

Appeal 2001-2002

 International Federation
of Red Cross and Red Crescent Societies

South America (Appeal 01.30/2001)

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1. Institutional and Resource Development	678,040
2. Disaster Preparedness	1,067,716
3. Health and Care	1,104,582
4. Humanitarian Values	483,930
5. Regional Cooperation	94,989
6. Regional Coordination and Management	510,398
Total	3,939,655



Introduction

Regional Context

South America is characterized by a range of inequalities, both within and between its countries. Despite a general improvement in macro-economic indicators, the sub-continent has high disparities in wealth distribution, with an increase in poverty levels in most countries. UNDP estimates that poverty now affects approximately 220 million people in Latin America.

Following decades of rural-urban migration, stimulated by the search for economic opportunities, the population of South America is concentrated in big cities, often surrounded by shanty towns which in some cases lack the most basic infrastructure. In rural areas, access to economic resources remains limited. Furthermore, cutbacks in social service budgets are leading to a fast deterioration of public health and education services which hit the poor hardest. In this context, social violence and crime is on the increase. This reality poses a challenge to national governments, many of whom are themselves in fragile positions, despite an overall consolidation of democracy in the region in recent years.

Increased poverty coupled with inadequate access to health care has contributed to the re-emergence of diseases in South America such as dengue, malaria and tuberculosis, while the incidence of HIV/AIDS is

also rising. Infant malnutrition continues to be a reality within some communities, as well as poor access to clean water and adequate sanitation.

The region continues to be affected by frequent, recurrent disasters, which often receive little international attention. In recent years, the “El Niño” phenomenon has led to an increase in the number and extent of floods and droughts, with vulnerable populations also at risk from earthquakes and volcanic eruptions.

National Society Priorities

The Buenos Aires Regional Delegation provides assistance to ten National Societies: Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Paraguay, Peru, Uruguay and Venezuela. These societies have a long tradition and are well known in their respective countries, although in some cases their images are in need of modernization. Most undertake activities related to first aid, social welfare, relief, nurses training and promotion of humanitarian values. Historically Red Cross actions have been predominantly assistance-orientated, however a review and reorientation of activities has been underway in most National Societies in recent years, with a new emphasis on working with the most vulnerable.

Priority Programmes for Federation Assistance

The Regional Delegation is helping the societies to implement *Strategy 2010*, and the recommendations of the last Inter American Conference through the *Santo Domingo Declaration*. A Regional Assistance Strategy has been designed for this sub-region. The main objectives for the Federation assistance are as follows:

- **Disaster Preparedness** - In coordination with the Pan-American Disaster Response Unit, the Regional Delegation will support the strengthening of the National Societies’ response capacity, through training, provision of equipment, and assistance in the development of emergency plans. At the community-level, the community education programme will be extended to more communities, and introduced in additional countries. The *Camalote* project will continue to target disaster-prone communities in the La Plata Basin area, working to reduce vulnerability and improve living standards in more districts. Based on the *Camalote* methodology, disaster preparedness micro-projects will be supported at the community-level in other National Societies in the region. Finally, strategic regional and national partnerships will be promoted with governments, international organizations, NGOs and the private sector, to improve the impact of disaster preparedness actions.
- **Health** - The Federation will support the community work being carried out by the National Societies in the region to improve the level of health and quality of life of vulnerable communities and people, by strengthening National Society health departments, the health network and supporting regional health projects. The focus will be on mother and child health, HIV/AIDS, water and sanitation, and health in emergencies. The *Amazonico* project specifically targets vulnerable communities within the Amazon basin, supporting their own development through an integrated community approach.
- **Humanitarian Values** - In line with *Strategy 2010*, the Regional Delegation will support the South American societies in promoting understanding of Red Cross/Red Crescent humanitarian values. Working through the youth network, the focus will be on promoting amongst children and young people, attitudes of non-violence, tolerance, reciprocal respect and equality of opportunities amongst men and women. In addition, volunteering will be promoted throughout the region to coincide with the International Year of Volunteering in 2001.
- **Institutional Development** - The Regional Delegation will continue its support to strengthen the structures of National Societies, providing them with the working tools they need to achieve self-sustainability and to operate effectively. The emphasis will be on assisting National Societies in improving their planning, management, and evaluation of projects and programmes, strengthening their finance resource development, providing more and better leadership and governance training, strengthening internal and external communications, further developing the youth network, incorporating a gender perspective into the structure and services of the Red Cross, and strengthening the volunteer base.
- **Regional Cooperation** - The National Societies of South America enjoy good cooperation, particularly between neighbouring countries. The Federation will seek to strengthen regional cooperation mechanisms by increasing mutual support and technical networking, and provide specific support to regional bodies and meetings. The regional delegate recruitment programme will be further

developed, aiming to increase the participation of South American delegates in regional and international activities.

- **Coordination and Management** - The Regional Delegation will aim to provide efficient coordination and technical support to the programme implementation and capacity building of the National Societies, enhancing partnerships and optimizing regional resources.

1. Institutional and Resource Development

Background and progress to date

The Buenos Aires Regional Delegation has been working in recent years on resource development and communications and information, with the strengthening of the youth departments as the driving force of National Society modernization. A further area of work has involved supporting the formulation and/or updating of national development plans. Governance workshops were organized with the central committees and branches of the National Red Cross Societies of Argentina, Peru, Paraguay, Uruguay and Ecuador. In 1999 and 2000, the Statutes of the National Societies of Peru, Chile, Colombia and Uruguay were revised and updated, and those of the National Societies of Argentina and Ecuador are currently under revision.

During the period covered by this appeal, the Regional Delegation will be working with all ten South American National Societies, with the aim to improve their statutory framework, which will allow them to become more modern, more democratic and more efficient. The challenges facing our Movement in South America include providing more and better governance training, increasing volunteer participation, promoting the development of the Red Cross youth sections, delivering a clear message to society and promoting media relations.

Specific support will be provided to the Brazilian Red Cross, in coordination with National Societies from the region and with representatives of PNS, in order to resolve the institutional difficulties currently being experienced by this National Society.

A lack of social commitment with respect to humanitarian organizations and the critical economic situation of the subcontinent are factors which seriously undermine the development and sustainability of the National Societies.

Goal To strengthen the structures of the National Societies, providing them with the working tools they need to achieve self-sustainability and to operate efficiently.

Objectives and Activities planned

Objective 1 To provide training in the identification, planning, management and evaluation of plans, programmes and projects in at least five National Societies in 2001 and in at least four in 2002.

Activities planned to achieve objective 1:

- Support the evaluation, updating and implementation of national development plans formulated according to the requirements of the changing social situation and *Strategy 2010*. The formulation of a national development plan for the Brazilian Red Cross is considered to be a matter of great urgency and will be addressed as the National Society evolves.
- Hold two regional training seminars and at least one training activity in each National Society (five in 2001 and four in 2002) for the identification, formulation, management and evaluation of programmes and projects.

Objective 2 To strengthen financial resource development in at least eight National Societies in the region to improve the financial capacity of at least five of them in 2001 and the rest in 2002.

Activities planned to achieve objective 2:

- Support the implementation of resource development programmes in 2001 in Argentina, Chile, Bolivia, Ecuador and Peru and analyze the viability of implementing new proposals in 2002 in the rest of the region.
- Organize a regional seminar for an exchange of experiences and resource development training in 2001.
- Support National Societies in establishing strategic partnerships with companies and institutions both nationally and regionally.

Objective 3 To provide leadership and governance training for members of the governing and management bodies of at least five National Societies in 2001 and five in 2002.

