in disaster management and skills to promote disaster risk management, risk awareness and mitigation actions. During 2010–2011 support will focus on assessments and the identification of priorities through the implementation (initiation or completion) of the Well Prepared National Societies - WPNS methodology with the National Societies of Bolivia, Colombia, Ecuador and Peru. This will contribute, alongside the development of the regional Disaster Risk Management strategy, to supporting National Societies in defining or updating Disaster Risk Management programmes in line with strategic plans and global frameworks in Bolivia, Ecuador and Peru.

Institutional capacities will be strengthened through the establishment of common minimum standards for volunteering in emergencies in the National Societies of Bolivia, Colombia, Ecuador and Peru with an emphasis on disaster intervention mechanisms at local, national and regional levels. This process will be developed following global International Federation's guidelines on disaster preparedness and response mechanisms and will take place in coordination with the Regional Centres of Reference, the Pan American Disaster Response Unit (PADRU), the Organizational Development programme and with CAPRADE members. National Intervention Teams (NITs) will be strengthened to ensure they have the knowledge, skills, information management systems, trained personnel/volunteers, equipment, material, and procedures in place to act swiftly and effectively in disaster response.

Support will be provided to the National Societies of Bolivia and Peru in the development of response and contingency plans, in coordination with the Centre of Reference for Disaster Preparedness and PADRU. International Federation preparedness and planning methodologies will be applied and an integrated approach will be promoted (inclusion of all programme areas). Health in emergencies support to the National Societies of Ecuador and Peru will continue in coordination with the Health and Care programme for the implementation of the pandemic initiatives.

During 2010–2011 National Societies in disaster prone countries (Bolivia, Colombia, Ecuador and Peru) will enhance early recovery capacities through instruments and tools to improve communities' self-reliance capacities to recover from vulnerabilities to emergencies. The Peruvian Red Cross will be supported in the implementation of a Disaster Risk Management initiative with ten prioritized branches, capitalizing on the resources developed during the response and recovery operations after the 2007 earthquake and developing new skills with the support of PADRU. The inclusion of early recovery in emergency operation plans will be promoted as a key element for restoring livelihoods and addressing disaster risk.

Dissemination of SPHERE minimum standards and code of conduct is also prioritized for 2010–2011 and ensuring that lessons learnt and good practice from disaster response operations are used to improve future planning, programming and implementation of Disaster Risk Management actions, with special emphasis on the transition between response and recovery, in coordination with PADRU.

The following indicators will measure the fulfilment of this outcome during 2010:

- By the end of 2010, four National Societies (Bolivia, Colombia, Ecuador and Peru) initiate, update or finalize the assessment and priorities identification through the implementation of Well Prepared National Societies – WPNS.
- By 2010, three Disaster Risk Management Programmes are designed or disseminated in line with Strategic Plans and Disaster Risk Management Global frameworks (Bolivia, Ecuador and Peru), according to the priorities identified in the assessment and in coordination with Organizational Development (expected result 5) and the programme areas.
- In 2010 four Andean National Societies (Bolivia, Colombia, Ecuador and Peru) agree on common minimum standards for volunteering in emergencies training in a process facilitated by the Regional Representation and with the support of the Centres of Reference, PADRU (expected result 1), and in coordination with CAPRADE members.
- In 2010 a mapping on National Society response and contingency plans is developed and at least two National Societies receive support for the elaboration or updating of plans (Bolivia and Peru) with the support and in coordination with the Centre of Reference for Disaster Preparedness and PADRU.
- By 2010 the Peruvian Red Cross receives support for the implementation of the Disaster Risk Management national project to be developed in ten prioritized branches, capitalizing on the resources developed during the response and recovery operations after the 2007 earthquake.
- By 2010, four National Societies (Bolivia, Colombia, Ecuador and Peru) receive support to train, update or specialize their National Intervention Teams - NITs, reaching at least 100 volunteers from at least 72 branches, in coordination with Organizational Development (expected result 2) Health (expected result 3), Principles and Values (expected result 1) and PADRU (expected result 1).
- By 2010, at least two emergency operations and early recovery plans address livelihood practices and disaster risk reduction interventions, in coordination with PADRU and the programme areas.
- In 2010 the recommendations and conclusions of at least two response operations' evaluations in the Andean Region made with the support of Zone PMER are included as part of the 2011 country plans through concrete actions, with special emphasis in recovery elements.

Programme component 3: Disaster risk reduction coordination and advocacy

Component outcome 1: The participation and coordination processes between the National Societies and the local and national authorities; other national and local organizations and regional platforms to develop disaster risk reduction, response and recovery initiatives have resulted in key partnership and strategic alliances.

This component is focused on strengthening the auxiliary relationship with local and national governments, which play a key role in strengthening community safety and resilience in the face of risks to disasters as reflected within national laws, policies, strategies and initiatives. National Societies will be supported in the coordination with governments to promote Disaster Risk Management at the community level (by promoting local and national platforms for DRR). Strong working partnerships and alliances will be promoted with stakeholders, from communities, to local and national governments, regional entities, non governmental organizations and the private sector.

This component also focuses on improving the prevention culture at all levels to promote and ensure that communities and individuals know their risks and how to reduce them; as part of the advocacy, education and awareness-raising initiatives a continental risk reduction communication strategy will be developed. This will advocate for safer and more resilient communities and build a stronger culture of prevention amongst communities, local and national governments, organizations, the private sector and the staff and volunteers of National Societies.

During 2010–2011 networking, centres of reference, thematic holders and other initiatives will be promoted to enhance Red Cross capacities at national and local levels. Increased exchanges and internships will be promoted, as well as learning and knowledge-sharing opportunities and peer-to-peer support amongst National Society members of the network and other regional organizations through the DesAprender learning platform.

During 2010 the Regional Representation will support National Societies in the dissemination of the guidelines for national facilitation and regulation of relief international operations in disasters and recovery initial assistance (International Disaster Response Law - IDRL), as approved at the XXXth International Conference. From 2011 key legal instruments will be identified and disseminated and collaborative efforts will be lead to identify gaps and make recommendations to address these and improve legal preparedness for disasters.

The following indicators will measure the fulfilment of this outcome during 2010:

- By 2010, four National Societies work together with key stakeholders and participate in local, national and regional disaster risk reduction platforms and establish strategic alliances on disaster risk management
- By 2010 at least one Disaster Risk Management proposal to a non traditional donor is presented by an Andean National Society with the support of the Regional Representation.
- By 2010 a Disaster Risk Management regional networking is strengthened and National Society Disaster Risk Management focal points participate in Disaster Risk Management common scaling up processes.
- By 2010 at least five National Society-National Society exchanges or internships are facilitated increasing Disaster Risk Management capacities of at least ten volunteers or staff in coordination with the Centres of Reference.

b) Potential risks and challenges

- There is a need to continue promoting and strengthening an integrated community approach and focus actions to ensure that the needs of communities are responded to in line with the objectives of the Inter-American Plan 2007–2011.
- Red Cross branches and volunteers play a crucial role in the achievement of programme outcomes of the five components; their limitations in terms of capacity, numbers and inadequate volunteering management procedures limit programme implementation and their impact. In this sense, institutional strengthening strategies will be implemented in the Disaster Risk Management and the Organizational Development programmes.
- In order to measure the impact of actions at the local and regional level, it is important to contribute to the technical planning process and the establishment of standard monitoring and evaluation tools, as part of national planning processes.
- There is a need to facilitate coordination process between National Societies and Partner National Societies, and link National Societies to national, regional and global platforms on community risk reduction and disaster risk reduction.
- Particular attention needs to be given to seasonal subsequent operations likely to affect human resources available to carry out regular programmes.
- The particular need to move from the response stage to the recovery stage in coordinated and effective ways.
- There is a need to increase and extend the geographical reach of the services of the Regional Centre of Reference.

Health and Care

a) The purpose and components of the programme

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

The Health and Care programme budget for 2010 and 2011 is CHF 1,422,208 (USD 1,122,132 or EUR 918,614).

Through the joint work with National Societies in the development of country plans, specific areas of support were identified for this area, based on National Society needs and Regional Representation capacity. Following are the general lines of support for each National Society:

Bolivian Red Cross

- **In HIV and AIDS:** support HIV activities at the branch level.
- **In Public Health in the Community:** support the implementation of the Community-Based Health and First Aid (CBHFA) strategy and the Club 25 strategy.
- **In Public Health in Emergencies:** increase the number of National and Regional Intervention members (NIT/RIT) specialized in health in emergencies, develop and apply the influenza pandemic contingency plan, and apply the volunteer toolkit for epidemic control .

Colombian Red Cross

- **In HIV and AIDS:** support the implementation of the Global Alliance on HIV.
- **In Public Health in the Community:** support in the implementation of the CBHFA strategy and the Club 25 strategy and increased actions with blood banks.
- **In Public Health in Emergencies:** increase the number of NIT/RIT specialized in health in emergencies; develop and apply the influenza pandemic contingency plan, and apply the volunteer toolkit for epidemic control.

Ecuadorian Red Cross

- **In HIV and AIDS:** support the implementation of the Global Alliance on HIV.
- **In Public Health in the Community:** support in the implementation of the CBHFA strategy and the Club 25 strategy and increased actions with blood banks.
- **In Public Health in Emergencies:** increase the number of NIT/RIT specialized in health in emergencies; develop and apply the influenza pandemic contingency plan and apply the volunteer toolkit for epidemic control.

Peruvian Red Cross

- **In HIV and AIDS:** support HIV activities at the branch level.
- **In Public Health in the Community:** support in the implementation of the Club 25 strategy.
- **In Public Health in Emergencies:** increase the number of NIT/RIT specialized in health in emergencies; develop and apply the influenza pandemic contingency plan and apply the volunteer toolkit for epidemic control.

The following components and outcomes try to respond to the identified needs and reflect this Regional Representations work commitment for 2010–2011.

Programme component 1: HIV and AIDS
Component outcome 1: National Societies have developed prevention, care and treatment activities and support the reduction of HIV stigma and discrimination, strengthening their capacities through the Global Alliance on HIV or their future incorporation.

There are 1.7 million people infected with HIV in Latin America, of which approximately 480,000 are women and 32,000 are children⁶. In the Andean Region, there is a concentration of high prevalence groups: men who have sex with men (MSM), intravenous drug users (IDU), sex workers (SW), people in prison settings, and people with sexually transmitted infections (STI). Infection is also increasing among young people, mobile workers, wives, transsexuals and businesspeople. HIV and AIDS makes people more vulnerable as it reduces the quality of life for people living with HIV (PLHIV), leaves children orphaned, increases health expenses and kills many. National Societies in the region have prioritized working in HIV and AIDS as this is clearly a major humanitarian challenge.

The Global Alliance on HIV joins efforts being made across the world to stop the epidemic by strengthening response capacities at the national and regional levels, reaching vulnerable groups and reducing prevalence. Through the Global Alliance, the National Societies of Colombia and Ecuador will strengthen capacities in prevention, treatment, care and support for PLHIV, and reduce stigma and discrimination in headquarters and branches in order to improve effectiveness. The Global Alliance aims to reach 548,630 people in Colombia and 356,303 people in Ecuador by 2011 (2009 baselines). For 2011 as part of the Global Alliance an initiative is planned in HIV prevention for the border areas of Ecuador and Colombia.

The outcome also aims to strengthen capacities of the National Societies in Bolivia and Peru for future participation in the Global Alliance on HIV. Support will be provided to the Peruvian Red Cross in initiatives with high prevalence groups and to the Bolivian Red Cross in support to initiatives on prevention and to reduce stigma and discrimination. Awareness-raising will take place with National Societies on issues such as gender, violence, stigma, discrimination and respect for diversity.