Activities planned to achieve objective 3:

- Develop governance and leadership training material on Red Cross action, management and principles and values in 2001 for governing bodies and management.
- Train National Society teams of trainers at the regional level in 2001.
- Organize at least one governance and leadership training workshop in six National Societies in 2001 and four in 2002.

Objective 4 To support the region's National Societies in strengthening their internal and external communications.

Activities planned to achieve objective 4:

- Continue the distance education programme in the Chilean Red Cross branches in 2001 and include the Bolivian Red Cross and the Colombian Red Cross Society in the programme in 2001 and 2002.
- Strengthen the National Societies' communication departments and support the production of national publications (magazines, newsletters).
- Publish the magazine *Noticias de America Latina* once every four months.
- Update and improve the web page.
- Distribute international publications such as the *World Disaster Report* in 2001 and 2002.

Objective 5 To strengthen the structure of the regional youth network and promote its development.

Activities planned to achieve objective 5:

- Hold a regional network meeting and two meetings a year of the four network committees.
- Formulate and update the work plans of all the region's National Societies.
- Promote the implementation of programmes aimed at young people, particularly the HIV/AIDS prevention campaign in coordination with health sections (please see the health programme for further details).

Objective 6 To promote the incorporation of a gender perspective in national society structures, amongst staff and volunteers, as well as in their programmes, projects and activities.

Activities planned to achieve objective 6:

- Conduct a workshop on gender issues for Red Cross staff and volunteers in five National Societies.
- Distribute a gender training manual to gender focal points in the National Societies for their use in training branch personnel.
- Apply a gender awareness module in the meetings and workshops carried out by the Regional Delegation.
- Incorporate gender analysis in the programmes that are coordinated by the Regional Delegation, and encourage its use in the activities that each National Society carries out at a local level.
- Share information relating to gender and women's issues, through periodic bulletins, articles in the *Noticias de America Latina* magazine for gender focal points and the personnel of the National Societies in the region.

Objective 7 To support National Societies in strengthening their volunteer base.

- Improve volunteer policies (recruitment, management, motivation and training) through an annual regional workshop and advice and assistance provided by the Buenos Aires Regional Delegation.
- Support the organization of a regional meeting for the International Year of Volunteers in 2001.

(Further activities relating to the promotion of volunteering are included in the South America Humanitarian Values Programme.)

Expected results

Objective 1

- By 2001 all the National Societies will have an updated national development plan based on *Strategy 2010*, tailored to the specific needs of each country and the capacities of each National Society. At least two regional training activities will have been carried out in the area of the identification, formulation, management and evaluation of programmes and projects, providing training for a minimum of 40 people. At least nine National Societies will have held a workshop on the identification, formulation, management and evaluation of programmes and projects in 2001 and 2002.

Objective 2

- Four National Societies will have presented a resource development programme with an analysis of results, which will be supported technically and financially in 2001. By the end of 2001 a regional workshop will have been held to share experiences of the resource development programme. At least three National Societies will have requested that they be included in the programme.

Objective 3

- Governance training material will have been published and distributed by at least five National Societies to their respective branches in 2001. By the beginning of 2002 the material will have been distributed to all the branches of all the National Societies, which will also have support information and resources. Governance training activities will have been carried out in at least five of the region's National Societies in 2001 and in the rest in 2002. At the end of this period, the representatives of at least half of the region's branches will have received the necessary training.

Objective 4

- By 2002, the Chilean, Bolivian and Colombian National Societies will have adequately trained communications personnel in all their branches. A regional communications team will have been set up, formed by three National Society communication leaders, the Regional Delegation communication division and ICRC advisors assisting the region's National Societies. Three issues a year of the magazine *Noticias de America Latina* will have been published, and the web page will have been updated. These will be made to be self-financing on the basis of an advertising plan, which will be formulated before June 2001. The *World Disaster Report* will have been distributed throughout the region.

Objective 5

- In 2001 and 2002 the youth work plans will have been updated, and at least one youth network meeting will have been held each year. The four committees will have reported on their work and achievements. Chat meetings will be held fortnightly and youth newsletters will be issued by the National Societies for the branches in 2001 and 2002.

Objective 6

- A gender perspective is systematically being incorporated in the Regional Delegation's programmes, and an increased awareness of gender issues amongst National Society staff and volunteers is in evidence.

Objective 7

- Volunteer promotion programmes will have been started in five National Societies in 2001 and in five more in 2002. These programmes will be monitored by the Regional Delegation, and at least one regional meeting will have been held for the International Year of Volunteers IYV 2001.

Indicators

- All the National Societies should have a planning monitor, who will have organized at least one regional workshop. The quality of national development plans, projects and reports should be assessed by financial experts.
- Long-term fund raising plans submitted by the National Societies and the resources they have obtained by the end of the implementation period.
- A document setting forth conclusions presented at the regional meeting and the requests of three National Societies to join the work programme.
- Three work modules on principles and values and social, managerial and organizational skills aimed at governing bodies and management. Records of the distribution and receipt of the material.
- Two seminars for members of the governing bodies of five National Societies in 2001 and five more in 2002. The attendance of Regional Delegation representatives and the relevant activity reports will provide verification.
- Document on volunteer participation and distribution in the region. Five National Societies should have produced a basic volunteer handbook in 2001.
- The magazine *Noticias de America Latina* should have a permanent section on volunteers and the web page should feature calls for volunteers to join up in the region.

- The number of branches in Chile, Bolivia, and Colombia with trained communicators and improvements in transmitting information, which will be reflected in quarterly reports.
- A team of representatives from three of the region's National Societies qualified to provide assistance and support in the area of communications.
- Regional youth network meeting; attendance will be confirmed by the participants' list and a report submitted.
- Log recording the number of participants and the quality of the exchanges. Technical report on the results.
- Work plan for the publication and distribution of a newsletter by each National Society. Interim financial support records for 2001 and National Society distribution and receipt records.
- Youth work plans should be included in the national development plan of each National Society and submitted to the Regional Delegation.
- Number of gender workshops conducted in the region, and number of National Societies, through their focal points, using the gender training manual in order to train branch personnel.
- Incorporation of gender analysis into regional programmes such as *Camalote*, *Amazonico*, PACO and disaster preparedness.

Critical assumptions

- Financial support is available for implementation of the programme
- Commitment from National Society governance and management to participate in training activities
- Openness to change within National Societies
- Willingness of National Societies to involve young people in decision making.

Monitoring and Evaluation arrangements

Monitoring of this programme will be carried out in the following ways:

- Project progress will be monitored against defined indicators at regular intervals (quarterly).
- Regular progress meetings will be held between Operating National Societies, Participating National Societies and the Federation at both national and regional levels.
- National Societies will submit regular project progress reports to the Regional Delegation (quarterly).
- Evaluation of this programme will be carried out in the following ways:
- The programme will be formally evaluated internally at least once a year.
- An internal audit may be performed by the Internal Audit Unit.
- External or internal evaluations may be carried out on parts of this programme where relevant.

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2. Disaster Preparedness

Background and progress to date

South America continues to be affected by frequent, recurrent disasters, which often receive little international attention. In recent years, the El Niño phenomenon has led to a huge increase in the number and extent of floods and droughts, with vulnerable populations also at risk from earthquakes and volcanic eruptions. However, the weak economic situation of many South American countries means that resources are often not available for disaster preparedness and prevention.

For many years, the disaster-related work of some of the region's National Societies rarely went beyond immediate disaster response. More recently, however, efforts have been made to change the focus of their work, by linking disaster response to disaster preparedness and long-term development. This change of approach required a new more organized working procedure, involving new players: the communities.

Since 1995, disaster preparedness programmes have been carried out in most countries in the region, largely thanks to funding provided by Participating National Societies, ECHO and other partners.