The following indicators will measure the fulfilment of this outcome during 2010:

- By the end of 2010, the National Societies of Ecuador, Colombia and Peru have developed activities to prevent further HIV infection with the four specific groups at high risk and general population (361,914 people).
- By the end of 2010, the National Societies of Ecuador and Colombia have increased the number of promoters applying the methodologies (modules) on care, treatment and support to PLHIV and families of PLHIV through at least one national training in each country (48,120 direct and indirect people).
- By the end of 2010, the National Societies of Ecuador, Colombia, Peru and Bolivia have developed at least one national initiative to reduce HIV stigma and discrimination with other partners (84,210 people).
- By the end of 2010, the National Societies of Ecuador, Colombia, Peru and Bolivia and have strengthened volunteer capacities in 70 per cent of branches to deliver and sustain scaled-up HIV programmes (12,450 direct and 203,020 indirect).

The two-year budget for the implementation of Global Alliance is CHF 631,617 in this region.

Programme component 2: Public Health in the Community

Component outcome 1: National Societies have strengthened their management capacities and scaled up actions related to community-based health and first aid (CBHFA), voluntary non-remunerated blood donation (VNRBD), within an integrated community health strategy.

Health needs of vulnerable people range from day-to-day health problems to diseases caused by multiple factors, affecting thousands of people each year. National Societies identified the need to work at the community level under a primary health care approach focusing on working with communities, where the Red Cross volunteers ensure a link between the community and formal health systems. National Societies will continue to work on the main health lines: community-based health and first aid (CBHFA), voluntary non-remunerated blood donation (VNRBD) and psychosocial support seeking to increase the "resilience" of communities. The Regional Representation will continue to support these processes as part of an integrated health strategy at the community level. This outcome aims to

⁶ Data UNAIDS

support National Societies in the creation of a national integrated community health strategy, focusing on the areas of support in the global health strategy: capacity-building, social mobilization, partnerships, advocacy and community empowerment.

The CBHFA initiative will be promoted to strengthen National Societies' capacities in community health, broadening existing traditional first aid by including aspects of community health (prevention, health promotion and control of common diseases). Red Cross volunteer skills will be strengthened as well as the capacity of branches in preparedness during normal times and for response during emergencies. CBHFA brigades will be promoted to improve community health and thereby support community development processes. Advocacy process being carried out by National Societies in community health will continue to be promoted and supported by the Health and Care programme.

The Club 25 strategy will continue to support National Societies to increase the number of voluntary non-remunerated blood donations among young people and promote healthy lifestyles in Bolivia, Colombia, Ecuador and Peru. The strategy strengthens voluntary work, increases non-remunerated blood donation and attracts young people to contribute to an essential cause. The Regional Representation will generate exchanges amongst Club 25 members and partners including youth at the continental level. By the end of 2011 it is expected that there will be at least 40 Club 25 entities with approximately 4,000 members in the Andean Region (2009 baselines).

Support for the integration of psychosocial support will be provided to National Societies within national health programmes and also with the disaster response system. While there is a continental plan in psychosocial support, the Regional Representation will promote the national policies in this area, by providing tools (helping to heal, Inter-Agency Standing Committee (IASC) guidelines on mental health), and will promote exchanges between Ecuador, Colombia, Bolivia and Peru.

The following indicators will measure the fulfilment of this outcome during 2010:

- By the end of 2010, the National Societies of Ecuador and Colombia have developed an integrated National Health and Care Programme according to their strategic plans focused on strengthening their territorial network.
- By the end of 2010, the National Societies of Bolivia and Ecuador have applied the community-based health and first aid strategy.
- By the end of 2010, the National Societies of Colombia, Ecuador, Bolivia and Peru have increased the number of Club 25 groups by 50 per cent (compared to the number of clubs in 2008) as part of an integrated strategy to promote regular non-remunerated blood donation and healthy lifestyles among young people.
- By the end of 2010 the National Societies of Ecuador, Colombia, Bolivia, and Peru have strengthened the psychosocial component and integrated this in the national health programme and disaster response system.

Programme component 3: Public Health in Emergencies

Component outcome 1: National Societies have strengthened their capacities to prepare, respond and recover from health emergencies related to epidemics/pandemics and disasters.

Emerging and re-emerging diseases, including vector borne disease outbreaks such as dengue, malaria and yellow fever, water borne diseases such as leptospirosis, and diarrhoea have been identified by National Societies as an important challenge. Over the past years, these diseases have re-emerged in the Andean Region with rising morbidity and mortality rates, seriously threatening public health. More recently, the pandemic influenza A(H1N1) has raised concern over the consequences of public health in vulnerable communities. Moreover, epidemic outbreaks have shown that response mechanisms in several countries are insufficient and that health systems and services are overwhelmed by the increased case load. National Societies with their community reach and auxiliary role to public authorities are in an advantageous position to contribute to fighting the incidence of malaria, dengue fever, yellow fever, influenza and other diseases through community mobilization and training.

The Regional Representation for Andean countries will continue to support National Societies in the event of epidemics through awareness raising and community mobilization. Volunteer capacities will be

strengthened in epidemic control, as well as epidemic response, enabling them to become National and Regional Intervention members (NIT/RIT) specialized in health in emergencies. The Epidemic Control Toolkit for volunteers has been developed globally and has been validated and will be applied by National Societies in the region. These actions will increase National Society capacities to respond and control emergencies and disasters related to public health issues.

National Societies will also be supported in carrying out awareness raising actions during 2010–2011 in order to draw the population’s attention, in their respective countries, to health issues linked to reducing the impact of epidemic outbreaks such as dengue, malaria, yellow fever, influenza and leptospirosis.

The Regional Representation will support the Bolivian, Colombian, Ecuadorian and Peruvian National Societies in both preventing the outbreak of epidemics and preparing their respective population to respond to the pandemic influenza. Support will continue to be provided in the implementation of influenza pandemic action plans in coordination with respective National Society health departments.

The following indicators will measure the fulfilment of this outcome during 2010:

- By the end of 2010, the National Societies of Colombia, Bolivia, Ecuador and Peru have strengthened their capacities through the creation of National Intervention Teams specialized in health in emergencies.
- By the end of 2010, all five National Societies of the Andean Region have included the health in emergencies component in their national health programmes.
- By the end of 2010, the National Societies of Ecuador and Peru have developed their Influenza Pandemic Contingency Plan and applied their Operational Plan at the national level as part of the Health and Care programme.
- By the end of 2010, the National Societies of Colombia and Bolivia have developed and applied the Influenza Pandemic Contingency Plan according to their National Plan (Government Planning)
- By the end of 2010, the National Societies of Colombia, Bolivia, Ecuador and Peru have applied the Epidemic Control for Volunteers toolkit.

b) Potential risks and challenges

- Limited funding from traditional donors for the secretariat’s support to the membership. The Health and Care programme will continue highlighting opportunities for donors and searching for non-traditional sources of funding.
- The high turnover of technical staff in National Societies often delays and interrupts processes leading to a slow implementation rate in some National Societies. The establishment of health plans or programmes with clear strategic directions are essential instruments that will contribute to continuity and the fulfilment of main objectives.
- The promotion of the representative group of Federation members living with HIV (PLHIV) in the region, Red Cross Red Crescent Plus (RCRC+) is not easy as they face discrimination. The fight against stigma and discrimination will facilitate PLHIV to express their condition and exercise their rights.
- There are still personnel and volunteers in some National Societies that need to be better informed about HIV and AIDS, as lack of knowledge or information can contribute to discrimination and stigmatization within the organization. This change of attitude is essential but can be a slow process.

Organizational Development

a) The purpose and components of the programme

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

The Organizational Development programme budget for 2010 and 2011 is CHF 824,357 (USD 651,660 or EUR 531,909).

Through the joint work with National Societies in the development of country plans, specific areas of support were identified for this area, based on National Society needs and Regional Representation capacity. Following are the general lines of support for each National Society in Organizational Development:

Bolivian Red Cross

- In **Bolivia** support will be provided to: strengthen leadership, align the national volunteering policy with the global volunteering policy, promote the dissemination of the new Statutes, manage integrity risks, and develop branch operational plans harmonised with the strategic plan.

Colombian Red Cross

- In **Colombia** support will be provided to: strengthen leadership, implement a new volunteer management cycle at the branch level, manage integrity risks, update the internal rules, promote the dissemination of the new Statutes and internal rules in branches, increase non-traditional funding sources, carry out participatory planning processes, and develop branch operational plans harmonised with the strategic plan.

Ecuadorian Red Cross

- In **Ecuador** support will be provided to: strengthen leadership, implement a new volunteer management cycle at the branch level, manage integrity risks, update the internal rules, promote the dissemination of the new Statutes and internal rules in branches, increase non-traditional funding sources, and evaluate the National Society strategic plan.

Peruvian Red Cross

- In **Peru** support will be provided to: strengthen leadership, design the volunteer management cycle, manage integrity risks, fulfil the participatory statutes revision process, promote the inclusion of branch information in financial accounts, increase non-traditional funding sources, carry out participatory planning processes, and develop branch operational plans harmonised with the transitional plan.

The following component and outcomes try to respond to the identified needs and reflect this Regional Representations work commitment for 2010–2011.

Programme component 1: National Society capacity development in organizational development.

National Societies in the region have attempted diverse transformations at the organizational level with the aim of facing the diverse challenges of human development in their respective countries. However, there is still much to be done. The following outcomes reflect the medium term perspective towards which National Societies should be aiming and the indicators highlighted show how the Regional Representation will contribute to the achievement of these outcomes.

Component outcome 1: A renewed, representative and diverse leadership in National Societies.

A number of National Societies face the challenge of the generational change, which is why they must be able to choose leaders of consensus, with the support and capacities and the internal and external institutional profile that is appropriate for the Red Cross of each country. In this sense, the challenge is to strengthen the emergence of new leaders with a long-term strategic vision of the institutional functioning and of the kind of activities to carry out through increased efforts in capacity-building and leadership training, which will be needed in the renovation processes that many National Societies will face in the coming years.

This expected result aims to support and provide guidance to National Societies in governance, management and youth leadership, and management strategies that take into account integrity, accountability, transparency, diversity and clear human resources systems. The indicators are as follows:

- By the end of 2010, all governing board representatives from the five National Societies in the Andean Region that participated in the leadership training offered by the Federation's secretariat have passed.
- By the end of 2010, the National Societies of Colombia, Ecuador and Peru have implemented a leadership training process for governing and management boards within the Movement framework in at least 30 per cent of their branches.

Component outcome 2: Increased, renewed and diverse volunteering in National Societies.

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

During 2010–2011, the work in this area will focus on supporting the adoption of clear volunteering policies and modern management systems by all National Societies using peer support to learn from one another and from other organizations through the exchange of best practices. The indicators are as follows:

- By the end of 2010, at least the Bolivian Red Cross has aligned its national volunteering policy within the framework of the Global Volunteering Policy
- By the end of 2010, the Peruvian Red Cross has designed the volunteer management cycle, harmonized with Federation guidelines.
- By the end of 2010, the Ecuadorian Red Cross and the Colombian Red Cross Society have implemented new volunteering management cycles, harmonized with Federation guidelines, in at least 30 per cent of the branches.

Component outcome 3: National Societies have reduced their integrity risks

Several National Society Statutes in the region have been updated, but a few still do not adhere to the Movement's guidelines. Despite statutory reforms, National Societies have been affected by crises of a diverse nature, some over a long period of time. These crises have affected governing bodies and leaders and have led to the rupture or questioning of organic procedures to elect leaders and the renewal of governing bodies, and other serious internal confrontations. The crises have caused serious problems in terms of integrity, unity and image and have shown that if the renewal of Statutes is on many occasions a necessary condition to overcome these situations, it is not sufficient.