They included the following programmes:

- Programmes aimed at strengthening human resources by improving organization and providing training to increase the skills of staff and volunteers at the branches and National Society headquarters:
 - 9 National Societies now have a disaster preparedness section;
 - 362 facilitators have been trained in the region.
- Programmes aimed at strengthening communities (“safe communities”) through community education:
 - 643 community workshops were organized;
 - 14,000 people were involved in some form of community training activity;
 - 61 community disaster response plans were formulated.
- Micro-projects were carried out at the community level:
 - 17 micro-projects to strengthen communities and prepare them to deal with disasters were implemented as part of the *Camalote* project (La Plata river basin);
 - 9 environmental disaster preparedness micro-projects and one for emergency brigades were carried out as part of the *Amazonia* project (Amazon river basin).

It is essential that the Red Cross in South America continues its disaster preparedness activities, extending its work to more communities, strengthening the commitment of local and national institutions and encouraging new kinds of volunteers to join the organization. International assistance is required to supplement the resources of the National Societies to carry out this work.

Support is also needed for the development of the disaster relief departments of all the National Societies, by improving and strengthening their disaster preparedness policies and their capacity to deal with disasters. More and better training must be provided for volunteers, an internal process requiring continuity, and National Society leaders must ensure the ongoing improvement of preparation for emergency operations and management processes.

All activities related to strengthening the response capacity of the National Societies and reinforcing the regional response network, will be carried out in coordination with and supported by the new Pan American Disaster Response Unit (PADRU). PADRU will also be available to provide support to the regional delegation and National Societies in times of disaster, drawing on its specific expertise in the fields of relief, logistics, telecommunications and water and sanitation.

The regional disaster preparedness programme will include the National Societies of Argentina, Bolivia, Chile, Colombia, Ecuador, Paraguay, Peru, Uruguay and Venezuela. The regional delegation will seek ways to also involve the Brazilian Red Cross in disaster preparedness activities, linked with institutional developments within the National Society.

Goal To strengthen National Societies and communities to improve their capacity to deal with the disasters that frequently affect the region.

Objectives and Activities planned

Objective 1 To strengthen National Society capacity in disaster response. Strengthening the capacity of National Societies to develop a more comprehensive disaster preparedness and response approach, through building the capacity of their emergency and disaster preparedness structures, is a key components of the Federation's strategy in the region. The regional disaster preparedness programme will focus on providing essential training and equipment for National Societies, and also developing the regional response network through the identification and training of regional intervention teams.

Activities planned to achieve objective 1:

- Train teams of disaster preparedness monitors and facilitators at national, regional and branch levels, with the support of the Pan-American Disaster Response Unit (PADRU). Training will be based on certain common principles, enabling the Red Cross to work more effectively as a regional network and to standardize working procedures and criteria. Develop training materials in cooperation with the other regional delegations.
- Support the disaster relief department structures of the region's National Societies by ensuring they have the minimum communication and emergency response resources and protective equipment to enable them to carry out their work effectively.
- Provide the disaster relief departments of five National Societies with computer equipment with internet access and e-mail.
- Evaluate the current situation of radio communications in the region, and provide assistance to overcome any shortcomings.
- Establish and maintain a database indicating the availability of human and material resources in the region, in conjunction with PADRU.
- Identify specialized capacities among volunteers and technical personnel in the region, and select participants for regional intervention team training.
- Support the production of at least five national emergency plans in 2001 and three in 2002, in conjunction with the PADRU.
- Support National Societies in the process of signing agreements with their respective public authorities as formal recognition of their role in emergency response operations.

Objective 2 To strengthen and extend the community education programme. The community education programme is currently being implemented in Ecuador, Venezuela, Colombia, Peru and Bolivia with funding from DIPECHO (the Andean programme). This regional programme aims to strengthen communities' capacity to deal with disasters, based on a common methodology and strategy. In 2001, at least two new disaster-prone communities will be identified in each of the participating countries.

Funding is now being sought to extend this project to the National Societies of Chile, Argentina, Paraguay and Uruguay.

Activities planned to achieve objective 2:

- Support the production of community risk maps, raising awareness within communities of major hazards, and support efforts to find ways of dealing with the most imminent risks, building on the strengths and capacities of these communities.
- Organize at least one workshop for community representatives every three months in each of the communities currently involved in the programme.
- Produce and publish new guidelines and recommendations for communities, in coordination with other community-based disaster preparedness programmes in the Americas.

- Encourage community leaders to join their local Red Cross branches as a new kind of volunteer to support and disseminate the work of the Red Cross, and participate in local Red Cross planning.
- Provide training for Red Cross branch leaders and volunteers in community work.
- Hold a regional meeting in 2000 and another in 2001, bringing together the national coordinators of the community education programme to assess results and make adjustments.
- Organize two national workshops in each of the countries in order to train a total of 25 facilitators and monitors per workshop.

Objective 3 To extend and strengthen the *Camalote* project. The Plata river basin, which extends across Argentina, Paraguay and Uruguay, suffers from recurring flooding producing casualties and economic losses. Vulnerability in this region has risen during the past few years as a result of increased population in the basin and a decline in living conditions.

The *Camalote* project was designed to reduce the social vulnerability of marginal urban neighbourhoods in an area that persistently runs the risk of floods in the basin by promoting their participation in the socio-economic development of their communities. The project was relaunched in 1999 and 2000, progress has been made towards fulfilling the project's objectives, and its methodology has been extended to other branches and districts.

The project will aim to reduce the vulnerability of 14 depressed urban districts in the Plata river basin area in 2001, and 18 in 2002, by improving their disaster preparedness capacities and promoting health, sanitation and community development activities.

The experience gained in the *Camalote* project demonstrates the viability of low-cost projects providing a high degree of social benefit (average cost per project: USD 5,000), proposed by the communities themselves to improve their disaster preparedness capacities. A competition will be held to select five projects to be funded in the region each year.

Activities planned to achieve objective 3:

- Support local disaster preparedness initiatives, including: organization of local disaster preparedness committees, preparation of contingency plans, risk mapping, establishment of early warning systems.
- Provide training for disaster preparedness promoters, run community workshops, and training activities in schools.
- Produce and distribute disaster preparedness promotion materials.
- Run disaster response simulations, school evacuations, and identification of adequate shelters.
- Promote hygiene, primary health care and mother and child health, through: provision of information about access to health services and vaccinations; provision of community health kits; establishment and training of teams of health monitors; support to health and nutritional campaigns; and HIV/AIDS/STD awareness activities.
- Support the creation of a network of agreements with local and provincial health systems to incorporate the WHO/PAHO integrated management of childhood illnesses (IMCI) strategy.
- Support community organization, including identification of neighbourhood focal points and creation of cooperation systems in and between urban neighbourhoods.
- Support the development of the local Red Cross branches, including Red Cross Youth, through training in community promotion/organization and non-formal education, leadership, and management of micro-projects
- Provide support to local schools: provision of psycho-pedagogical assistance, particularly in the aftermath of disasters; training for teachers in disaster preparedness and health promotion; provision of educational materials promoting humanitarian values.
- Support the identification and management of disaster preparedness, community health, water and sanitation, and environmental micro-projects.
- Encourage communities in other regions, in conjunction with the branches, to identify viable disaster preparedness micro-projects. Hold a competition to select five micro-projects, on the basis of need and viability, provide assistance and guidance on how to put the projects into practice, and evaluate the effects of the projects on the development of the community. Involve these communities in the work of their respective branches (identification of needs and risks).

Objective 4 To establish strategic regional and national partnerships. Coordination with United Nations agencies (UNDP, OCHA, WHO/PAHO), national governments, local authorities and private sponsors will be strengthened to promote the exchange of knowledge and information. Regional campaigns will also be carried out in conjunction with private companies, including a regional campaign in 2001 with the Weather Channel for early flood warning.

Activities planned to achieve objective 4:

- Promote networking with organizations pursuing similar objectives in this area.
- Support the establishment of cooperation agreements with national governments and local authorities.
- Carry out joint campaigns with NGOs to achieve greater impact.
- Seek to exchange knowledge and information with other institutions.
- Undertake to establish long-term partnerships.
- Conduct an awareness campaign in conjunction with a private sponsor.

Expected results

For objective 1:

There will be a regional network comprising at least 15 disaster preparedness monitors who will give training courses in the region. The branches will become more closely involved and the quality of training will be improved. All the disaster response departments of the National Societies will have an adequate communications network, protective equipment for volunteers and the minimum material resources required to carry out the first phase of a disaster relief operation. In conjunction with the National Societies, a team of people will have been formed with the necessary qualifications and availability to work as part of relief teams acting in emergency operations in the Americas when required. This work will be promoted through the Pan-American Disaster Response Unit (PADRU) using the region's resources. The human resources database will be in operation by the specified deadline, and new human and material resources will be added to it on a regular basis as they become available. All the National Societies will have been formally included in their respective governments' emergency plans, with the role of the Red Cross in disaster relief operations determined in each country in accordance with the capacities and resources of the National Society. Five new national emergency plans will have been formulated.

For objective 2:

All the National Societies will be implementing the community education programme in at least four highly vulnerable communities, with the support and collaboration of the local authorities. The participating communities will have developed risk maps, and at least half the adult population in each community will know how to prevent and deal with disasters. The branches involved in the programme will have improved their capacity to work at the community-level.

For objective 3:

Through the *Camalote* project, a total of 14 communities in 2001 and 18 in 2002 will have improved their ability to prevent and mitigate the effects of disasters and meet their health needs. The quality of life of the most vulnerable people in these districts will have improved. Their strengths and capacities will have been increased through education, information and organized self-help action undertaken by the community to promote its own development. Community services will have been improved in 5 districts in 2001 and 8 in 2002, particularly in the areas of environmental health and sanitation and hygienic living conditions. The required funding and a sufficient number of project proposals will have been obtained to hold a competition to select five worthwhile micro-projects. Five disaster-prone communities will have improved their disaster preparedness, and the respective branches and communities will be working together more closely.

For objective 4:

Agreements will have been made with national, regional and local organizations in order to formulate effective Red Cross disaster preparedness, prevention and response policies. At least one regional disaster preparedness campaign will have been carried out in conjunction with a private company.

Indicators

- Number of trained disaster preparedness monitors in National Societies.
- Number of National Societies with computer equipment in their disaster relief departments.

- Number of branches equipped with appropriate radio equipment. Progress in this area will be evaluated on the basis of inventories, purchase reports and the use of equipment.
- Human and material resources required made available immediately in case of an emergency, as indicated in the human resources database available at each National Society and at the Regional Delegation.
- Number of National Societies with updated national emergency plans.
- Number of National Societies with signed agreements with the respective public authorities as formal recognition of their role in emergency response operations.
- Number of communities participating in community-based disaster preparedness programmes
- Number of community risk maps and local emergency plans prepared
- Increased awareness amongst participating communities of the work, values and principles of the Red Cross. This will be evaluated on the basis of reports produced by the National Societies, course participant lists and commitments made by participants as a result of training activities.
- An increase in the number of volunteers at participating Red Cross branches with the inclusion of people from the communities.
 - Attendance of Red Cross representatives at regional fora.
- At least one regional agreement should be reached.
- An awareness campaign should be carried out in conjunction with a private sponsor.

Critical Assumptions

- Community education activities are not neglected in the occurrence of a natural disaster, although it is understood that National Society disaster relief departments must first prioritize urgent response needs.
- Financial, human and material resources are available and received in a timely manner to ensure continuity in the implementation of the programme.
- National Society staff and volunteers are committed to actively participating in the programme.
- Volunteers receiving training are motivated and remain with the Red Cross.
- There is a commitment to forming strategic partnerships at the regional and local levels.
- Public authorities, both at the local and national level, are interested in and committed to developing disaster preparedness capacity.
- Community needs are identified and articulated, either by the communities themselves or through the branches.
- A balance is achieved between quality and regional balance.

Monitoring and Evaluation Arrangements

Monitoring of this programme will be carried out in the following ways:

- Project progress will be monitored against defined indicators at regular intervals (quarterly).
- Regular progress meetings will be held between National Societies, Participating National Societies and the Federation at both national and regional levels.
- National Societies will submit regular project progress reports to the regional delegation (quarterly).

Evaluation of this programme will be carried out in the following ways:

- The programme will be formally evaluated internally at least once a year.
- An internal audit may be performed by the internal audit department.
- External or internal evaluations may be carried out on parts of this programme where relevant.

Additional monitoring and evaluation will take place at the project level. For example, within community-based projects, local advisory teams may be formed to assess project progress comprising representatives from the branch, community and local government.

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3. Health and Care in the Community

Background and Progress to Date

With the exception of countries such as Uruguay, Chile and Argentina, whose health and welfare indicators are approaching those of highly developed countries, many of the inhabitants of South America face a range of health issues, and suffer from inadequate access to health care. Governments, overburdened by economic crises and the structural changes imposed by international agencies, have been obliged to make ever increasing cuts to health budgets. Furthermore, the distribution of the limited resources available is unequal, concentrating more on the hospital and specialized sector, to the detriment of the primary level of care. NGOs and other civil and religious associations have tried to fill the gap, attempting to provide some minimum care to the great majority of vulnerable people living in the region.

Although child mortality has been declining for years and life expectancy continues to increase, diseases such as dengue, malaria and malnutrition in infancy remain endemic. To this must be added the re-emergence of diseases such as tuberculosis, often associated with the appearance of HIV/AIDS, and although these do not yet appear to have reached high levels, many believe that the incidence of these diseases is actually far higher than is reflected in official statistics. Outbreaks of yellow fever, leptospirosis, Hanta virus, cholera, malaria and other diseases are frequently encountered after floods and other natural disasters that occur regularly in the region, which leads to the diversion and investment of funding to combat situations which could have been prevented, using far fewer resources, through education, information and communication.

The National Red Cross Societies in the region have responded to this challenge, and motivated by the *Strategic Work Plan for the 90s* and the Federation's *Strategy 2010*, have been carrying out health programmes and projects directed towards the most vulnerable communities in their countries.

One of the achievements of the last two years, is that now all National Societies in the region have a national health department, and national health plans or strategies have been developed in most countries. Recently, too, with the support of the Regional Delegation, a regional health network was set up, integrating the committees or sub-networks of the blood, social welfare, first aid and community health programmes. During 2000, taking its guidance from the Federation's new health vision and *Strategy 2010*, the network has elaborated a regional health strategy, identifying priority areas for intervention and proposing to the Regional Delegation that it elaborate some regional projects to be implemented between the years 2001 and 2002. These are the projects that appear in this appeal.

As well as offering health care services in some countries, the National Societies of the region have been developing projects to combat HIV/AIDS and sexually transmitted diseases, provide basic water and sanitation services, prevent communicable diseases. At the same time as giving first-aid courses in schools, businesses and communities, they are also educating vulnerable communities on basic issues of health and hygiene. Regional projects such as the *Amazonico* ("Amazon") and *Gente Fuerte* ("Strong People") have promoted the strengthening of communities through participatory planning that allows the people who live in these communities to be true protagonists in their development and reduce their own vulnerability.