This result aims to protect the integrity of National Societies. During this period the focus will be on essential actions such as promoting, supporting and providing guidance to National Societies in updating their Statutes in order to make members more engaged in their National Society and more accountable to their stakeholders. A strong legal base should ensure: i) democracy; ii) distinction between the governance, management and control; iii) clear and transparent election systems; iv) distinction between the headquarters and branch structures.

- By the end of 2010, the Bolivian Red Cross has disseminated the new Statutes amongst at least 50 per cent of branches.
- By mid 2010, the Ecuadorian, Colombian and Venezuelan Red Cross Societies have updated their internal rules regarding new Statutes.
- By the end of 2010, the Peruvian Red Cross has approved new Statutes in line with the Federation's Guidelines for Statutes revision and its current context. By the end of 2010, the five National Societies from the Andean Region have adequately managed integrity risks.

Component outcome 4: The sustainability of National Societies has increased with respect to the 2006 baseline

In recent years, National Societies have developed diverse actions and have taken different paths to find sources of financing to secure resources. These exercises, however, have occasionally been characterized by their discontinuity and lack of strategic planning, which has significantly limited National Societies' capacity to mobilize resources in the region and the Movement as a whole. Four problematic characteristics have been identified in the region: i) lack of diversification and heavy weight on only one source of funding; ii) traditional systems, which are limited and unsustainable; iii) increasing competition within the "humanitarian aid markets"; iv) lack of investment in development of resource mobilization.

In order to strengthen resource mobilization at the National Society level, baseline information was gathered in 2006. In the following period the Regional Representation will benchmark National Societies' services against their competitors, support the revision of resource mobilization plans and the exchanges of experiences and peer support.

- By the end of 2010, the Ecuadorian, Colombian and Peruvian Red Cross Societies have increased by 10 per cent their non-traditional funding sources with respect to the 2006 baseline.

Component outcome 5: A common planning, monitoring and evaluation system is in place.

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

Special attention will be devoted to developing a branch network that is more balanced in terms of overall capacities and to strategic and operational planning processes within National Societies in order to measure outcomes at local, national and regional levels in an effective way. This interconnection relies on a common system that takes into account harmonized PME tools tailor-made for each National Society. Also, the Organizational Development area will contribute to a better understanding and capacity-building of a harmonized planning process framework (including planning, monitoring and evaluation processes) with all Federation actors - secretariat and National Societies – along with Zone Organizational Development and PMER Units.

- By the end of 2010, the Ecuadorian Red Cross has evaluated its strategic plan harmonized with the global Movement framework.
- By the end of 2010, the Colombian and Peruvian Red Cross Societies have fulfilled participatory strategic planning processes harmonized with the global Movement framework.
- By the end of 2010, at least, 30 per cent of the Bolivian and Colombian Red Cross branches have developed operational plans harmonized with their strategic plans.
- By the end of 2010, at least, 20 per cent of Peruvian Red Cross branches have developed operational plans harmonized with the transitional plan.

c) Potential risks and challenges

- The need to strengthen leadership capacities remains. The renovation and incorporation of new leaders in National Societies is still a challenge at this stage.
- Support for the integrity case of the Peruvian Red Cross continues to be a challenge to guarantee the future of the National Society.
- While integrity risks are present in the region, the organizational development plan will contribute to the mitigation of these risks through the close monitoring and support to National Societies in the revision of Statutes and electoral processes.
- Organizational development support to the membership will increasingly be provided by a combination of resources and capacities of the Americas Zone Office, where the best capacity will be mobilized for the identified need. These capacities can be from the secretariat, the National Societies themselves through increased facilitation of direct cooperation, from the ICRC, other National Societies outside of the Americas, or external to the Movement.

Principles and Values

a) The purpose and components of the programme

Programme purpose

Global Agenda Goal 4: Promote Respect for Diversity and Human Dignity, Reduce Intolerance, Discrimination and Social Exclusion

The Principles and Values programme budget for 2010 and 2011 is CHF 203,834 (USD 161,196 or EUR 131,493).

Through the joint work with National Societies in the development of country plans, specific areas of support were identified for this area, based on National Society needs and Regional Representation capacity. Following are the general lines of support for each National Society:

Bolivian Red Cross

- **Promote the internal understanding of Principles and Values** through: the promotion of tools to operationalize Principles and Values.
- **Strengthen advocacy capacities to promote discrimination and violence reduction** through: the dissemination of Principles and Values amongst mass media and the dissemination of global strategies and guidelines.

Colombian Red Cross Society

- **Promote the internal understanding of Principles and Values** through: support to the finalization of the national gender policy, and the promotion of tools to operationalize Principles and Values.
- **Strengthen advocacy capacities to promote discrimination and violence reduction** through: specific projects that address gender based violence; develop violence reduction strategies disseminating Principles and Values, disseminate Principles and Values amongst mass media and disseminate global strategies and guidelines.

Ecuadorian Red Cross

- **Promote the internal understanding of Principles and Values** through: the development of a national gender policy, and promotion of tools to operationalize Principles and Values.
- **Strengthen advocacy capacities to promote discrimination and violence reduction** through: specific projects that address gender based violence, develop violence reduction strategies disseminating Principles and Values, disseminate Principles and Values amongst mass media and disseminate global strategies and guidelines.

Peruvian Red Cross

- **Promote the internal understanding of Principles and Values** through: the inclusion of Principles and Values in legal bases and the strategic plan, the development of a national gender policy and promotion of tools to operationalize Principles and Values.
- **Strengthen advocacy capacities to promote discrimination and violence reduction** through: the dissemination of Principles and Values amongst mass media and the dissemination of global strategies and guidelines.

The following components and outcomes try to respond to the identified needs and reflect this Regional Representations work commitment for 2010–2011.