A further area of focus for the National Societies, with the support of the health network and the Regional Delegation, is to strengthen their image through alliances and cooperation agreements with the health authorities and agencies of the United Nations (WHO/PAHO, UNICEF) in each country. Contacts have been established with all the local offices of PAHO, agreements have been entered into with NGOs for the implementation of activities relating to HIV/AIDS, immunization, maternal and child health, meetings have been held and there has been participation in health committees promoted by the corresponding Ministries.

As of September 2000, the regional health delegate, who is responsible for Central and South America, and the Caribbean, has been based in Buenos Aires (previously in Guatemala). In elaborating this appeal, the regional health delegate and the National Society health directors have been involved, through the regional

network, in prioritizing activities and reaching agreement on the homogenization of tools and strategies. The Regional Delegation intends to support and promote those systems and methods that help to strengthen exchanges of communication and participation by all National Societies in the elaboration of the different strategies, programmes and projects.

Goal To support the community work being carried out by the National Societies in the region to improve the level of health and quality of life of vulnerable communities and people, by strengthening National Society health departments, the health network and implementing regional health projects.

Objectives and Activities planned

Objective 1 To promote antenatal care, family planning and the implementation of the Integrated Management of Childhood Illnesses (IMCI) Strategy in selected vulnerable communities in South America. An agreement between PAHO, Ministries of Health and the Red Cross in five countries in the region to implement the Integrated Management of Childhood Illnesses (IMCI) Strategy over the next five years is in an advanced process of preparation. This process is being led by the American Red Cross in close collaboration with the health delegate. The Federation appeal will seek funding to implement the strategy in the remaining countries in the region.

- Support workshops to motivate and train volunteers in the National Societies (headquarters and selected branches).
- Promote agreements for collaboration and technical support with the health authorities, PAHO and UNICEF in every country.
- Produce and distribute training materials to all National Societies and branches that are implementing the project.
- Support National Societies in implementing information campaigns and community workshops in each of the selected communities.
- Provide support to Red Cross community-level activities, including support to pregnant women at antenatal consultations, family planning advice and health education.
- Mediate with the health authorities to guarantee the health services complementary to the promotion activities carried out in the community.

Objective 2 To continue and strengthen the education of young people and teenagers in the region in the prevention of HIV/AIDS. This project is part of the South American youth plan (*Sur Joven Plan*) designed and implemented by young people for young people, and also forms part of the regional health plan. It focuses on HIV/AIDS prevention through peer education, while also incorporating STDs, sexual education, and other health issues relevant to young people. The project was launched in 1999 in five countries - Argentina, Bolivia, Chile, Peru and Uruguay - and will be extended to Ecuador, Colombia and Venezuela in 2001.

- Support the provision of training in five new branches in every country.
- Promote Red Cross participation in the national AIDS control coordination body in each country.
- Continue the training of Red Cross Youth facilitators.
- Revise and distribute educational materials such as posters and leaflets.
- Support the organization of talks and meetings for young people in schools, universities and youth centres.
- Promote the proper use and disposal of condoms amongst participants of community-based youth activities. Support provision of free condoms to the same participants.
- Take part in events organized to mark “World HIV/AIDS Day” on 1st December.
- Make an inventory of the centres and organizations providing care and support to people living with HIV/AIDS in each country.

Objective 3 To develop a regional water and sanitation project, with a focus on the control of water-borne and vector-borne diseases. Water and sanitation is an integral part of the Federation’s approach to health. Whilst previous water and sanitation activities in the sub-continent have focused primarily on emergency situations, this project will aim to strengthen the work of the Red Cross at the community level. Technical support to the project will be provided by the regional water and sanitation delegate based in the Pan American Disaster Response Unit.

- Establish alliances and collaboration agreements with the health authorities and PAHO in each country for the implementation of the project
- Organize workshops to motivate and train volunteers in all the National Societies (headquarters and selected branches)
- Print and distribute promotional and educational materials to all National Societies and their branches (dengue, malaria, cholera, clean water, waste management)
- Support promotional campaigns and workshops in the communities selected to participate in the project.
- Support hygiene education and promotion activities (home visits) at the community level.
- Promote the use of anti-malaria kits in endemic areas
- Develop partnerships with the authorities and other partners with the aim to improve water supply and sanitation systems in the communities.

Objective 4 To continue the *Amazonico* programme, promoting integrated development and improving health, nutrition and education conditions in 15 communities in the Amazon basin. The *Amazonico* programme covers part of Brazil, Bolivia, Colombia, Ecuador, Peru and Venezuela, focusing on vulnerable communities living in areas with environmental and social problems. First established in 1998, in 1999 the programme was extended from 5 to 15 Red Cross branches, with each participating community identifying its own needs.

- Support the implementation of the activities of the regional maternal and child health project, regional HIV/AIDS prevention project, and the regional water and sanitation project, with an emphasis on malaria control.
- Support the creation and training of community brigades to carry out water and sanitation work in five communities selected in 2001 and two more in 2002
- Support the provision of specific training in the Amazon area on malaria, its diagnosis, treatment and prevention
- Promote the use of impregnated mosquito nets in the Amazon area
- Support the implementation of agricultural micro-projects in five selected communities
- Promote the design and elaboration of income generating micro-projects in at least three communities.
- Support the implementation of holistic educational activities within the local school system.
- Support the development of Red Cross branches and organizations in the region by means of training in the design, management and evaluation of projects and in participatory planning.

(Further information on the *Amazonico* Programme is available on request.)

Objective 5 To develop and implement a regional project for health in emergencies, in cooperation with the Pan American Disaster Response Unit. Preparation for health emergencies is a key component of National Society disaster preparedness activities. In cooperation with the National Societies and the Pan American Disaster Response Unit, the Regional Delegation will develop a programme to strengthen capacity in this area. Priorities will be developed through a regional workshop to be held in 2001, but may include the following type of activities:

- Establish priorities for work in health in emergencies together with the National Societies.
- Develop a health in emergencies strategy and operational plan.
- Identify and distribute appropriate manuals.
- Identify material, financial and human resources (National Society staff and volunteers) for relief interventions.
- Create in coordination with the disaster preparedness programme, a basic stock of health items for relief operations.
- Define the respective roles of the Federation and National Societies before, during and after the announcement of a disaster or epidemic.
- Strengthen the communications system between the National Societies and Regional Delegation in announcing and monitoring an epidemic.

Objective 6 To continue the strengthening of the regional health network. The regional health network comprises senior health officials from the National Societies in the region, and is facilitated by the regional health delegate. The network promotes sharing of experiences and mutual support between National Societies, as well as the establishment of joint priorities and actions in health in the region.

- Provide computers for the health departments of the Bolivian and Peruvian Red Cross Societies (the health departments of the other National Societies in the region already have at least basic IT equipment).
- Finance internet connection costs for all the members of the network.
- Facilitate regular, on-line “virtual” meetings between the network members.
- Participate in meetings in each National Society comprising health officials from headquarters and the branches in order to consolidate the internal network in each country.
- Facilitate two meetings per year of the network.
- Participate, together with two representatives of the network, in the HELP 2001 course in Mexico.
- Provide support in monitoring and evaluation of the network’s programmes and projects.

Objective 7 To increase voluntary, altruistic and unpaid blood donation in the region through the Inter American network of Red Cross blood programmes. The blood network was formally established in June 1999, and consists of 13 National Societies in the Americas who are active in the field of blood (Bolivia, Chile, Colombia, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Mexico, Nicaragua, Peru and Suriname). Through the network, National Societies are able to share experiences on donor recruitment issues. The Buenos Aires Regional Delegation will act as the “guardian” of the network, promoting coordination and providing technical support to its members.

- Produce materials promoting blood donation.
- Support training for voluntary blood donation promoters.
- Launch a regional blood donation campaign to coincide with the International Year of Volunteers.

Expected Results

Objective 1: Three branches in each National Society will be participating in the project, each one working in three communities. Antenatal care and family planning services will be available in the participating communities, and the IMCI strategy is being implemented.

Objective 2: The Red Cross will have an active presence in national fora for the fight against HIV/AIDS. The number of trained young volunteers participating in the project will have increased by 20%. The number of schools and youth centres in which Red Cross Youth has transmitted its message among peers will have increased by 25%. Demand for condoms will have increased among young people.

Objective 3: Technical support from PAHO and the recognition and collaboration of the health authorities will have been secured for the implementation of the project. All the National Societies and at least three selected branches in each country will have carried out motivation and training workshops and will have started their activities at the community level. A minimum of two campaigns and three community workshops will have been carried out in at least nine communities in each country. Numerous home visits of an educational nature will have been carried out and these visits and their impact will be monitored through regular follow-up. All the selected communities in the Amazon area will have received specific training on malaria control and will have started to improve their sanitation situation and to use impregnated mosquito nets in homes.

Objective 4: Three campaigns and three community workshops on maternal and child health, HIV/AIDS and communicable diseases will have been carried out in the 15 selected communities. Nutritional supplies will have improved in the five communities that have implemented agricultural micro-projects. The level of employment in three communities will have improved as a result of the development of production micro-projects. The water supply and sanitation situation will have improved in five communities as a result of the activities carried out by the community brigades. The number of Red Cross branches in each country that have been trained in participatory planning and project development will have increased by 15%.

Objective 5: National Societies in the region will have a regional programme for health in emergencies which will provide guidelines for the definition and identification of priority areas for intervention in cases of emergency (principally natural disasters), and channel available resources.

Objective 6: All health departments in National Societies participating in the network will have a computer and internet connection by mid-2001. At least six virtual meetings will have been held on-line in

2001. At least half of the network members will have held annual health meetings and will have formed national health networks during 2001. The network will have met twice during 2001. The network will have been represented at the HELP 2001 course, and two network members will have received training which will be shared with the rest of the network. The regional health delegate and/or the network coordinator will have conducted monitoring and evaluation visits to health projects in at least 50% of the member countries.

Objective 7: At least five promoters will have been trained in each country. The regional blood donation campaign will have been successfully carried out. Promotional activities will have increased awareness in the region of the need for voluntary blood donors.

Indicators

- Number of motivation and training workshops carried out at the central headquarters and branches of the Red Cross
- Number of Red Cross volunteers trained in the subjects of the different projects
- Number of collaboration agreements signed between the Red Cross and the health authorities and other agencies for the implementation of projects
- Number of campaigns, community workshops and home visits carried out by Red Cross volunteers during the implementation of the projects in different communities
- Amount of materials printed, reproduced and distributed to the National Societies and their branches
- Number and percentage of pregnant women attending ante-natal check-ups
- Number and percentage of families who have started on a method of family planning
- Number of families trained in family IMCI
- Number of agricultural and production micro-projects formulated and executed
- Number of National Societies and branches familiar with the regional programme for health in emergencies.
- Number of National Society health projects, reports and documents shared amongst members of the health network.
- Number and level of participation of health network members in “virtual” meetings.
- Number of national health meetings held, and national health networks and strategies established.
- Number and percentage of voluntary blood donors in the Red Cross banks or in the country’s identified reference banks
- Number of volunteers trained as promoters of blood donation

Critical Assumptions

- South American National Societies, PNS, WHO/PAHO and Ministries of Health support the programme.
- Agreements are signed with health authorities and other partners.
- Sufficient and timely funding is received to prevent delays in the implementation of the different activities.
- No major natural disasters occur, although natural disasters that strike the region periodically may cause delay in activities in some countries.
- Red Cross volunteers are available and willing to participate in the development of activities.

Monitoring and Evaluation Arrangements

The regional health delegate, health directors, officials in charge of regional programmes and the health agencies and bodies with which collaboration agreements have been signed (Ministry of Health, PAHO) will participate in the monitoring of the different activities and projects. Regular visits to the field by these persons will enable reports to be drafted on the process, results and impact of the projects, which will enable the changes and reforms considered necessary to be introduced. Quarterly financial and activity reports will be requested.

There will be an annual evaluation and another at the end of the two years of each project. The results and impact will be measured both by the Red Cross itself and by the health authorities and PAHO.

A final financial and activity report will be drafted on every project. Recommendations will be made as appropriate for the continuation of activities or the definitive closure of projects.

4. Promotion of Humanitarian Values

Background and progress to date

The Red Cross and Red Crescent Movement is guided by principles and values which are shared by its members and staff worldwide. These principles demand respect for other human beings, and are defended, applied and disseminated by people from different countries, cultures and classes, who carry out their humanitarian actions under the flag of the Red Cross and Red Crescent. Nevertheless, the challenge for the Red Cross as defined by *Strategy 2010*, is to go even further, seeking through the promotion of humanitarian values, to influence behaviour in the community and contribute to the building of a more united civil society.

In South America, the Red Cross has a crucial advocacy role to play in promoting humanitarian values. The region's economic and social difficulties include child labour, high teenage pregnancy rates and growing discrimination based on sex, nationality, race and social class. In addition, according to the Inter American Development Bank's 2000 report, the region has the world's highest murder rate (13 per 100,000 inhabitants), with the overall crime risk rates in South America reaching an average of 40%.

Since 1997, the Buenos Aires Regional Delegation has been supporting educational campaigns promoting humanitarian values aimed at children and teenagers through the *Plan Sur Joven*. The National Society youth departments are now developing, with the support of the Regional Delegation, a programme in school centres, with the methodological support of the PACO project ("Peace, Action and Coexistence") which has been developed by the Colombian Red Cross. The PACO project intends to incorporate new material geared towards the understanding and commitment to values as well as inviting a change of attitude, especially amongst young people. In addition, in Colombia, the "Better Programming Initiative" has been introduced by the Federation, oriented to community peace-building.

The other area of focus in South America will be volunteering, which has been suffering from a crisis related to the region's socio-economic difficulties and the lack of a new, updated approach to voluntarism. Taking advantage of the International Year of Volunteering in 2001, the Regional Delegation will work with National Societies in the region to promote volunteering as a humanitarian value, and encourage an increased social commitment to the most vulnerable within society.

Goal To promote understanding of Red Cross/Red Crescent humanitarian values, especially amongst young people, and seek, through advocacy, the promotion of volunteering, a change of attitude in society.

Objectives and Activities planned

Objective 1 To support the dissemination of the Fundamental Principles and the Movement's humanitarian values through the youth network, promoting amongst children and young people, attitudes of non-violence, tolerance, reciprocal respect, and equality of opportunities amongst men and women.

- Support National Societies in organizing talks, workshops and activities for children and young people in schools.
- Give technical support and funding to National Society community projects which provide recreational, artistic, and educational activities for children and young people. Funds will be allocated through project contests.
- Extend the PACO Plan developed by the Colombian Red Cross to other National Societies in the region.
- Support gender equality awareness campaigns and respect to diversity in all National Societies, through the activities of the Red Cross youth in schools and neighbourhood centres.

Objective 2 To promote volunteering in the region, increasing the participation and commitment of the population in social welfare issues through its collaboration with the Red Cross.

- Support the participation of National Societies in humanitarian forums.

- Develop a regional campaign aimed at promoting volunteering, to coincide with the International Year of Volunteering (IYV) in 2001, involving the production of postcards and posters designed by artists from the region.
- Support a regional commission for the IYV, participate in the organization of activities and events at regional and national levels, and elaborate appropriate promotional materials.
- Include a regular section on volunteering issues in the magazine “*Noticias de America Latina.*”.