Programme component 1: Promotion of Humanitarian Principles and Values

Component outcome 1: Increased Regional Representation and National Society internal understanding of the Fundamental Principles and Values.

Addressing discrimination, social exclusion and inequity in the Andean Region – which often form the basis of violence and poverty – requires dialogue, respect for diversity, solidarity and advocacy actions in favour of people living in vulnerable conditions. Red Cross Fundamental Principles and Humanitarian Values are key elements to achieve the mandate of alleviating human suffering and maintaining peace in the world. In the understanding that the promotion of the Fundamental Principles and Humanitarian Values (e.g. non-discrimination, respect for diversity, non-violence, tolerance, social inclusion and gender equality) is a process that needs not only knowledge and comprehension but a responsible commitment, Regional Representation and National Society staff and volunteers are the first targets.

During 2009, Principles and Values has supported secretariat programmes and National Societies in the adoption of indicators and other criteria that incorporate this essential area of our humanitarian mandate in a cross-cutting way. One example is the consideration of criteria, such as gender, age, ethnicity and disability when gathering information on the target population that help identify specifically vulnerable groups. Examples of this inclusion in programme work include: Red Cross treatment and care in HIV and AIDS incorporating anti-discrimination and the eradication of stigma; a major challenge in the area of Organizational Development regarding the provision of support to National Societies is the issue of integrity; Disaster Risk Management identifies the vulnerabilities and capacities of the most vulnerable to ensure improved response to needs.

For 2010–2011 the further incorporation of Principles and Values in the lives and work of Regional Representation and National Society staff and volunteers will be pushed forward (through programmes, projects and activities). In this sense, both Regional Representation and National Societies will receive technical support and tools to achieve this holistic inclusion.

The inclusion of Principles and Values will be promoted during the revision of legal bases and the development of strategic and operational plans in the National Societies of Peru and Venezuela. Support will also be ensured in the development of gender policies in National Societies, such as the Ecuadorian Red Cross which expects to start a participatory process for the development of a gender policy, and the Colombian Red Cross Society where the process is already underway. Knowledge and understanding of Principles and Values will be further enhanced through trainings and the application of different capacity building tools such as: the guide on non-discrimination (Principles and Values toolkit developed during 2008 and 2009), the Principles and Values self-learning module on the virtual learning platform DesAprender addressed to Red Cross youth and volunteers, a checklist and key messages to care for vulnerable people during emergencies; a bi-monthly electronic bulletin to share good practices, non-discrimination initiatives, and the continued mapping on Principles and Values in the region. A workshop on education in emergencies is expected to be held with the National Societies that belong to the member countries of CAPRADE.

The following indicators will measure the fulfilment of this outcome during 2010:

- Number of activities in Regional Representation programmatic areas incorporating Principles and Values and gender approach.
- By end 2010, National Societies of Peru and Venezuela have incorporated Principles and Values in their legal bases and strategic plans.
- During 2010, at least two National Societies started/finalized a process leading to the development of a national gender policy (Colombia, Ecuador and Peru).
- By end 2010, National Societies of Colombia, Ecuador, Peru, Bolivia and Venezuela are using Principles and Values operationalization tools.

Programme component 2: Reduce discrimination, promote diversity and prevent violence through influencing community behaviour

Component Outcome 2: National Societies strengthen advocacy capacities in promoting non-discrimination and violence reduction

The adoption of the Millennium Declaration by Heads of State in 2000, which emphasized the Millennium Development Goals (MDGs), coincided with Strategy 2010, and are at the origins of humanitarian diplomacy, understood as the raising of awareness about humanitarian issues and the need to act, in all times, in the interests of vulnerable people. The National Societies' auxiliary role offers a privileged platform to raise awareness, and with the declaration "Together for Humanity"

adopted at the XXXth International Conference, bring up one or all of the four thematic issues raised at that meeting, briefly the humanitarian consequences of: i) environmental degradation and climate change (b) international migration (c) violence, in particular in urban settings, and (d) emergent and recurrent diseases and other public health challenges, such as access to health care. Moreover at the XVIII Inter-American Conference National Societies adopted the strategy defined in the Inter-American Plan, the Promotion of Non-Discrimination and Respect for Diversity in the Community.

National Societies in the Andean Region are more and more engaged in raising awareness internally and externally on issues such as gender-based violence (Colombia, Ecuador and Peru), intercultural dialogue (Bolivia and Ecuador), discrimination and stigma (related to HIV and AIDS), gender equality and the need to include people living in vulnerable conditions not only as beneficiaries, but as active participants in decision-making and implementation processes. Coordination with PADRU has begun to include disaggregated data on gender, age, ethnicity and disability of target populations during emergency operations. A regional campaign on non discrimination is expected to be produced with *pro bono* participation of advertising agencies such as Leo Burnett or McCann Erickson. Technical support will be ensured in the development of gender based violence prevention projects in Ecuador using the gender toolkit developed by the Colombian Red Cross Society, and for the development of strategies to reduce violence through disseminating Principles and Values (Bolivia, Ecuador and Colombia,). Additionally, alliances with mass media will be encouraged to disseminate Principles and Values on key dates, such as 8 May (World Red Cross Day), 1 December (HIV and AIDS) and 3 December (Disability). Special emphasis will be given to disseminating global strategies and guidelines in Principles and Values, such as the initiative to mobilize youth and volunteers as agents of behavioural change.