Expected results

- **For objective 1:** Six National Societies that are already working in schools, will have increased their activities in this area by 20%. Three other National Societies, will be working in at least four school centres each by the end of 2002. Each National Society will have carried out two community projects, each benefiting at least 20 people. Funds will have been assigned through a project contest carried out through each National Society and with the technical support of the Regional Delegation.
- **For objective 2:** At least five National Societies will be members of humanitarian forums in 2001, with a further three in 2002. The collaboration of at least five known artists will have been achieved to produce materials promoting volunteering, and postcards and posters will have been distributed throughout the whole region. The regional commission for the celebration of the Volunteer International Year will have formulated a regional action plan that will have been carried out by December 2001. Articles will have been written by the Delegation on issues related to volunteering and social commitment, with a regular section in *Latin American News* during 2001 and 2002.

Indicators

- Number of schools where National Societies are active in organizing activities.
- Number of community projects implemented involving children and young people.
- Number of National Societies participating in humanitarian forums.
- Quantity of promotional materials distributed relating to the International Year of Volunteering.
- Number of articles published relating to volunteering issues.

Critical assumptions

- Agreements are signed with schools enabling the implementation of related project activities.
- The economic and social difficulties and instability that exist in the different countries do not prevent an awareness on social participation.

Monitoring and Evaluation agreements

- Monitoring of the project will be conducted by the Regional Delegation on a six monthly basis.
- The community projects will be analyzed on the basis of their viability, impact and efficiency. Monitoring of the project implementation will be subsequently carried out by the Delegation. Once the activities are completed, a comparative study will be undertaken to examine progress made during the implementation period.
- Information relating to National Society participation in humanitarian fora will be obtained from their respective annual reports.
- The regional commission will meet in May and September 2001 and will elaborate reports. A report on the activities relating to the IYV on December 5th 2001 will be prepared.

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5. Regional Cooperation

Background and progress to date

The vast territory covered by South America and the long distance between countries could be considered as a potential difficulty for regional cooperation. However, National Societies from the region enjoy good cooperation, particularly between neighbouring countries. They have also supported the Latin American and Caribbean cooperation systems through CORI (Interamerican Regional Committee) and the annual meetings of presidents and technical seminars.

The Buenos Aires Regional Delegation has been actively giving support and working with the National Societies in the organization of the CORI meetings, and provided assistance to the organization of the last meeting of presidents and technical seminars in Asunción, Paraguay, in 2000. As with the other Regional Delegations in the Americas, Buenos Aires Regional Delegation was fully involved in providing support to the last Interamerican Conference held in Santo Domingo in 1999. The main conclusion of this conference was the *Santo Domingo Declaration* which presents the basis for a plan of action for the whole Americas. The Chilean Red Cross is the host for the next regional conference scheduled for 2003, and the Regional Delegation of Buenos Aires has been asked to support the National Society in the coordination and monitoring of the implementation of the *Santo Domingo Declaration*.

The regional cooperation programme is based on the third strategic direction of *Strategy 2010*: “to work together effectively through programme coordination, long-term partnerships and funding, as well as more active advocacy”. The programme also aims to put into practice the *Santo Domingo Declaration* on the development of Red Cross networks based on “the need to share knowledge and experience, taking into account the already existing networks in the Americas Region”.

The involvement of the South American National Societies in the health network has been particularly important in the year 2000 and deserves to be fostered in the coming two years. Youth networks have been very active in this part of the Americas in the last few years, and have to be consolidated and enlarged. Differing levels of development between National Societies - there are some well organized National Societies with systematically trained staff and members, as well as others which have only recently started to develop along these lines - means that there is great potential for productive support between National Societies in the region, an approach which maximises development opportunities within a context of limited resources.

In recent years, the Buenos Aires Regional Delegation has also pioneered several cross-border community development programmes. The most important ones are the *Amazonico* project and *Camalote* (Rio de la Plata Basin). The first focuses mainly on health and the second on disaster preparedness, although both are built on an integrated community approach. Following a common methodology with a participatory focus and a partnership between the local branches, local governments and communities, these projects are also enhancing the cooperation between neighbouring National Societies. At the same time, they are encouraging the participation of different PNS with bilateral projects coordinated under the Federation umbrella and participating in sharing experiences and methodologies.

The regional delegate recruitment programme is also a key component of the regional cooperation programme. A regional pre-BTC selection and assessment workshop was held for South American National Societies in Buenos Aires in September 1999. Several selected candidates participated in the BTC organized by Canadian Red Cross, as well as in the BTC for the Americas organized in Mexico in September 2000.

The dynamics of regional collaboration has had a significant role in the collaboration and interaction of delegates in emergency operations. In these cases the cooperation between National Societies has been sustained on a regular basis. Delegates from South American National Societies have participated in Regional Intervention Teams (RIT) and participated in the Venezuela floods operation in 1999/2000.

Goal To strengthen the regional cooperation mechanisms between National Societies in the region by increasing mutual support and technical networking.

Objectives and Activities planned

Objective 1 To support the reinforcement of regional exchange, cooperation and networking.

Activities planned to achieve objective 1:

- Provide technical support to and attend the CORI meetings.
- Support the organization of the South American Presidents and Technical Seminars Meetings, in collaboration with the Uruguayan Red Cross 2001.
- Attend the diagnostic and preparation meetings for the Inter American Conference (Chile 2003) to be held in 2001 and 2002.
- Identify focal points within the National Societies in the region, in order to implement programmes included in the core areas of *Strategy 2010*.
- Support the creation of a Commission of Expertise comprising National Society technicians and volunteers for the development of new programmes and support to existing ones.

Objective 2 To strengthen the regional delegate recruitment programme in South America

Activities planned to achieve objective 2:

- Distribute the *International Recruitment Handbook* in Spanish to all National Societies.
- Organize one basic training course in the region in 2001.
- Promote the participation of regional volunteers in BTCs held outside the region.
- Distribute the list of Federation open positions to all National Societies in the region.
- Encourage National Societies in the region to propose BTC-trained and recommended candidates for Federation international and regional missions.

Expected results

- National Societies will have increased their exchange of resources and knowledge.
- There will be an increase in coordination meetings organized in the region, and the Regional Delegation will be actively involved in them.
- The regional delegate recruitment programme will be well-functioning and is deploying delegates from South America inside and outside the region.

Indicators

- Number of National Societies active in regional networks
- Number of South American delegates deployed within the region and internationally

Critical assumptions

- National Societies continue to support the regional network
- Sufficient funding is available for the programme
- Funding is available to recruit delegates from the region

Monitoring and Evaluation arrangements

- All the projects and activities will be monitored (quarterly)
- All the projects and activities will be evaluated at least once a year
- Mission reports and quarterly reports.

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6. Coordination and Management

Background and progress to date

The Buenos Aires Regional Delegation currently supports all the countries in South America. The delegation was established in 1994 to work with five National Societies: Argentina, Bolivia, Chile, Paraguay and Uruguay. In 1996, the delegation expanded its coverage to include Brazil and Peru, and as of August 2000, it is also supporting Colombia, Ecuador and Venezuela, previously covered by the Regional Delegation in Guatemala.

The Red Cross has a long tradition in South America. The National Societies are well known in their respective countries, but sometimes they are perceived as old-fashioned. They lack sufficient resources, and some of them are not used to working consistently with communities. The Regional Delegation is helping the societies to implement *Strategy 2010*, and the recommendations of the last Inter American Conference through the 1999 *Santo Domingo Declaration* and the recommendations of the 2000 Asunción meeting of the ten National Societies. A Regional Assistance Strategy has been designed for this sub-region, which identifies the following main objectives for Federation assistance: (a) institutional development and modernization of the National Societies; (b) disaster preparedness; and (c) health.

In the last few years, the Regional Delegation has supported the National Societies in reviewing their statutes and elaborating national development plans. Seven National Societies already have development plans, which must be updated in coherence with *Strategy 2010*. Human resources from the region have been trained, particularly in project management, disaster preparedness, information and youth. Still, important work has to be done to improve the management and continue the modernization of the National Societies.

Several cross-border community development projects have started in the region (*Gente Fuerte, Camalote, Amazonico*), strengthening the Red Cross' work at the community-level, working in partnership with local authorities, and at the same time, reinforcing the local branches.

Red Cross international cooperation with South America has a strong bilateral component. The Regional Delegation has learned how to provide coordination and support to the bilateral programmes, working as a Federation. The *Amazonico* project is a good example where several PNS are managing bilateral projects but sharing the same methodology and coordinated by the Regional Delegation. From this point of view, the process started by the Delegation to elaborate inclusive country assistance strategies is becoming an important challenge.

The Regional Delegation has a core group of delegates in Buenos Aires. Following a general trend in the Americas, several delegates are located in different countries to be closer to the National Societies. Currently, there are delegates in Colombia and Bolivia, plus at the Country Delegation in Venezuela to support the rehabilitation operation following the floods in December 1999.

Goal To ensure efficient coordination and technical support of the Delegation to the programme implementation and capacity building of the National Societies, enhancing partnerships and optimizing regional resources.

Objectives and Activities planned

Objective 1 To improve the efficiency of the Red Cross programmes through better planning and increased resource mobilization.

Activities planned to achieve objective 1:

- Adapt the Federation methodology for planning, standardizing a common framework for designing and implementing projects to be used by all the National Societies in the region.
- Guidelines and training materials will be produced in cooperation with other Americas Delegations.

- New training processes will be organized. Specific training will be provided to the National Societies involved in the regional programmes (*Amazonico, Camalote, Andean disaster preparedness programme*).
- A folder presenting all the regional programmes and the action of the Federation in South America will be produced and presented to regional and international donors.
- A database will be created for potential donors in the region, including private and institutional ones.
- Particular training and technical support will be provided in the design and implementation of disaster response programmes, organized with the support of PADRU.

Objective 2 To reinforce partnerships inside the Movement, and with external partners.

Activities planned to achieve objective 2:

- Continue the elaboration of inclusive Country Assistance Strategies with ICRC and PNS, in consultation with the National Societies from the region. They will be based on the pilot experience carried out in 2000 with the Bolivian Red Cross.
- Consolidate contacts with UN agencies, mainly WHO/PAHO, UNDP, UNICEF and UNHCR, and with other agencies and NGOs (White Helmets, IOM, FICONG, etc.)
- Continue the contacts and consolidate strategic alliances with the private sector.
- Maintain periodical meetings with ICRC delegation.
- Ensure periodical contacts with the main PNS present in the region, and continue to organize annual partnership meetings.

Objective 3 To improve the delegation management activities.

Activities planned to achieve objective 3:

- Regional reporting delegate will be appointed (if funds are available) in order to improve the quality of all reports.
- Specific training on ECHO projects and procedures will be organized for selected delegates and National Societies frequently involved in ECHO projects.
- Financial control will be reinforced with the support of the Regional Finance Unit.
- Close monitoring of programmes will be established with the cooperation of all the delegates in Buenos Aires and in other South American countries.
- The Regional Delegation will continue using external resources (outsourcing) in order to increase their working capacity through regional and local personnel.

Expected results

- For objective 1: Efficient and well-functioning programmes that meet Federation standards. General satisfaction in the design and implementation of bilateral programmes. Donors interest will have been increased in the region.
- For objective 2: The international cooperation with the National Societies will have been well coordinated in the region. Country Assistance Strategies have been elaborated and agreed for all the countries in South America. Effective cooperation with ICRC is maintained, particularly in the support to National Societies and the image of the Movement in the region is enhanced. Strategic alliances will have been established and funds from the region been raised.
- For objective 3: Overall management of the Delegation meets Federation standards. Compliance with Federation minimum reporting standards. There is no deficit in the balance between income and expenditure. Local personnel integrated in the team in an efficient work. The Regional Delegation will have been placed in the most suitable country, connecting with delegates working in other parts of the region.

Indicators

- Increase in the percentage of appeal coverage
- Increase in the percentage of funding received from the region.
- Increase in number of technical people able to design programmes in accordance with Federation standards in every National Society.
- Level of satisfaction of partners participating in Country Assistance Strategies .
- Activities and campaigns carried out jointly with the ICRC.
- Agreements and memoranda of understanding signed with other agencies and corporations.
- Contacts and periodical meetings with PNS.

- Timely narrative and financial reports of good quality and well accepted by donors.
- All delegates with updated job descriptions, mission instructions and work plans.
- Budgets are approved in time and cash requests are properly managed.

Critical assumptions

- Sufficient attention to South America is paid by donors; critical mass of funds is available for programmes in the region.
- Main partners are committed to coordinate bilateral cooperation with the Federation and others in the Movement.
- Proper number of funded delegates is available
- Secretariat financial systems work properly and provide timely support.
- Spanish language is respected as a working language in the region, allowing National Societies to fully participate in sharing knowledge with the entire Federation. Delegates are also using English for exchange with other regions and technical departments.

Monitoring and Evaluation arrangements

- Quarterly meetings based on the Regional Delegation quarterly reports are held to evaluate progress.
- Final evaluation of every campaign or short term project.
- Annual interim evaluation on the large projects (*Camalote, Amazonico*)
- Annual meeting with partners to evaluate progress on Regional Assistance Strategy.

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DELEGATION: Buenos Aires RD							
PROGRAMME	DP	Health & services	Human values	IDRD	Coord. & mgt	Regional coop.	TOTAL
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0	0
Food & seeds	0	0	0	0	0	0	0
Water	1,185	0	0	0	0	0	1,185
Medical & first aid	0	14,756	0	0	0	0	14,756
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
Sub total supplies	1,185	14,756	0	0	0	0	15,941
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	16,395	0	16,395
Computers & telecom	8,198	14,034	0	0	3,279	0	25,511
Medical equipment	0	0	0	0	0	0	0
Other capital expenses	0	0	0	0	12,296	0	12,296
Sub total capital	8,198	14,034	0	0	31,970	0	54,202
Programme management	37,517	74,482	32,631	45,720	0	6,405	196,755
Technical services	11,231	22,296	9,768	13,686	0	1,917	58,898
Professional services	12,455	24,726	10,833	15,178	0	2,126	65,318
Sub total programme support	61,202	121,504	53,232	74,584	0	10,449	320,971
Transport & storage	14,438	0	0	0	17,401	0	31,839
Personnel (delegates & expatriates)	353,248	186,420	50,878	289,078	150,299	3,935	1,033,858
Personnel (local staff)	174,968	71,523	103,329	15,173	132,546	13,971	511,510
Sub total personnel	528,217	257,943	154,207	304,251	282,845	17,906	1,545,368
Travel & related expenses	45,357	42,955	33,610	33,561	44,523	14,756	214,760
Information expenses	68,976	141,479	99,753	9,837	22,199	0	342,244
Expert fees	44,433	40,725	0	0	984	0	86,142
Admin. - general expenses	283,087	314,162	58,858	70,236	110,476	0	836,820
Training workshops / seminars	12,624	157,025	84,270	185,570	0	51,879	491,368
Sub total travel, training, general exp.	454,477	696,346	276,491	299,204	178,182	66,635	1,971,334
Total budget	1,067,716	1,104,582	483,930	678,040	510,398	94,989	3,939,655