The following indicators will measure the fulfilment of this outcome during 2010:

- By the end 2010, the number of emergency operations registering disaggregated data on gender, age and type of disability has increased by 30 per cent.
- By the end 2010, a regional campaign on non-discrimination is promoted.
- By the end 2010, National Societies develop specific projects and/or activities to tackle gender based violence (Colombia and Ecuador)
- By end 2010, National Societies develop strategies to reduce violence, disseminating Red Cross Principles and Values (Colombia and Ecuador)
- National Societies develop activities to disseminate Principles and Values amongst mass media (Colombia, Ecuador and Peru,)
- Facilitate the dissemination of global strategies and guidelines in Principles and Values (ongoing).

b) Potential risks and challenges

- A frequent misconception is held of Principles and Values as abstract concepts, posters displayed on the walls, away from concrete and practical meaning and application, or a philosophy to be applied in the community and not within the secretariat and National Societies. Capacity-building tools, such as the guide on non discrimination and the Principles and Values module in DesAprender intend to bring Principles and Values into action, encouraging reflections and peer discussions on emergency situations regarding people living in vulnerable conditions: the elderly, children, indigenous, people living with HIV and AIDS, people with disabilities, women, migrants and displaced.
- National Societies' work in Principles and Values often remains invisible. It has not been an easy task identifying projects and activities that show National Society work on non-discrimination. This is often even invisible to National Societies themselves. However the update of the mapping of these initiatives will continue to show good practices in Principles and Values in the region.
- Another challenge is that particularly vulnerable people, such as those with disabilities, are often not registered or identified through Red Cross. Guidance notes to help identify vulnerable population and "what to do with them" after they have been identified will help provide the support that these particularly vulnerable groups need.
- Climate change, globalization of the financial crisis and urban violence, generates complex and unprecedented humanitarian issues. The promotion of strategic alliances to reduce discrimination (with the Ombudsman offices in each country for example) and dissemination of

Red Cross Principles and Values with mass media support, are part of the ongoing efforts to empower communities and National Societies' volunteers and youth.

- A major threat is related to the scarce funding this programme has historically faced. Efforts are being made in this sense and also to encourage National Societies to look within their countries to find support for their initiatives.

Role of the secretariat

The role of the Federation secretariat in the Andean Region must necessarily focus on the provision of membership services to our National Societies as established in the New Operating Model and the new article 5 of the Constitution.

The provision of **membership services** makes a focus on each National Society through **country plans** essential as a new coordination and cooperation tool, thereby serving each National Society where it most needs, and focusing our attention on four key areas: improving Movement cooperation by using Movement tools - tripartite and Cooperation Agreement Strategy CAS; facilitate and promote accountability with National Societies in respective settings; promote integrity through the facilitation of appropriate tools; support National Societies in promoting their work through advocacy and humanitarian diplomacy.

At the same time, work of the Regional Representation will focus on the provision of membership services to member National Societies to improve their programmes (programme services) through building and improving capacities.

The secretariat's budget for its support role is CHF 64,620 (USD 51,093 or EUR 41,692).

a) Technical programme support

Support provided to National Societies will be centred on strengthening their capacities with the aim of improving their programmes and activities in line with the Inter-American Plan 2007–2011 and the directions provided by decisions made by the International Federation.

In order to respond to membership needs, the secretariat structure in the Andean Region is financed in part by the secretariat core budget and in part by the essential programme areas defined in the strategic framework. It is important to mention that the technical structure will be of service to the Regional Representation for Andean countries with offices in Lima (Peru) and also to the Regional Representation for the Southern Cone and Brazil.

The Regional Representation has a technical team focused on the programmes of Health and Care and Disaster Management working with an integrated focus to support the National Societies of Bolivia, Colombia, Ecuador, Peru and Venezuela in *building safer and more resilient communities*. Technical support will also be provided to National Societies to develop the Principles and Values strategy defined in the Inter-American Plan, Promotion of Non-Discrimination and Respect for Diversity in the Community Strategy, through a coordinating focal point that advises, guides and facilitates coordination between national strategies, trends and initiatives and regional and global ones for membership, through governing bodies and by the secretariat in Geneva and the Head of Zone. Lastly, support will continue to National Societies for the integrated improvement of their organizations through an Organizational Development technical team.

In terms of services to the programme areas and the functioning of the Regional Representation, a financial technical team is in place as well as a Planning, Monitoring, Evaluation and Reporting (PMER) officer. During the coming period both of these key areas will contribute to improved accountability systems.

There are three main challenges posed to the Regional Representation for Andean countries and the Zone Office for the Americas. Firstly, to encourage support from donors for the sustainability of this structure to provide essential services to National Societies, and serve them with adequate

programmes so they can implement the agreed Federation strategy. Without donor and programme support, and counting on only the basic budget, it will be impossible to fulfil these responsibilities and the mandate of the secretariat. Secondly, to improve work with National Societies by being closer and having more direct and immediate contact with governing bodies and technical management structures. Thirdly, ensure effective coordination with other secretariat structures in the region, particularly the Zone Office technical coordinators, the Regional Representation for the Southern Cone and Brazil and the Pan American Disaster Response Unit (PADRU). Likewise with networks and regional mechanisms that include National Societies, particularly the Regional Centres of Reference to achieve improved presence in the region, thereby improving networking, bilateral cooperation and cooperation between sister National Societies.

b) Partnership development and coordination

The fulfilment of assigned roles to the Regional Representation will be focused during 2010 and 2011 on improving cooperation and coordination amongst all Movement components present and with interests in the Andean Region and with state or regional structures, or international cooperation interested in the strategic framework and the Federation's humanitarian agenda.

In this sense, with the aim of improving cooperation, the Regional Representation will promote the Tripartite Agreements between the Federation, the ICRC and host National Societies, in countries where these do not exist and where improving cooperation and coordination efforts is prioritized or needed, thereby optimizing the impact of the Movement and the organizational development of National Societies. The Regional Representative proposes the development of respective Tripartite Agreements with the ICRC and the National Societies of Peru and Bolivia. At the same time it is not sufficient to improve tripartite coordination and cooperation alone. In these same countries, following the model developed in Colombia in 2009, the Regional Representative considers it important to incorporate respective Cooperation Agreement Strategies (CAS), in agreement with the ICRC and those Partner National Societies (PNS) present or not in the respective countries, interested in supporting Movement efforts.

The progress made in Colombia in terms of cooperation and coordination will continue, ensuring the active participation of the secretariat in the development of CAS and the existing tripartite coordination mechanism. Likewise, it is important to facilitate and maintain the achievements reached by the National Society in Ecuador in the cooperation strategy with different Movement actors.

It is important to ensure and maintain our important presence with regional organizations and bodies and our partnerships with the UN system and other national and international organizations.

c) Representation and advocacy

From the first steps towards its creation in 2003, the Federation secretariat has supported and facilitated the work of Andean Committee for Disaster Prevention and Assistance (CAPRADE) of the Andean Community (a supra-national structure integrated by the states of Bolivia, Colombia, Ecuador and Peru). Between 2005 and 2009, CAPRADE was supported by the European Union through the Disaster Prevention in the Andean Community (PREDECAN) project. While this project ended in 2009, continued support for strengthening CAPRADE will be necessary by all partners to guarantee an adequate Risk Reduction strategy in the Andean Region. The Regional Representation proposes to maintain and improve this effort developed by secretariat in recent years, guaranteeing increased presence of National Societies in the four countries involved in CAPRADE. Support to the Zone Office in coordination with other existing regional bodies such as CEPREDENAC, MERCOSUR, CDERA, and the Asia Pacific Economic Cooperation (APEC) Task Force for Emergency Preparedness (TFEP).

Work will continue to be coordinated with partners from the UN system present in the region. Prioritized support will be provided to the Humanitarian Network led by the Office for the Coordination of Humanitarian Affairs (**OCHA**), and the practice of **humanitarian diplomacy**, to support the incorporation of International Disaster Response Law (IDRL) by the States in the region. The permanent relation with **UNAIDS** to strengthen the Global Alliance on HIV, incorporating more National Societies in the region; with **UNDP**, particularly in those actions linked to the Risk Reduction strategy,

with the Hyogo Framework for Action, and; and with **PAHO** for regional National Societies' Community Health Programmes and Health in Emergencies, will be a priority.

Finally, facilitating National Society and secretariat access to partnerships with the **private sector**, through the development of corporate social responsibility, will be one of the challenges that must be addressed in the region by the Regional Representation during 2010–2011.

Promoting gender equity and diversity

As mentioned above, the Regional Representation proposes to maintain and guarantee a technical support structure that assists National Societies in the implementation of the Promotion of Non-Discrimination and Respect for Diversity in the Community Strategy approved by the XVIII Inter-American Conference and included in the Inter-American Plan.

The strategy is principally a vertical line of action for National Societies to work with the community to achieve a more equitable society. It is essential to continue the crosscutting nature (incorporating these values that make up the Movement ethic) in all actions, systems, legal bases and programmes. These values must also be developed internally within National Societies.

Combining this three-pronged approach: vertical (through the Principles and Values technical team in the Regional Representation); crosscutting (through the incorporation in all programmes by the technical teams); and the internal dissemination and promotion within National Societies of our system of values (supported by the Organizational Development and Principles and Values teams), will be an integral responsibility of the Regional Representation structure, led by the Regional Representative with support from the Zone Office and the Regional Representation for the Southern Cone.

Quality, accountability and learning

The ongoing improvement of the quality of services provided to member National Societies must be a constant in the secretariat structure in America and particularly in the Regional Representation for Andean countries.

For this, it will be necessary to identify each and every one of the processes that provide added value in the Regional Representation, define quality indicators that should be present in these processes and monitor the fulfilment of these indicators. In addition, it will be necessary to monitor the fulfilment of financial, administrative, human resource and logistics standards and procedures established by the secretariat.

The Regional Representation aims to improve accountability systems during 2010–2011. Firstly, through a financial technical management team which seeks to constantly improve the application of Federation standards and procedures, changing the working advance to National Societies to the Cash Transfer system, as long as adequate conditions are in place in structures and systems within National Societies themselves. Secondly, through PMER focused not only on donor reporting but also on improving planning, monitoring and evaluation actions. Due to the lack of resources in these areas, support will be needed from strategic partners from the Regional Representation and the Regional Representation for the Southern Cone and Brazil, to which services are also provided.

Finally, learning will be facilitated, by extracting lessons learnt from achievements (and from unresolved challenges) through the systematization and documentation of processes and the above-mentioned quality indicators.

How we work

The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

Global Agenda Goals:

- Reduce the numbers of deaths, injuries and impact from disasters.
- Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
- Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

Contact information

For further information specifically related to this plan, please contact:

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Budget 2010 - 2011

Budget 2010

All figures are in Swiss Francs (CHF)

	Goal 1: Disaster Management	Goal 2: Health and Care	Goal 3: Capacity Building	Goal 4: Principles and Values	Coordination	Total
Supplies		4,000				4,000
Land, vehicles & equipment		4,212				4,212
Transport & Storage		2,548				2,548
Personnel	470,581	208,382	132,238	69,129		880,331
Workshops & Training	454,490	434,393	211,200		18,600	1,118,683
General Expenditure	217,020	126,110	46,786	24,142	11,500	425,558
Depreciation						
Contributions & Transfers						
Programme Support	79,397	54,200	27,128	6,484	2,093	169,301
Services						
Contingency						
Total Budget 2010	1,221,488	833,845	417,352	99,755	32,193	2,604,633

Budget 2011

All figures are in Swiss Francs (CHF)

	Goal 1: Disaster Management	Goal 2: Health and Care	Goal 3: Capacity Building	Goal 4: Principles and Values	Coordination	Total
Supplies		8,000				8,000
Land, vehicles & equipment						
Transport & Storage						
Personnel	225,396	169,795	142,252	75,171		612,614
Workshops & Training	273,007	289,000	186,250		17,820	766,077
General Expenditure	161,943	83,324	52,048	22,142	12,500	331,957
Depreciation						
Contributions & Transfers						
Programme Support	45,906	38,244	26,455	6,765	2,108	119,478
Services						
Contingency						
Total Budget 2011	706,252	588,363	407,005	104,078	32,428	1,838,126